Bowdoin College

Faculty Handbook

2010-11

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 or the *Employee Handbook*. The Faculty, Student and Employee Handbooks and updates, announcements and other resources are located on the web at: http://www.bowdoin.edu/academic-affairs/index.shtml.

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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 College provides three types of sabbatic leaves for tenure-track and tenured faculty, coordinated with the various stages of the career, in support of the continued development of faculty. Assistant Professors are eligible for a pre-tenure leave, ordinarily taken in the fourth year of service, following a successful reappointment. Newly tenured members of the faculty who have been promoted from Assistant to Associate Professor are eligible for a post-tenure leave ordinarily taken in the second year in rank at Associate Professor and normally upon the completion of no fewer than seven years of employment at the College.[1] Tenured members of the faculty with the rank of Professor or Associate Professor are eligible for a sabbatic leave of absence following the completion of twelve semesters of full-time service since the previous leave funded by the College.

A sabbatical is one semester of leave at full pay or one year of leave at half pay. Faculty on year-long leaves may supplement their salary with internal or external sources of funding, up to their regular, full-time rate.

[1] The post-tenure sabbatical was recommended by the faculty and approved by the Board of Trustees 8 May 2009 (09-3-4). This sabbatical provision is available to faculty tenured on or after July 1, 2010.

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 in advance from the Dean for Academic Affairs.

   The College's sabbatical leave program is intended to provide opportunities for continued professional growth for the benefit of both the faculty member and the institution. Faculty members are therefore normally expected to return to teach at the College following the sabbatical.

2. Eligibility[2]

   Pre-tenure Leave for Assistant Professors. 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. The junior leave will normally be taken in 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.[3]

   Post-tenure Leave for Associate Professors. Upon promotion to Associate Professor, faculty members may apply for a post-tenure leave, normally to be taken in the second year of tenure. Eligibility for a post-tenure leave is based on successful promotion. Additionally, the faculty member is expected to have completed at least three years of teaching since the junior leave and to have been employed by the College for no fewer than seven years; exceptions require the approval of the Dean for Academic Affairs.

   Sabbaticals. Eligibility to apply for a sabbatic leave other than the pre-tenure leave or post-tenure 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. For faculty who were tenured before July 1, 2010, service toward sabbatical eligibility begins to accrue following the pre-tenure leave. For faculty tenured on or after July 1, 2010, service toward sabbatical eligibility begins to accrue following eligibility for the post-tenure sabbatical.[4] 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 future 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.

[2] Revised per (00-2-3), approved by the faculty 6 March 2000 and (09-3-4) approved 8 May 2009.
[3] Revised per (03-5-4), approved by the faculty 19 May 2003.
[4] Revised per (09-3-4), approved 8 May 2009.

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.

If a faculty member defers or advances a sabbatical at the request of the College, doing so will have no negative effect on the faculty member's eligibility for a subsequent sabbatical. A faculty member may accrue no more than twenty-four semesters of service toward sabbatical eligibility (the equivalent of a one-year sabbatical at full pay).

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 2008-09 the determination of eligibility on the basis of the number of semesters taught will be calculated for the academic year 2010-11). The Dean for Academic Affairs will notify Assistant Professors of their eligibility for pre-tenure leave at the time at which reappointment in the rank of Assistant Professor is offered. The Dean for Academic Affairs will notify newly tenured Associate Professors of their eligibility for a post-tenure leave following a successful promotion. The Dean will then inform those members of the faculty about their prospective eligibility and invite discussions of possible sabbatic leave plans among the faculty member, department and 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. Requests for sabbatic leave should normally be made in writing to the Dean no later than November 1 of the academic year preceding the year in which the leave would take place.

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

Within three months of returning from sabbatical, the faculty member shall provide a report to the Dean for Academic Affairs on the activities undertaken during the sabbatical.

C. Leaves of Absence for Research, Scholarship, and Artistic Work[5]

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 Development Committee for support of leaves to extend one-semester leaves to a full year or to provide support for those otherwise ineligible for a sabbatic leave. Requests for all leaves of absence should normally be made in writing to the Dean no later than November 1 of the academic year preceding the year in which the leave would take place.

2. In considering approval for leaves of absence, the Dean for Academic Affairs will consult with the department chair and/or program director and consider the needs of the individual, the department and the College. 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 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.

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

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. Intellectual Property Policy[6]

The current Intellectual Property Policy, which was developed by the former Faculty Affairs Committee, endorsed by the Faculty in May 2006, and approved by the Board of Trustees in February 2007, replaces the College's former Patent Policy and addresses the ownership of intellectual property created by faculty, staff, and students. This Intellectual Property (IP) Policy defines and clarifies the central principles of intellectual property at Bowdoin, answers important questions of ownership, and sets up effective and efficient procedures for the resolution of questions about IP ownership in the future.

Bowdoin's IP Policy recognizes and comports with the common law and traditions of intellectual property ownership at colleges and universities. The majority of the works of community members fall within clear categories: in most cases, "traditional scholarly work" is owned by the creator, and "work made for hire" is owned by the College. These terms are defined and discussed in further detail in the complete text of the IP Policy (see Appendix D). For cases that may not be clear, section IV of this document sets out specific procedures for determining the allocation of ownership rights.

The complete text of the IP Policy is included at the end of this *Faculty Handbook* as Appendix D.

G. Leaves of Absence for Illness and Disability, 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.

[6] Endorsed by the faculty May 2006 (06-4-2) and approved by the Board of Trustees 9 February 2007.

Faculty members should refer to the Employee Handbook (available from Human Resources) for full details of the College's sick leave policy. Section H, below, describes specific provisions for ongoing members of the Faculty.

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.

H. Parental Leave Policy for Faculty[7]

A summary of Maternity and Parental Leave options for *all* employees can be found in Appendix B of this *Handbook*.

1. Course Reduction

   a) Faculty and lecturers in ongoing or tenure-track appointments with one year of service at the College who have primary or coequal responsibility for the care of a newborn or a newly placed child under age six are eligible for a two-course reduction in teaching load with no reduction in base salary or benefits. In the case of faculty who are parents of the same child, the course reduction may be shared; however, the total reduction in teaching load may not exceed two courses per birth or adoption event. Faculty members may take the total two-course reduction during the semester in which the birth or adoption occurs, during the semester following the birth or adoption, or may spread the two-course reduction over those two semesters (i.e., one course reduction in each semester). In the case of departments which have a variance from the normal four-course load per year, it is anticipated that the two-course reduction will provide complete release from teaching if taken in a single semester. For tenure-track faculty or lecturers with on-going appointments in their first year, a two-course reduction may be granted by the Dean for Academic Affairs in consultation with the relevant department chair or program director. Faculty on visiting appointments are not eligible for course reduction.

   b) In the semester(s) in which the course reduction is taken, a faculty member is expected to continue with non-teaching responsibilities to the department and College such as advising, committee assignments, and independent studies or honors projects. Departments will be responsible for providing whatever coverage of these duties might be necessary if the faculty member is unable to perform them for a short period of time.

   c) A faculty member should notify the Office of the Dean for Academic Affairs of a birth or adoption event with as much advance notice as feasible. The Dean's office will meet with the faculty member and then consult with

[7] Approved by the faculty May 7, 2007 (07-5-3).

department chairs and/or program directors. The specific distribution of the two-course reduction must be approved by the Dean in consultation with the faculty member and department chairs and/or program directors.

d) A faculty member receiving a course reduction affirms him/herself to be the primary or coequal caregiver of the child during the time of the course reduction. Course reductions are only available to faculty in the role of primary or coequal caregivers.

e) Faculty who are not primary or coequal caregivers may request exemption from non-teaching duties for the semester in which her or his child is born/adopted or the following semester, upon timely notification of the Dean's Office of an anticipated birth or adoption. Departments will be responsible for providing whatever coverage of these duties might be necessary.

f) Other leave time may be available, based on College and federal policies, for female faculty during pregnancy, childbirth or postpartum. If a leave is needed for medical reasons, the College's paid sick leave for faculty applies. As with any other short-term medical event, the expectation is that departments or programs will cover classes in such instances without additional resources from the College. Other leave time is available to mothers and fathers following childbirth or adoption through the Family and Medical Leave Policy. The policies described in 1-4 above are in addition to federal and institutional leave policies. A mother or father who takes a FMLA following birth or adoption remains eligible for up to a two-course reduction in teaching load during the semester following the leave.

2. Extension of the Tenure Probationary Period

a) Any faculty member who becomes a parent through birth or adoption, regardless of whether s/he takes a parental leave, will receive an extension of the tenure probationary period for a period equal to a parental leave (one semester) for each birth or adoption event. The faculty member should notify the Dean for Academic Affairs in the semester of the birth or adoption event, at which time the tenure probationary period will be officially extended. Because the tenure process at Bowdoin is on an annual calendar, each such one-semester extension will round to an additional year on the tenure clock. This automatic extension of the tenure probationary period does not preclude a faculty member from seeking earlier consideration for tenure (*i.e.*, any time before the tenure clock expires).

b) A standard letter will be placed in the file of a faculty member whose tenure probationary period is extended because of a birth or adoption event, and included in the materials for reappointment and tenure. The letter will outline the policy on extension of the tenure probationary period for a parental leave and state that the criteria for review and the expectations for research and teaching are identical for all faculty members at the conclusion of the tenure probationary period.

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[8]

A. General Criteria for Appointment, Reappointment, Tenure, and Promotion

The instructional faculty of the College consists of (1) Professors, Associate Professors, Assistant Professors, and Instructors appointed to regular full-time or part-time tenured or tenure-track positions; (2) all individuals on non-tenure track, renewable contracts, who regularly teach courses for credit in the College curriculum and whose primary affiliation is with Bowdoin College; and (3) all persons who hold visiting teaching appointments for the duration of their appointment at Bowdoin College. All instructional faculty will be reviewed by the College using the following criteria as appropriate to their rank and position:

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. Appointment at the Rank of Instructor or Assistant Professor[9]

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

[8] See (08-4-4 a, b, and c) approved by the faculty 5 May 2008 pertaining to Parts A-E of this section.
[9] See (99-12-3), (00-2-3), and (00-3-1), approved by the faculty 6 March 2000. For procedures on shared appointments, see Section IV.J. of this *Handbook*.

for Academic Affairs is regularly advised by the Committee on Appointments, Promotion and Tenure.

1. Initial Appointment

   a) 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.1.c below). If work on a doctorate is completed during an instructorship, promotion to the rank of assistant professor is automatic following award of the degree, within the term of that person's current appointment.

   b) The College expects that instructors will normally complete the requirements for the doctorate by September 1 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.

   c) 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.

2. Progress Towards Tenure

   The College has a normal tenure-probationary period of six years for Assistant Professors. This probationary period includes time at the College at the rank of Instructor. For tenure-track faculty normal progress towards tenure occurs in two stages:

   - a four-year initial contract, in the third year of which a reappointment review is conducted.
   - a three-year subsequent contract as Assistant Professor, in the second year of which a tenure review occurs.

   In each case, the final year of the contract serves as a terminal year in the event of an unsuccessful reappointment or tenure review.

   For faculty who defer their initial appointments, the tenure probationary period does not begin until the semester in which teaching at Bowdoin commences. A tenure-track faculty member may extend the tenure probationary period for leaves of absence for illness, disability, childbirth, and meeting familial responsibilities, as well as for research and scholarship or artistic work. Extensions to the tenure-probationary period for approved leaves do not increase

the expectations of candidates' accomplishments in teaching, scholarship or service to the College. Sabbaticals and leaves of absence for research, scholarship, or artistic work will normally extend the tenure probationary period by no more than one year, whether taken before or after reappointment. The tenure probationary period may be extended, in total, for no more than three years, with extensions to each of the contracts within the tenure probationary period limited to no more than two years. Thus, the reappointment review may take place no later than the fifth year after initial appointment. A tenure review should occur no later than the ninth year after the initial appointment to a tenure track position, except under rare circumstances and only with approval of the Dean for Academic Affairs.

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.

Faculty members hold appointments either singly in a department or program or jointly in a department and program. Faculty members who hold joint appointments have a primary appointment in either a department or program, which will be indicated in the letter of appointment. The nature of the appointment determines the composition of the review committee for reappointment and tenure as outlined below. Ideally, review committees consisting of faculty outside of the candidate's department/program will be appointed at the time of a candidate's appointment. This review committee will serve until the candidate's tenure review but if additional faculty are tenured in the candidate's department or program before the reappointment review, they will be added to the review committee. The chair of the department or program at

the time of a candidate's reappointment normally will chair the review committee.

a) For candidates whose appointments are in a single department or program with two or more tenured members, all tenured members of the department or program at the time of the candidate's reappointment normally will evaluate the candidate. In departments or programs that have or will have fewer than two tenured members at the time of a candidate's reappointment, the Dean for Academic Affairs will appoint a review committee consisting of the tenured member of the department or program and at least one member of the Faculty from outside of the candidate's department or program.

b) For candidates with joint appointments whose primary appointment is in a department, all tenured members of the department at the time of the candidate's reappointment normally will evaluate the candidate. In addition, the Dean for Academic Affairs will appoint at least two tenured faculty members who teach in the relevant program and who are not members of the candidate's department to serve on the review committee. When possible, one of the program's representatives will be the individual serving as director of the program during the candidate's first year of employment and one will be the director of the program at the time of reappointment.

c) For candidates with joint appointments whose primary appointment is in a program, all tenured members of the program at the time of the candidate's reappointment normally will evaluate the candidate. In addition, the Dean for Academic Affairs will appoint at least two tenured faculty members who teach in the relevant department and who are not members of the candidate's program to serve on the review committee. When possible, one of the department's representatives will be the individual serving as chair of the department during the candidate's first year of employment and one will be the chair of the department at the time of reappointment.

Above are standard compositions of review committees for reappointment. On occasion with respect to joint appointments between departments and programs, the Dean for Academic Affairs, in consultation with the chair of the department or director of the program may determine that a review committee whose membership varies from the above models would be more appropriate. In these cases, the Dean for Academic Affairs will appoint the review committee upon consultation with CAPT.

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

At the end of the second semester of the first year of the initial four-year appointment, the candidate, the chair of the review committee, and at least one other tenured member of the department or 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 addressed to the candidate summarizing this discussion will be written by the review committee chair, a copy given to the candidate and a copy placed in the candidate's file in the department or program. In addition, a copy should be sent to the office of the Dean for Academic Affairs. Departments or programs and candidates are encouraged to hold such meetings annually each subsequent year until the point of the tenure decision.

Reappointment reviews normally commence in the fall of the third year of appointment. Leaves for scholarship or artistic work, as well as leaves for illness, disability, childbirth, and meeting familial responsibilities allow for an extension of the period before reappointment review. Each birth or adoption of a child provides an extension of one year, even if a parental leave is not taken. Extensions 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. Arrangements for extensions normally must be made with the Dean for Academic Affairs at the time a leave is requested. The initial appointment and reappointment review may be extended for no more than two years.

2. Evaluation materials

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

a) The candidate for reappointment will provide the following items to the chair of the review committee by November 15:

(i) A self-evaluative statement covering teaching, scholarship or artistic work (achieved and planned) and service.

(ii) A 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 must submit all College Student Opinion forms and numeric summary data for courses they have taught at Bowdoin since appointment to the tenure track. Candidates who taught at Bowdoin on non-tenure track appointments may choose to submit forms from semesters prior to their tenure-track appointment; failure to do so will not jeopardize the evaluation.

(vii) Departments may require the submission of their separate departmental forms for courses taught at Bowdoin since appointment to the tenure track. Candidates who taught at Bowdoin on non-tenure track appointments may choose to submit forms from semesters prior to their tenure-track appointment; failure to do so will not jeopardize the evaluation.

b) The chair of the review committee will provide the following materials:

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

(ix) Separate departmental student opinion forms if used and kept by the department rather than the candidate. Candidates who taught at Bowdoin on non-tenure track appointments may choose whether forms from semesters prior to their tenure-track appointment are included; failure to do so will not jeopardize the evaluation.

(x) 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.[10]

(xi) 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, program, or review 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 outlined above in IV.A and on the basis of the materials of the dossier described above in IV.C.2.i-xi.

b) The chair of the review committee will discuss the department's, program's, or committee's evaluation with the Affirmative Action Officer/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 chair of the review committee 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.A and IV.C.1 and should indicate the kinds and sources of information used, as specified in

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

Section IV.C.2. The evaluation sent to the Dean for Academic Affairs should be accompanied by all the materials considered in the review process.

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, program, or committee who wishes to do so.

e) The candidate may discuss the evaluation with any member of the department, program, 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 Affairs and the faculty member with an evaluation equivalent to the evaluation for reappointment.

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 that 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 or programs 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. The tenure probationary period may be extended for leaves of absence for illness, disability, childbirth, and meeting familial responsibilities, as well as for research and scholarship or artistic work. Extensions to the tenure-probationary period for approved leaves do not increase the expectations of candidates' accomplishments in teaching, scholarship or service to the College. Sabbaticals and leaves of absence for research, scholarship or artistic work will normally extend the tenure probationary period by no more than one year, whether taken before or after reappointment.[11] The tenure probationary period may be extended, in total, for no more than three years, with extension to the period between reappointment and the tenure review limited to no more than two years. A tenure review should occur no later than the ninth year after the initial appointment to a tenure track position, except under rare circumstances and only with approval of the Dean for Academic Affairs. Extensions 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. Requests for extensions normally must be made with the Dean for Academic Affairs at the time a leave is requested.

   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:

      (i) 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. The candidate will submit the names and information about potential reviewers to the Dean and the department by April 15 (this and other deadlines may be extended only under unusual circumstances) of the spring semester prior to the review year. The department will submit the candidate's list and a separate departmental list of potential reviewers by May 1 of the spring semester prior to the review years. 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

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

artistic work provided by external reviewers will be made available to the tenured members of the department at their request.

(ii) 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:

- A self-evaluative statement covering teaching, scholarship or artistic work (achieved and planned) and service.
- A curriculum vitae.
- 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.
- Evidence of scholarly or artistic engagement (e.g. publications, works produced, works exhibited, works in progress, reviews of works, papers presented).
- Other materials the candidate considers relevant.
- Candidates for tenure must submit all College Student Opinion forms and numeric summary data for courses they have taught at Bowdoin since appointment to the tenure track. Candidates who taught at Bowdoin on non-tenure track appointments may choose to submit forms from semesters prior to their tenure-track appointment; failure to do so will not jeopardize the evaluation.
- Departments may require the submission of their separate departmental forms for courses taught at Bowdoin since appointment to the tenure track. Candidates who taught at Bowdoin on non-tenure track appointments may choose to submit forms from semesters prior to their tenure-track appointment; failure to do so will not jeopardize the evaluation.

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 submitted during the reappointment review:

- The letter summarizing the discussion that took place at the end of the first year of the appointment and the reappointment letter.

- Separate departmental student opinion forms if used and kept by the department rather than the candidate. Candidates who taught at Bowdoin on non-tenure track appointments may choose whether forms from semesters prior to their tenure-track appointment are included; failure to do so will not jeopardize the evaluation.

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

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.

(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.[12]

(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.

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

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.

    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.[13]

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. Eligible candidates must inform the Dean for Academic Affairs office of their intent to undergo review by September 15 of that year.

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. These will include:

1. The department's or committee's letter or letters.

2. The dossier submitted by the department or committee, including the packet of materials submitted by the candidate.

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

3. Evaluative statements on file from the time of tenure.

4. Letters from the reviewers of the candidate's scholarly or artistic work.

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

6. 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.[14]

7. 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.

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 Faculty Appeals and Grievances Committee

Composition of the Faculty Appeals and Grievances Committee

The Faculty Appeals and Grievances Committee (hereafter, the Faculty 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 Faculty Appeals Committee and on the Committee on Appointments, Promotion and Tenure. The term of service shall be three years. 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.

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

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 Faculty 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 Faculty 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[15]

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.[16] At least half-time (minimum two courses per year) on an ongoing basis. Faculty in this category 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

[15] See FAC memorandum dated 3 March 2000, approved by the faculty 3 April 2000.
[16] 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.

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. Policy on Shared Appointments[17]

1. Shared appointment within a specific department or program at the time of hiring

a) A single tenure-line position may be shared by two people. Because both people in such shared appointments must individually meet the criteria of an advertised position, and because departments must be willing to work with the administrative complexities that a shared appointment may bring, it is anticipated that such appointments will be relatively rare. The process outlined below applies to tenure-track faculty at the time of hire.

b) Applicants for a tenure-track position who wish to be considered for a shared appointment should inform the College before any on-campus interviews have occurred. Applicants may choose to indicate a desire for their applications to be considered both individually or jointly at the time of submission, or may request consideration of a shared position upon being invited for interview.

c) Upon due consideration of the applicant pool, if the academic department or program determines that each individual who has applied to share a position meets the college's criteria for hiring independently, the department or program may propose a shared appointment to the Dean's Office.

d) The shared appointment will normally consist of 1.5 FTE, with each partner carrying .75 load and salary. It is expected that each would normally teach in both semesters of the academic year and participate in the administrative and service loads of the department and the College. In recognition of the .75 FTE status of the position, faculty members holding shared appointments

[17] Approved by the Faculty May 7, 2007 (07-5-4).

may request exemption from committee service for one year in every four. Expectations for mentoring of honors students and independent studies should likewise be prorated. If one partner becomes chair or program director, he/she will move to full-time status and accrue the compensation associated with such service; the remaining partner will normally move to .5 FTE during this period.

e) Each faculty member in a shared tenure-track appointment is eligible for the rights and privileges of a full-time citizen of the College and is to be treated as a regular faculty member by the College. Each will have a full vote in faculty and departmental meetings, full professional benefits, and normal sabbatical benefits. Although the College and the hiring department will endeavor to provide individual office and research space for both individuals, sharing of such space may be necessary.

f) Should another tenure-track appointment become available within the relevant departments, those holding shared appointments will have no particular claim on the positions.

g) Reappointment and tenure reviews of each member will be done independently and decisions will be reached for each individual separately. No special restrictions or benefits related to the timing of tenure review and sabbatical leaves are associated with shared positions; the tenure procedure and timing for each individual in a shared appointment follows the procedures applicable to all members of the Faculty outlined in Section IV. If an individual holding a shared appointment is denied reappointment or tenure, he or she will be given the normal terminal year and a single, full-time contract will be offered to the remaining individual. Similarly, if an individual holding a shared appointment leaves the College for any reason, the other individual sharing the appointment will have the option of accepting a single full-time contract. In the case of one member of a shared appointment leaving, the line reverts from 1.5 FTE to 1.0 FTE.

h) While the additional .5 FTE associated with a shared appointment may be seen as partial leave proofing for a department where appropriate, the additional FTE resides in the department only for the tenure of the shared appointment, and will not be replaced if either faculty member leaves the College for any reason. However, during the tenure of the shared appointment departmental requests for reauthorization of positions will not be negatively impacted by the additional FTE created by the shared appointment.

2. Shared Appointment across Departments or Programs

a) At the time of appointment, a candidate may ask to explore a possible shared position that crosses departments or programs. On receipt of the partner/spouse's dossier, the Dean's office will share the materials with the appropriate department(s) or program(s). The departments or programs will review the partner's materials and will decide if they are interested in pursuing a shared appointment. Candidates and Departments should

recognize that the sharing of appointments across departments or programs requires particular care and will only be possible in exceptional circumstances in which both departments believe such an appointment will clearly advance the curricular priorities of the College and in which each individual independently meets the hiring standards of the College.

b) The relevant department(s) or programs(s) will make a recommendation to the Office of the Dean for Academic Affairs regarding the relevance of the spouse/partner's field of study to the needs of the curriculum as well as the spouse/partner's qualifications to fill those needs.

c) In response to departmental recommendations, the Dean will make a determination about whether a hire in the spouse/partner's field serves the best interests of the College. In such cases, when the candidate for the advertised position is hired, the spouse or partner may be offered a position for three years as a lecturer during the consideration of a shared position.

d) Such lecturer appointments for spouses/partners will be considered as partial leave-proofing positions, where appropriate.

e) After one year, but before the end of the initial 3-year appointment, the couple may apply for a 1.5 FTE shared appointment in which the originally hired partner will continue full time and the sharing partner be appointed at half-time. After consultation with the relevant departments or programs, CEP, and CAPT, the Dean will approve or disapprove the creation of a shared tenure-line appointment and, following established procedures, including approval by the President, appoint the spouse or partner to a .5 FTE tenure-track position.

f) Upon appointment, all procedures related to the shared position follow those outlined for shared positions within a department (see Section 1. e.-h. above), with the exception that the full-time tenure line remains associated with the department in which the original hire was made.

3. Conversion of an existing tenure-track appointment to a shared appointment

a) On rare occasions, a full-time, tenure-line appointment may be converted to a shared appointment upon application by the faculty member and his or her spouse or partner. This is done upon recommendation of the department(s) or program(s) involved and with the approval of the Dean for Academic Affairs and the President. While such a conversion is possible regardless of rank, it is normally expected that both participants are not yet tenured and will be subject to the normal tenure process. In the case of one or both holding tenured rank, the recommendation will also involve evaluation by CAPT.

b) When a member of the Faculty desires to explore a possible shared position, he/she should make a formal request to the Dean for Academic Affairs. Such requests should be made no later than September 15 of the academic year in which the request is to be considered. The Dean's office will request the

dossier of the partner/spouse, which should be provided no later than October 15. The dossier should include a *curriculum vitae*, scholarly or creative work, and evidence of teaching experience. No fewer than three confidential letters of recommendation should be sent directly to the Dean. These materials will be shared with the appropriate department(s) or program(s). The departments or programs will review the partner's materials and will decide if they are interested in pursuing a shared appointment. As appropriate, they may request an interview, talk or presentation, and teaching demonstration. Such shared appointments can be considered within the same departments or programs or across departments and programs.

c) The relevant department(s) or programs(s) will make a recommendation to the Dean's office regarding the relevance of the spouse/partner's field of study to the needs of the curriculum as well as the spouse/partner's qualifications to fill those needs. The Dean's office will make a determination whether a hire in the spouse/partner's field is in the best interests of the College.

d) If a position is converted to a shared position within a single department, the provisions outlined in Section 1. d.-h. apply. For a shared position across departments, provisions 2. d.-f. apply.

K. 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 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.

L. 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.

M. 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 Appeals and Grievances 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. Cases of harassment between faculty shall be filed with the Faculty Appeals and Grievances Committee or with Human Resources. Cases of harassment between faculty and staff must be handled through Human Resources.

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 Appeals Committee shall have the power to decide issues not specifically covered by these procedures provided that the Faculty Appeals 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 Appeals Committee will deal directly only with members of the Bowdoin faculty and other individuals the Faculty Appeals 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 Appeals 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 Appeals Committee. At the conclusion of the meeting, the Faculty Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals Committee.

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

Request for Clarification of the Charges

The Faculty Appeals Committee shall examine the Petition and within 10 working days of the filing, the Faculty Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals Committee. The date selected must occur within 30 days after receipt of the Response to the Petition for Grievance unless the Faculty Appeals Committee, by a 2/3 vote, agrees to a later date.

Prior to the Hearing members of the Faculty Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals 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 Appeals Committee decision to the President.

V. Conduct of Instruction

A. Attendance[18]

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.

[18] 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 the Registrar.

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.[19]

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[20]

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

   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.

[19] Sections IIA3 and IIA4 of (83-2-4) as amended by the faculty 9 March 1987.
[20] 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 the Registrar 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.[21]

5. Grades in regular courses are recorded as A, A-,B+,B,B-,C+,C,C-,D, Credit, or Fail.[22] Grades in ensemble music courses and in courses carried on a Credit/D/Fail basis are recorded as Credit, D, or Fail.[23] The Office of the Registrar 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. For students who matriculated prior to the Class of 2012, courses taken to satisfy distribution requirements may be taken on a Credit/D/Fail basis. Beginning with the Class of 2012, courses selected by a student to fulfill the College's distributional requirements and first year seminar requirement cannot be taken Credit/D/Fail.[24] No course may be changed from graded to Credit/D/Fail or vice versa after the sixth week of classes.[25] 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.

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[21] Grade definitions, see (97-2-3), approved by the faculty 3 February 1997.
[22] Plus/minus grades (02-3-2), approved by the faculty 1 April 2002.
[23] Faculty vote 2 February 2004.
[24] See (07-12-4) adopted by the faculty 4 February 2008.
[25] Faculty vote 3 May 2004.

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 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. [26]

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.[27]

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

E. Academic Honesty[28]

All homework, laboratory work, and exams are conducted under the Bowdoin Academic Honor Code. 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 Code 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 should be approved by the Faculty after review and recommendation by the Curriculum and Educational Policy Committee (CEP).

[26] Faculty vote 6 April 1992.
[27] Faculty vote 6 April 1998 (98-4-2, as amended).
[28] See Appendix A for the complete text of the Academic Honor Code and Social Code.

New course proposals are considered by the Curriculum Implementation Committee (CIC),[29] which typically meets with the Registrar, the Associate Registrar, and the Associate Dean for Academic Affairs. After a review of new course proposals, the CIC presents its recommendations to the Curriculum and Educational Policy Committee, 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.

[29] See (08-2-4) adopted by the faculty 4 February 2008.

G. Limitations on Course Enrollment[30]

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 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 CEP 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.

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

H. Minimum Enrollment Required for the Offering of Courses[31]

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. Auditing a Course

Bowdoin alumni, students, College employees, community members, and Friends of Bowdoin may audit a Bowdoin class with permission from the instructor. People wishing to audit a class should be aware of the following:

1. There is no record kept and no grade given for an audited class. Auditors will not appear on regular class lists and will not be counted in the official enrollment. They will be included on a class email list if they are receiving electronic services (see below).

2. Auditors may elect whether or not to receive electronic services from the College. These services include things such as access to e-reserves and electronic course materials, and inclusion on the class email list. A fee of $50 per course is normally charged for this service. This fee is waived for Bowdoin employees, students, and alumni; high school students; and students from Bates, Colby, the Maine College of Art, and USM. Friends of Bowdoin pay a reduced fee of $30. Electronic services will cease on the tenth day of the month following the last day of classes (January 10 or June 10).

3. Procedure for Requesting Electronic Services:

    a) The auditor picks up a form in the Office of the Registrar (on the first floor of Moulton Union) or accesses it online at **www.bowdoin.edu/registrar/pdf/auditform.pdf** and fills it in.

    b) The auditor asks the instructor to sign the form.

    c) The auditor returns the form to the Office of the Registrar in Moulton Union (no sooner than the first day of classes) and pays the fee. A Friend of

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

Bowdoin must show an ID card to pay the reduced fee. The Office of the Registrar will give the auditor a username, password, and instructions for accessing electronic course materials. The auditor account will become active 24 hours later.

d) If the auditor experiences any problems accessing electronic course materials, s/he should call the Information Technology Help Desk at 725-3030.

4. An auditor who chooses not to receive electronic services only has to obtain verbal permission from the instructor to audit a course.

5. Auditors may check out non-electronic library reserves with a College ID or a Guest Borrower card. See the Library's Information for Guest Patrons if appropriate.

6. The final decision about the appropriateness of admitting an auditor and about the character of course participation appropriate for an auditor rests with the faculty member. Auditors are generally not permitted in over-enrolled courses. The College reserves the right to limit the number of courses audited by any one person, to limit the total number of auditors on campus at a particular time, and to change this policy.

7. Beginning with the Spring 2009 semester, teaching assistants and tutors are no longer entered as auditors for a course. A course instructor who wishes to request access to electronic course materials for a teaching assistant or tutor should submit this online form. Questions about or problems with this process should be directed to the IT Help Desk at x3030.

J. 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).

K. Procedures for Administration and Use of the Student Opinion Forms[32]

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 and of courses that are required for an interdisciplinary major 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. Chairs and Directors will be able to review the written comments of students on the forms on file in the Dean's office.

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

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.

L. First-Year Seminars[33]

The First-Year Seminar program is designed to help introduce students to what it means to undertake serious intellectual work at the college level. The seminars provide small class settings where students can engage with a particular topic, a professor, and their peers. They provide an opportunity for in-depth study of a subject of mutual interest, as well as a place to develop college level skills of critical thinking, both reading and writing. The development of such skills is a central feature of first-year seminars. Approaches to this vary, as do the norms of academic writing being taught. All first-year seminars, however, involve frequent writing practice, individualized feedback on writing, and an assignment structure that teaches students how to draft and revise. Additionally, the seminars provide both an introduction to library research and an overview of the expectations of academic honesty and citing sources. This opportunity to learn and practice academic writing is both an independent goal of first-year seminars, and an additional means through which faculty can introduce their discipline and help students to engage with a particular subject matter.

[33] See 10-2-5) adopted by the faculty 1 March 2010, which replaces (00-5-2) ofMay 2000.

VI. Outline of Faculty Governance[34]

A. Faculty Meeting[35]

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

    a. Faculty of the College[36] 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 and Faculty Affairs (GFA). When possible, ten days notice will be given when scheduling special faculty meetings.

2. The Committee on Governance and Faculty Affairs, 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 and Faculty Affairs. 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.

[34] See (08-2-4) approved by the faculty 4 February 2008.
[35] See (04-12-2), discussed by faculty 6 December 2004.
[36] Defined in Section 6.

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

    a. The Chair of the Committee on Governance and Faculty Affairs 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 and Faculty Affairs chosen by that committee to preside at faculty meeting.

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

    c. Clerk – A staff member is appointed to take minutes at faculty meetings.[37]

    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 and Faculty Affairs 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

[37] By faculty vote 9/10/07.

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, and 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 and Faculty Affairs 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.

B. Committees

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.

In 2007, the faculty approved a revised committee structure and charged the Committee on Governance and Faculty Affairs (GFA) with responsibility for apportioning the committee work of the College across committees and among individual faculty equitably and efficiently, with the aims of engaging as many faculty as possible in shared governance, of making each faculty member's committee service clearly meaningful, and of ensuring that over time all faculty can experience a reasonable balance between teaching, scholarship, and service. It is also GFA's task to ensure that conflicts of interest between departmental and College-wide obligations are minimized.

Committee work is organized under the following rubric (* indicates elected committees):

Faculty Governance Committees
- Committee on Governance and Faculty Affairs (GFA)*
- Committee on Appointments, Promotion, and Tenure (CAPT)*

Curricular Committees
- Curriculum and Educational Policy Committee (CEP)
- Curriculum Implementation Committee (CIC)
- Recording Committee

Resources Committees
- Faculty Development Committee (FDC)
- Student Fellowships and Research Committee (SFR)
- Lectures and Concerts

Appeals, Grievances, and Misconduct Committees
- Judicial Board and Student Sexual Assault and Misconduct Board
- Faculty Appeals and Grievances*
- Student Appeals and Grievances

Oversight: College Life Committees
- Library
- Museum of Art Executive Advisory Council
- Benefits Advisory
- Bias Incident
- Oversight Committee on Multicultural Affairs
- Oversight Committee on Gender and Sexuality Issues

Oversight: Research and Safety Issues
- Institutional Biosafety (IBC)
- Research Oversight
- Chemical Hygiene
- Radiation Safety

Working Groups as appointed by GFA

Trustee Committees with Faculty Representation

To ensure the equitable rotation of faculty members through committees, the following guidelines apply:

1. GFA will keep longitudinal records of individual faculty service as a basis for monitoring the equitable distribution of workload across the faculty.

2. Concurrent service on all the elected committees, CEP, and CIC is prohibited. If a member of CEP or CIC is elected to CAPT or GFA, for example, he or she steps down from the appointed committee.
3. Department Chairs and Program Directors are excluded from CAPT, normally ineligible for election to GFA and normally exempt from CEP and CIC. Members of CAPT who become Chairs and Program Directors must step down before the completion of the elected term. Members of GFA, CEP, and CIC who become Department Chairs or Program Directors may choose to step down.
4. Faculty who have served a full term on CAPT or GFA are normally ineligible for election to CAPT or GFA during the first two years of teaching after the completed term.
5. A full term of service on CAPT or GFA is normally not followed immediately by service on CEP or CIC.
6. Department Chairs and Program Directors are normally not asked to chair the Faculty Development, Student Fellowship, and Recording Committees.
7. No faculty member is normally asked to chair two different committees in successive years.
8. Election slates shall include a note about each candidate's committee service for the previous three years.
9. First year and adjunct faculty are not expected to serve on elected or appointed committees.
10. Every election or appointment is for a full term unless specifically designated otherwise by GFA. 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 GFA 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.

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

C. Faculty Governance Committees

1. Committee on Governance and Faculty Affairs (GFA)

   Purpose: Exercises oversight responsibility for faculty governance. Establishes agenda for faculty meetings. Provides a moderator for faculty meetings from the committee membership. Oversees election and appointment of faculty committees. Ensures equitable distribution of committee workload. Forms working groups when requested and/or necessary, serving as a clearing house for issues brought to the committee's attention from the faculty. Acts in advisory capacity for issues brought to the committee by the Dean or President. Reviews budget and financial priorities and receives reports from the Treasurer. Manages and proposes revisions to the Faculty Handbook. Brings to the faculty for vote issues of policy, and advises the President and Dean on issues of direct interest to the

faculty including but not limited to: compensation, workload, intellectual property, intellectual freedom, sabbaticals, voting eligibility, family leave, partner accommodations, the evaluation of teaching and professional activities, etc. Represents the faculty at meetings of the Board of Trustees, attends Trustee Executive Committee meetings, and meetings of the Trustee Committee on Admissions, and reports back to GFA and the faculty as a whole as appropriate.

Chair: Appointed tenured faculty member

Members: faculty: six, elected: four tenured to include at least two full professors and at least one associate professor, one from each curricular division (Humanities and Fine Arts, Natural Science and Mathematics, Social and Behavioral Sciences); and two untenured, representing two curricular divisions. Term of service: tenured, 3 years; untenured, 2 years. Exclusions: concurrent members of CAPT, CEP, CIC, and Faculty Appeals.

students: none

ex officio: President; Dean for Academic Affairs

2. Committee on Appointments, Promotion and Tenure (CAPT)

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. Exclusions: Department Chairs and Program Directors; faculty in the first year of tenure; concurrent members of GFA, CEP, CIC, and Faculty Appeals.

students: none

ex officio: Dean for Academic Affairs

D. Curricular Committees

1. Curriculum and Educational Policy Committee (CEP)

Purpose: Responsible for broad oversight of the curriculum, and for proposing changes in academic policy and degree requirements for consideration by the faculty. Advises the Dean and the President on allocation of resources, including the assignment and reauthorization of faculty positions. Brings to the faculty proposals about policy including college-wide changes to major/minor requirements, changes to college-wide distribution requirements, and other large-scale curricular policy matters. Represents the faculty on the Trustee Committee on Academic Affairs.
This committee will meet at least once per semester with CIC. During discussions involving personnel matters, the committee may exclude student members.

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 tenure-track. Term of service: tenured, 3 years; untenured, 2 years. Exclusions: concurrent members of CAPT, CIC, GFA, and Faculty Appeals; and normally Department Chairs and Program Directors.
students: three appointed, one of whom is an alternate.
ex officio: Dean for Academic Affairs, Associate Dean for Academic Affairs, President, and Vice President of Institutional Research and Assessment

2. Curriculum Implementation Committee (CIC)

Purpose: Oversees curricular implementation, including: approval of all new and revised courses, revisions to individual majors/minors, implementation and evaluation of distribution requirements. Oversees Off-Campus Study curricular issues. Evaluates and approves self-designed majors (with advice on petitions from the Associate Dean for Academic Affairs). Oversees the execution of policies re: grading, honors, transfer of credit and progress towards degree (in consultation with CEP as necessary). Subcommittees may be formed as needed.
This committee will meet at least once per semester with CEP. During discussions involving personnel matters, the committee may exclude student members.
Chair: Associate 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),

of whom at least three are tenured. Term of service: tenured, 3 years; untenured, 2 years. One member should be from a language department to address issues involving language and off-campus study. Exclusions: concurrent members of CAPT, CEP, GFA, and Faculty Appeals; and normally Department Chairs and Program Directors.

students: three, one of whom is an alternate to substitute only in the case of another student's absence.

ex officio: Associate Dean for Academic Affairs, Registrar, Director of Off-Campus Study, First-Year Seminar Director

3. Recording

Purpose: Interprets and applies current academic policies, determines academic standing, reviews petitions re: academic standing, grading options, and transfer credit.

Chair: appointed faculty member

Members: faculty: three, appointed, one from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences), (for three-year terms). Tenured and tenure-track faculty and visiting faculty, lecturers and senior lecturers on multi-year contracts eligible to serve. Term of service: 3 years.

students: three, one of whom is an alternate

ex officio: Dean of Student Affairs, Associate Dean for Academic Affairs (as liaison to CEP and CIC), Registrar, Senior Associate Dean of Student Affairs

E. Resources Committees

1. Faculty Development Committee (FDC)

Purpose: Distributes resources for the support of teaching and research. Organizes and oversees programs for faculty development. Establishes procedures and criteria for awards and publishes them annually to faculty. One member from each subcommittee to advise IT about applications for Educational Technology grants for special projects. The Committee will have two largely separate subcommittees which will meet separately and/or together as necessary but must meet together at least once a year to discuss policy issues regarding faculty support and the development of programs to assist faculty in their teaching and research.

Chair: appointed faculty member

Members: faculty: seven, appointed: at least two from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral

Sciences). Tenured and tenure-track faculty and visiting faculty, lecturers and senior lecturers on multi-year contracts eligible to serve. Term of service: 3 years.
students: two plus an alternate, on the Teaching Resources Subcommittee only
ex officio: Associate Dean for Faculty Development. Representatives from the Center for Learning and Teaching, the Library, IT, Student Affairs to be invited as needed.

a. Teaching Resources Subcommittee

Purpose: Administers course development grants. Oversee the development of teaching: engaging speakers, organizing workshops, supervising the teaching mentorship program, etc.
Members: faculty: three members of FDC
students: two plus an alternate
ex officio: Associate Dean for Faculty Development. Administrators and other staff as necessary.

b. Research Resources Subcommittee

Purpose: Administers faculty research grants and faculty leave supplements.
Members: faculty: four members of FDC, representing each of the curricular divisions
students: none
ex officio: Associate Dean for Faculty Development; Director of Student Fellowships and Research (as needed)

2. Student Fellowships and Research Committee (SFR)

Purpose: Serves as advisory committee for the Director of Student Fellowships and Research. Evaluate proposals for student research fellowships and distribute resources for internal grants ands fellowships. Determine Bowdoin's nominees for external fellowships. Select the student Commencement speakers and the student recipients of College prizes, awarded annually. Support the Director of Student Research and Fellowships in reviewing and commenting on proposals, interviewing students and mentoring fellowship candidates.

Meetings: The committee will have two subcommittees, which will usually meet independently. However, members of the Internal Fellowships and Student Prizes subcommittee will be available as needed to help the External Fellowships committee with interviewing and mentoring in the Fall, and members of the External Fellowships subcommittee will be available to read and comment on proposals and help with Speaker Awards in the Spring. At least one

meeting annually with all members present. Committee members may rotate year by year from one subcommittee to the other.

Chair: appointed faculty member
Members: faculty: eight, appointed, at least two from each division. Tenured and tenure-track faculty and visiting faculty, lecturers and senior lecturers on multi-year contracts eligible to serve. Term of service: three years
staff: two
students: none
ex officio: Director of Student Fellowships and Research, Associate Dean for Academic Affairs, Assistant or Associate Dean of Student Affairs
This committee will meet or liaise as needed with the Teaching Resources Subcommittee

a. External Fellowships Subcommittee

Members: faculty: five members of SFR
staff: one
ex officio: Associate Dean for Academic Affairs, Director of Student Fellowships and Research, Assistant or Associate Dean of Students.

b. Internal Fellowships and Speaker Awards Subcommittee

Members: faculty: three members of SRF, representing each of the curricular divisions
staff: one
ex officio: Associate Dean for Academic Affairs; Director of Student Fellowships and Research; Assistant or Associate Dean of Students (as needed)

3. 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 Life and the Smith Union
students: two
ex officio: Director of Residential Life, Director of Events and Summer Programs, a member of the Development Staff, Director of Academic Budgets and Operations

F. Appeals, Grievances and Misconduct Committees

1. Judicial Board and Student Sexual Assault and Misconduct Board

Purpose:	The Judicial Board addresses violations of the Academic Honor Code and Social Code. Faculty representatives on the Judicial Board Committee are also available to serve on the Student Sexual Assault and Misconduct Board. The Student Sexual Assault and Misconduct Board serves as the hearing body for student complaints of sexual assault and/or sexual misconduct by students. Judicial Board hearings are chaired by a student Chair or Vice-Chair. The Dean of Student Affairs normally chairs the Student Sexual Assault and Misconduct Board. Full details of the hearing processes are outlined under the Judicial Board and the Student Sexual Assault and Misconduct policies in the Student Handbook. Judicial Board Hearings often take place prior to the start of semester as well as through the end of exam period, and, in the spring, up until Commencement.	
Chair:	Student	
Members:	faculty:	four (appointed for three-year terms)
	staff:	none
	students:	normally 10-12 but may vary year to year
	ex officio:	Dean of Student Affairs

There is a required annual information meeting in the fall and hearings as needed. The Student Sexual Assault and Misconduct Board also requires an annual review with counsel.

2. Faculty Appeals and Grievances

Purpose:	Receives and considers appeals regarding decisions of reappointment, tenure, or promotion (see appeals procedure in *Faculty Handbook*). Receives and considers grievances brought by faculty against other faculty or members of the Administration. (See Grievance section in *Faculty Handbook*.) Receives and considers cases of harassment between faculty (that is, where both grievant and accused are faculty members). Cases of harassment between faculty may also be handled through Human Resources. Cases of harassment between faculty and staff or Administration must be handled through Human Resources. Normally no more than three members of the Appeals and Grievance Committee will hear any single appeal or grievance.	
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 a single department. Exclusions: concurrent members of CAPT, GFA, CEP and CIC; faculty members undergoing

tenure/reappoint/promotion review. Term of service: three years
students: none
ex officio: none

3. Student Appeals and Grievances

Purpose: Reviews J-Board decisions. Can either uphold J-Board decision, direct the Dean of Student Affairs to take appropriate action, or direct the J-Board to reconsider the case. Addresses student complaints of discrimination on the basis of a federally protected class.
Chair: President
Members: faculty: four, appointed (for three-year terms)
students: four plus one alternate
ex officio: President, Associate Dean of Student Affairs, and (for Grievance cases) Dean for Academic Affairs

G. Oversight: College Life Committees

1. Library

Purpose: Advises the College Librarian regarding library policies, procedures, and the development of the library collection. Informs the faculty about issues relating to the library. Recommends the formation of working groups on issues of broad faculty interest in relation to library and information resources**.**
Chair: appointed faculty member
Members: faculty: three, appointed (for three-year terms)
students: two
ex officio: College Librarian, IT representative

2. 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

3. 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

4. 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)
	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, Special Assistant to the President for Multicultural Affairs, Director of the Resource Center for Sexuality and Gender Diversity

5. 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:	four (two administrative, two support staff)
	students:	two
	ex officio:	Dean for Academic Affairs, Dean of Student Affairs, Director of Human Resources, Associate Dean for Academic Affairs, Associate Dean for Multicultural Student Programs, Special Assistant to the President for Multicultural Affairs

6. Oversight Committee on Gender and Sexuality Issues[38]

Purpose:	Examines issues and concerns related to gender and sexuality among students, staff and faculty. Makes recommendations to the President for appropriate courses of action.	
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, Director of Human Resources, Director of the Resource Center for Sexuality and Gender Diversity

H. Oversight: Research and Safety Committees

1. Institutional Biosafety

Purpose:	Responsible for reviewing all recombinant DNA research conducted at the College, whether by faculty, staff, or students. Also reviews other research with biohazardous risks (infectious agents, carcinogens, etc.). Required by the National Institutes of Health.	
Chair:	appointed faculty member	
Members:	faculty:	at least two, appointed (for three-year terms)
	students:	none
	staff:	Animal Care Supervisor and another staff member
	others:	two non-Bowdoin members representing the community interest

2. Research Oversight

Purpose:	Responsible for reviewing all research on human and animal subjects conducted at the College, whether by faculty, staff, or students. Review is necessary to ensure that all research activities meet federal standards of ethical conduct and proper care. Serves as the Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC).	
Chair:	appointed faculty member	
Members:	faculty:	five, appointed (for three-year terms)
	others:	two members of the community representing the public interest, one of whom is a veterinarian
	students:	none
	ex officio:	Animal Care Supervisor; Associate Dean for Academic Affairs

Note: Federal regulations require that an IRB must include at least one member whose primary concerns are in scientific areas and at least one member

[38] Formerly the Oversight Committee on the Status of Women.

whose primary concerns are in nonscientific areas. The IRB may not consist entirely of men or entirely of women, nor entirely of members of one profession. The IRB must include at least one member not otherwise affiliated with the institution. (45 CFR 46)

An IACUC must include at least one Doctor of Veterinary Medicine, one practicing scientist experienced in research involving animals, one member whose primary concerns are in a nonscientific area and one member not otherwise affiliated with the institution. (PHS Policy IV.A.3)

3. 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)

4. 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:	Manager of Environmental Health and Safety	
Members:	faculty:	six (including representatives of departments in which radioactive materials are used)
	staff:	one
	students:	none
	ex officio:	Manager of Environmental Health and Safety

I. Working Groups

Purpose: To address specific faculty or College issues in a time-limited and targeted way. Working groups may be initiated by requests to GFA from faculty committees, individual faculty members or members of the administration. GFA will normally oversee the numbers and tasks of these working groups, and will be responsible for consulting with relevant committees, calling for volunteers, and appointing faculty members to them. The bulk of the working groups for a given year will be formed at the same time as GFA appoints faculty to the standing committees, but working groups may also be formed at other times in response to immediate concerns or issues.

Members: Various: to include staff and students as appropriate. Students normally appointed through Bowdoin Student Government but can be appointed directly by GFA. Staff normally appointed through BAS and SSAC but can be directly appointed by GFA.

J. 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
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 and Faculty Affairs)
   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 and 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 a member of the Governance and Faculty Affairs Committee)
   staff liaison: Senior Vice President for Finance and Administration 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; Secretary of Development and College Relations
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: Sr. 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
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

K. 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 and Faculty Affairs. 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 and Faculty Affairs.

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 and Faculty Affairs may add its own nominations in order to balance the slate, taking into account such variables as rank, academic field, and gender.

3. **Elections**. The Committee on Governance and Faculty Affairs 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 and Faculty Affairs counts the ballots and announces the results.

Appendix A: The Academic Honor Code and Social Code

Updated September 2008

The success of the Academic Honor Code and Social Code requires the active commitment of the College community. Bowdoin College expects its students to be responsible for their behavior on and off College premises and to assure the same behavior of their guests.

Uncompromised intellectual inquiry lies at the heart of a liberal education. Integrity 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 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.

The Social Code describes certain rights and responsibilities of Bowdoin College students. While it imposes no specific morality on students, the College requires certain standards of behavior on and off College premises to secure the safety of the College community and to ensure that the College remains a center of intellectual engagement. The College has an interest in the character of its students, and both on and off-campus behavior reflect a student's character and fitness to be a member of the College community.

Certain types of behavior may be inappropriate even though not "illegal"; for example, speech can be offensive even though legally permitted.

Individuals who suspect violations of the Academic Honor Code and/or Social 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. The College reserves the right to impose sanctions on students who violate these codes on and off College premises.

The procedures under the Academic Honor Code and Social Code are not criminal proceedings and should not be construed as such. Bowdoin College acknowledges its responsibility to conduct student judicial procedures that reflect fundamental fairness. For the purposes of assuring fairness and consistency, the College adopts the following protections for students under conduct review: adequate notice of hearings; advance notice of matters requiring student responses; an impartial Judicial Board and proceedings; the opportunity to provide evidence and witnesses; the availability of an appeal; and the right to have a member of the College community, uninvolved with the case, available for personal support at the formal Judicial Board hearing. The following sections describe the Academic Honor Code and Social Code.

I. Definition of Terms

Listed below are standard definitions of important terms used in the Academic Honor Code and Social Code:

A. The “Academic Honor Code” covers student conduct in such activities as classroom and laboratory assignments, examinations, quizzes, papers, and presentations. The “Social Code” governs non-academic student conduct.
B. Terms such as “Bowdoin” or “the College” refer to Bowdoin College and its premises.
C. "Student” includes all persons officially pursuing course work at Bowdoin College.
D. "Faculty” or “faculty member” means any individual employed by Bowdoin College to conduct formal academic activities.
E. "College official” refers to any person employed by Bowdoin and not a member of the faculty.
F. The “Bowdoin community” incorporates all faculty, students, student groups, and officials or other persons employed by the College and its proper ties.
G. College “premises” comprise all land, buildings, facilities, and other property owned, used, or supervised by Bowdoin, including its student organizations.
H. "Student judicial procedures” refers to all written and stated policies involved in determining possible infractions and sanctions of College conduct codes.
I. The “Student Appeals and Grievances Committee” considers appeals of the Judicial Board decisions. The committee is chaired by the president of the College and includes the Dean of Student Affairs, a member of the dean’s staff, four faculty members, and three students.
J. The terms “shall” and “will” are used in the imperative sense; “may” and “should” are used in the permissive sense.
K. Bowdoin College designates the Office of the Dean of Student Affairs to supervise the administration of the Academic Honor and Social Codes.
L. "Misconduct” refers to student actions that violate the College’s Academic Honor Code and/or Social Code.
M. "Preponderance of evidence” is the Judicial Board’s decisional standard by which the facts presented must demonstrate, within a reasonable probability, that a violation has occurred.

II. Interpretation

A. The Dean of Student Affairs shall interpret questions and resolve any perceived ambiguities about the Academic Honor Code and Social Code.

III. The Pledge

A. During matriculation, members of the incoming class must acknowledge the pledge that reads: “I have read, understand, and agree to abide by the Academic Honor Code and the Social Code.”
B. Signing of the pledge implies a student’s commitment to uphold the principles and rules outlined in the Academic Honor Code and the Social Code.
C. Students sign the Academic Honor Code and Social Code pledge form, a copy of which is kept in their permanent files in the Office of the Dean of Student Affairs. Members of the Judicial Board coordinate the signing of the pledge.

D. Each time students place their name on examinations, papers, laboratory assignments, and other academic work, they acknowledge their responsibility and commitment to the Academic Honor Code.

IV. Proscribed Conduct

The following sections describe activities constituting breaches of the Academic Honor Code and the Social Code.

THE ACADEMIC HONOR CODE

1. "Academic Dishonesty" includes but is not limited to (1) the receiving, giving, or using of any unauthorized 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.); (9) fabrication of research data.

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 a student to be thoroughly familiar with proper citation of sources and to consult with his/her instructor and refer to authoritative style guides for research papers. Ignorance or carelessness is not a valid excuse for plagiarism.
The Bowdoin College Library Web site provides links to style guides
at: **http://library.bowdoin.edu/1st/sources.shtml**

Plagiarism is possible with any work performed in any medium and in any scholarly discipline. Plagiarism involves the intentional or unintentional 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 depictions, and visual presentations.

Plagiarism also includes the unacknowledged use of materials prepared by another person or agency engaged in selling of term papers or other academic materials.

THE SOCIAL CODE

The following activities, occurring on or off College premises, constitute breaches of the Social Code:

1. Conduct which is unbecoming of a Bowdoin student. Examples include, but are not limited to, lewd or indecent behavior (or sponsorship thereof); physical or verbal abuse or assault; threats; intimidation; harassment; coercion; and other conduct that threatens, instills fear, or infringes upon the rights, dignity, and integrity of any person.

2. Attempted or actual theft of, or misappropriation of, property and/or services. Attempted or actual damage to property.

3. Purposely providing false, inaccurate, or misleading information to a College official(s), faculty member(s), or the Judicial Board

4. Failure to comply with the reasonable request of a College official(s) or faculty member(s), including a request to identify oneself or honor the terms of a College no-contact agreement/order

5. Behavior which endangers the health and safety of oneself or others. Examples include, but are not limited to, tampering or interfering with, as well as destroying or misusing, fire safety equipment; the possession of firearms, explosives, other weapons, or dangerous chemicals; unauthorized climbing on College buildings and structures; throwing objects out of windows; and the reckless operation of a motor vehicle.

6. Violation of federal, state, or local statutes.

7. Disruption of the orderly processes of the College, involving obstruction of teaching, research, administration, disciplinary proceedings, or other College activities, including its public-service activities. Actions disruptive to the orderly processes of the College include, but are not limited to:

   a. Unauthorized entry into, or occupation of a private office, college residence, work area, a teaching, library, or social facility.
   b. Failure to abide by the operating regulations of academic and non-academic offices, centers, unions, classrooms, libraries, laboratories, and other College buildings.
   c. Unauthorized possession, duplication or use of keys or access cards to College premises, or tampering with locks to College buildings.
   d. Conduct that restricts or prevents College employees from performing their duties.
   e. Excessive or extreme noise, the display of banners/objects, or the throwing of objects which prevents or disrupts the effective execution of a College function or approved activity, including classes, lectures, meetings, interviews, ceremonies, athletic events, and public functions.

8. Installing or using any device for listening to, observing, photographing, recording, amplifying, or transmitting sounds or events where the individual/group involved has a reasonable expectation of privacy, without consent of all persons involved. The recording or photographing of a recognized group’s proceedings, performances, classes, lectures, programs, workshops, or other similar events without the specific authorization of the sponsoring organization, faculty member, speaker, or other party related to the event.

9. Failure to comply with any Bowdoin College policy including, but not limited to, the following specific ones:

Bowdoin College Fraternity Membership Policy
Bowdoin College Illegal Drugs Policy
Bowdoin College Alcohol Policy
Bowdoin College Noise Ordinance
Bowdoin College Information Technology Use Policy and Copyright Policy
Bowdoin College Residential Life Policies
Bowdoin College Student Sexual Assault and Misconduct Policy
Bowdoin College Sexual Harassment Policy
Bowdoin College Hazing Policy
Bowdoin College Policy on Discrimination
Bowdoin College Facilities Management Policies

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. See also Section I.H. of the Handbook for the faculty policy on parental leave and provisions for ongoing 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

See Section I.H. of this *Handbook* for specific provisions offered to ongoing members of the Faculty.

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).

Appendix C. College Code of Conduct

February 2009

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

a) 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 obligations, public or private, 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.

b) CONFLICTS OF INTEREST

A conflict of interest exists when an employee (or his/her immediate family) 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 Senior Vice President for Finance and Administration & Treasurer that are then reported to the Audit Committee of 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. For

guidelines regarding conflict of interest in relationship to sponsored projects involving research and education please see Bowdoin College Financial Interest Disclosure Policy for Sponsored Projects.

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.

c) 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 Senior Vice President for Planning and Development and Secretary of the College.

d) "WHISTLEBLOWER" PROTECTION STANDARD

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.

e) 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).

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 anonymously by going to www.ethicspoint.com. Any suspected violations may also 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.

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.

Questions concerning this policy may be directed to the Senior Vice President for Finance and Administration & Treasurer, Bowdoin College, 5600 College Station, Brunswick, Maine 04011, Telephone: 207-725-3242.

Appendix D. Intellectual Property Policy

Adopted by the Board of Trustees February 9, 2007

I. Preface

As part of its basic mission, Bowdoin College encourages the discovery, creation and wide dissemination of knowledge, artistic work, inventions, and educational materials. The most effective way to achieve these ends is to ensure academic freedom among faculty and students. A well-defined policy for the allocation of ownership rights associated with intellectual property will facilitate the creation and dissemination of original work.

This policy addresses the ownership of intellectual property created by faculty, staff, and students. In doing so, it recognizes the common law and traditions of ownership in colleges and universities, as well as the importance of College investments in supporting creative work. This policy is designed to articulate rules that clarify ownership of most intellectual property and to identify and address those exceptional cases where ownership interests may be shared by the creator and the College or where ownership may be uncertain, and to establish procedures for allocating ownership interests and resolving uncertainty over ownership.

II. Scope and Definitions

This policy addresses the determination of ownership of intellectual property rights for inventions and other works developed or created by members of the College community. It applies to all members of the College community, including faculty members, staff, and students of the College. The Policy applies to intellectual property, creations, inventions, advances, discoveries, software, written materials, creative works and other work product conceived or developed in the course of College activities or with College resources, referred to in this Policy as "**IP**".

The College has an ownership interest in IP if it involves (i) an *identity interest*, (ii) a *functional interest*, or (iii) *substantial use of College resources (see definitions below)*. The College, however, will not assert any ownership interest in the case of *traditional scholarly works.* In keeping with the College's goals and consistent with academic practices, these are owned by the creator(s). "**Traditional scholarly work**" is defined broadly to include pedagogical, literary, artistic and creative works created by faculty with or without the assistance of other members of the College community.–This includes works related to teaching, such as lecture notes and other course notes (whether in summary or verbatim form, whether privately held by the faculty member or distributed to the class, whether paper or electronic), problem sets, syllabi, and websites for classes, and works related to scholarship, such as journal articles, books, text books, artistic works in any medium, videos, and photos. Patents are not traditional scholarly work. This means that the vast majority of faculty work – which finds traditional scholarly, pedagogical and artistic channels for circulation – is owned exclusively by the faculty member who created it. In contrast, most IP created by non-faculty College employees in the course of their employment is not *traditional scholarly work* and is owned by the College.

This policy is not intended to prohibit the use or creation of open source software or public domain materials under appropriate circumstances, or to interfere with the ability of the author of such materials to comply with applicable restrictions and license conditions.

(i) The College has an "**identity interest**" in works that are integral to, and reflect more directly on, the identity of the College than on the identity of the individual(s) who create them. For example, it has an *identity interest* in items disseminated beyond the College, such as various catalogues, institutional web pages, alumni bulletins, admissions brochures, and fundraising materials. An *identity interest* also occurs when there is a prominent use of the College's name, or of any image, trademark or logo of the College (See Section VII below). Simply identifying the author of a work as a Bowdoin Professor would not be considered prominent use of the College's name. IP in which the College has an *identity interest* will generally be owned by the College.

(ii) The College has a "**functional interest**" in works that are used to enhance the effective functioning and coordination of ongoing operations. For example, it has a *functional interest* in administrative and personnel procedures, including software, and internal handbooks and reports. IP in which the College has a *functional interest* will be owned by the College.

(iii) "**Substantial use of College resources"** means that the College has provided support with resources of a degree or nature not routinely made available to all faculty and includes special support, either in the form of funding, or the use of facilities or staff. For example, the provision of a lab space, studio, extensive equipment dedicated to the use of a faculty member or extended IT support from a staff member involves the *substantial use of College resources*. However, ordinary use of desktop computers, College libraries and limited secretarial or administrative resources**,** including routine support from the College's IT department, and provision of offices, do not constitute *substantial use of College resources*. In addition, the College's funding of sabbatical leaves and funding provided through the Faculty Resource Committee are not considered *substantial use of College resources*.

III. Policy for Faculty, Staff, and Students:

A. Faculty:

Faculty members regularly create certain types of *traditional scholarly works*. *Traditional scholarly works* and all the intellectual property rights associated therewith, remain with the creator(s) even when their creation involved *substantial use of College resources*.

Where the College has an *identity* or *functional interest* in the IP, the College will own the rights to the IP. For instance, the College has a *functional interest* in faculty administrative work, e.g., committee reports and departmental records. Similarly, the College will own rights to faculty-created computer software in which it has an *identity* or *functional interest* – for example, an art historic tour of the College's art collection. When faculty members create IP as a contribution to College publications such as the Catalogue or Alumni Magazine, the work is owned by the College because of the *identity* and *functional* interest in the work**.** The College will not be deemed to have a *functional* or *identity interest* in *traditional scholarly works*.

The College will also have a joint ownership interest in faculty works -- other than *traditional scholarly works* -- that involve *substantial use of College resources*, including substantial use of the work-time and skills of other College employees. In these cases, the faculty member and the College will each have an ownership interest in the IP, and its use and development will be governed by mutual agreement of the creator(s) and the College, under terms to be set forth in a written document as described in Section IV. For example, patentable products that come out of laboratory research at the College involve *substantial use of College resources* and both the

creator and the College would have ownership interest in the patent. Another example involves the substantial use of Information Technology (IT) support in the creation of IP that is not a traditional scholarly work. In such cases, the College and the faculty member will each have an ownership interest in a project in which the faculty member provides the content and IT staff create the software (also see III.B.). Faculty should acknowledge appropriately the creative work of staff in both *traditional scholarly work* and other faculty works.

The terms of any financial or use sharing arrangement between the College and a faculty member will be negotiated under the procedures set out in Section IV. In the case of commercially developed products, the shares will depend, for example, on the development costs and who has undertaken the investment. As a point of reference, many colleges and universities have an arrangement to share income at a proportion of from 50-70% to the institution and 50-30% to the faculty member.

B. Staff:

Although non-faculty staff occasionally create scholarly articles and books, most of their work does not fall in this category and is subject to a legal principle known as the "work made for hire" doctrine, which provides that works created by employees within the scope of their employment belong to the employer. Non-faculty staff will own scholarly articles and books they create. The College, however, will own other IP developed by non-faculty staff in the course of their work at the College, and upon request, the creator will execute a written assignment to the College, acknowledging the College's ownership of such IP. This result is consistent with the College's *functional* or *identity interest* in IP developed by non-faculty staff. For example, the College has a *functional interest* in the work of IT staff and in works created by administrative staff to manage the institution. Similarly, the College has an *identity interest* (and perhaps a *functional interest*, too) in works created by the Communications Office and other departments that communicate with constituencies beyond the College community.

When IP other than scholarly articles and books is created by a non-faculty staff member working directly with a faculty member, the College will have an interest in the IP. For example, when an IT staff member develops software in collaboration with or at the request of a faculty member, the College will own that software to the extent it is written by the staff member. The faculty member will have an interest in the IP to the extent he or she was also involved in writing the software. In all cases, faculty and staff members are expected to acknowledge assistance or co-authorship when appropriate.

C. Students:
Literary, scholarly and artistic works created by students – for example, essays, papers, works of art, poems, and short stories — will be owned by the students who create them. The College has no *identity or functional interest* in other classroom, laboratory, and academic materials generated by students in the instructional process, provided that they are not used for commercial purposes. Commercial use of such materials (for instance, selling a transcript of a lecture) would likely involve a College *identity interest* and the IP of a faculty member, and would require approval by the College and the faculty member).

When the student is employed by the College, IP policies for non-faculty staff will apply. See discussion in Section III.B above. The College will own all rights in IP created by student employees unless the IP is a *traditional scholarly work*, in which case either the faculty member or the student will own the student-created IP, depending on the circumstances. Faculty members

are expected to acknowledge assistance or co-authorship when appropriate. Students receiving fellowships for research – for example, Surdna or Coles Fellowships – will not be deemed to be "employed by the College" for the purposes of IP determination.

D. Grants, Sponsored Works and Specially Funded Works:

In the event a grant from a government agency or private sponsor contains provisions governing intellectual property and/or rights to the property, these provisions take precedence over this Policy. College faculty and staff should understand any such provisions before agreeing to a different allocation of rights than set forth in this Policy**.** Information about intellectual property policies of major granting agencies is described in the College Grants Manual. The ownership of commissioned work done by faculty for the College will be governed by the contract agreement.

IV. Process for Determination of Ownership of Intellectual Property:

In the vast majority of cases, application of the foregoing principles will be straightforward, and there will be no question about who owns the rights to the IP. In such cases, the party with rights (a faculty member or the College) will decide the uses of the IP and will receive any income associated with it. In some cases, there may be questions about, for example, whether a project involved *substantial use of College resources* or whether a *functional* or *identity interest* is involved (e.g. providing a Bowdoin course to The Teaching Company). Such questions should be addressed to the Dean for Academic Affairs.

A. Reporting:

The uniform application of this Policy requires that the College be made aware of IP created by members of the College community with the use of College resources. Responsibility for reporting the creation of IP rests with the creator. Much of this reporting will be done in the ordinary course of employment, for instance by turning in a draft of an alumni bulletin or administrative report to one's supervisor, or by faculty submitting annually a "Professional Activities Form" to the Dean for Academic Affairs. IT staff will similarly be required to submit a periodic report of all development activities to the College's Chief Information Officer (CIO).

In cases where the IP is a *traditional scholarly work* created by a faculty member, no reporting, other than the annual "Professional Activities Form," is required. Academic work by students in their capacity as students need not be reported to the College unless the student wishes to make a commercial use of the work.

In certain cases, reports will need to be addressed specifically to the Dean for Academic Affairs. Creator(s) should report, as soon as the situation is reasonably clear and before work is well underway, on the production or planned production of any IP that meets one or more of the following conditions:

1. The IP has the potential for involving a *functional* or *identity interest* (unless it is clear to the creator(s) that the IP will be owned by the College).
2. The IP is jointly created by faculty and non-faculty staff (unless it is clear to the creator(s) that the IP will be owned by the College).
3. The creator is uncertain whether the work is *traditional scholarly work* or whether it falls within the "scholarly article or book" exception.

4. The creator intends to seek a patent on or otherwise commercialize the IP, in which case the process of protection or commercialization may involve substantial cost and effort, and the creator may wish the College to consider providing some or all of that support.
5. The creator has any question about ownership or other rights in the IP.

In the case of a group IP project, all those in the group shall be named in the report, and if the report contains an initial proposal for the disposition of rights and proceeds, all members of the group shall sign. The CIO and other administration officers should also report creative activities and address questions about IP ownership rights to the Dean for Academic Affairs as soon as practical if any question arises, either as a result of required reporting or otherwise.

B. Determination process:

In cases where there is uncertainty over the ownership of or interest in IP, the Dean for Academic Affairs, in consultation with the creator(s), shall make a determination whether the IP involves a *functional* or *identity interest* of the College and whether its creation involves *substantial use of College resources*. The Dean shall also make a determination of whether or not the IP is *traditional scholarly work.* By so doing, the Dean shall make a determination of ownership of the IP and associated intellectual property rights, responsibilities, and use rights of the College and the creator(s), and, if appropriate, how the College will recoup its costs and share in financial gains from the IP. In all cases, the Dean will be guided by the principles set forth in this Policy and the creator(s) will be given an opportunity to explain the situation or proposal and recommend terms for ownership, responsibilities, use rights and financial arrangements.

Should the creator(s) disagree with the Dean's determination, an ad-hoc committee shall be formed and comprised of one individual selected by the Dean for Academic Affairs, one individual selected by the creator(s) and one individual agreed to by the creator(s) and the Dean. The committee shall review the circumstances surrounding the IP, and will make a recommendation to the President who will make the College's final determination.

C. Written Agreement:

After a determination has been made, an agreement shall be put in writing and signed by all parties. The agreement shall contain provisions outlining the allocation of ownership and interests and use rights, responsibilities and a mechanism for the sharing of commercial proceeds, if any.

V. Transfer of Rights to the College:

The College recognizes that even when IP is clearly the property of individuals, those individuals may wish to transfer rights to the College in exchange for help in developing, disseminating or protecting their creations. Requests by members of the College community for such an exchange should be made to the Dean for Academic Affairs and will be addressed on a case-by-case basis.

VI. Time Spent on IP Production Not for the College:

IP developed by a College community member as part of outside employment, or on his or her own time without the use of College resources, is not governed by this Policy, unless it involves an *identity interest* of the College. For instance, a report provided to another organization in a consulting role is IP created through outside employment. (Scholarly work done under a grant to

the College is not outside employment, and thus needs to be reported.) Faculty should be guided in accepting any outside employment by the Faculty Handbook statement regarding Professional Activities and Responsibilities. Staff members should be guided by the Conflicts of Interest policy in the Employee Handbook.

VII. Note on College Trademarks and Other Identifiers:

The terms BOWDOIN and BOWDOIN COLLEGE are registered trademarks of the College. In addition, the College possesses trademark rights in various other words and symbols associated with the College, such as the College seal and the sun logo (collectively with the terms BOWDOIN and BOWDOIN COLLEGE, the "College Trademarks"). No member of the College community may use, or grant permission to any other person or entity to use, any College Trademark without prior written permission from the College. Requests to use any College Trademarks should be directed to the Treasurer's Office. The College will own trademarks and service marks relating to goods and services developed at the College.

VIII. Application of Policy:

This policy binds the College and the faculty, staff, students and others upon whom it is effective as a condition for participating in the use of Bowdoin funds or facilities. As they relate to work produced while in the College's employ, the terms of the policy continue to bind individuals whose relationship with the College has ended.

In the transition from the existing policy – where a Patent policy and common law are operative – to this new policy, it will be assumed that this policy will govern any new projects that begin after the date of Trustee approval. The Dean for Academic Affairs should be notified of such projects, and questions about the determination of ownership and interest or the application of the new policy will be resolved using the procedure set forth in Section III, above. Faculty members and non-faculty staff whose projects began before the date of Trustee approval may voluntarily invoke the procedure set out in Section IV above without invoking the substantive principles of this policy. In such cases, the current Patent policy and common law principles will apply unless there is mutual agreement to employ the substance of this policy.

February 2007

Appendix E. Information Technology Policies

Information Technology (IT) at Bowdoin College is an essential part of the teaching and learning culture. The College community relies heavily on its extensive IT resources to enable academic and administrative users to do their research, teach, learn, manage the business of the College, and communicate across campus and around the world.

Bowdoin faculty are provided with information resources to facilitate their work as scholars and teachers and for the conduct of the business and administration of the College. Such information resources include, but are not restricted to, personal computers, workstations, minicomputers and any associated peripherals and software, networking devices, PDAs, telephones, and wireless devices. Users of Bowdoin College network and computer resources have a responsibility to properly use and protect those information resources and to respect the rights of others.

Specific polices and examples highlighted in this summary are not exhaustive. Faculty should consult complete IT policies available on the Bowdoin website at:

http://www.bowdoin.edu/it/policies/index.shtml
http://www.bowdoin.edu/it/policies/inf-sec.shtml

Protecting the security of College information and information systems is the responsibility of every member of the college community. Faculty are responsible for knowing and complying with published IT policies and practices including the IT Security Policy. Failure to comply with these policies may result in loss of computing privileges and/or disciplinary action. Faculty are reminded that general College rules governing responsible behavior and all College employee polices (e.g. regarding confidentiality and appropriate use of College resources) also apply to information technology resources.

Passwords and User IDs

The system of accounts, passwords, and user IDs plays an important role in protecting the files and privacy of all users. Because users are responsible for all use made of their account, faculty must take exceptional care to prevent unauthorized use of their account. This includes changing passwords regularly and disabling "automatic" log-ins. In almost all cases, it is inappropriate—and potentially dangerous—to allow another person to use network credentials or email accounts and faculty should not knowingly or negligently make their user IDs and passwords available for use by an unauthorized person. Faculty who are found to have knowingly shared authentication information are accountable for any activity that occurs as a result of the shared information and may be subject to disciplinary action.

Privacy

The College values and respects the privacy of its staff, faculty, and students, and other users, but the intrinsic nature of electronic records places limits on the extent to which the College can guarantee a user's privacy. Despite security protocols, communications over the Internet can be vulnerable to interception and alteration. Consequently the College cannot assure that absolute privacy can be maintained for data that reside on the College network or storage media.

All College data is classified into defined access levels. Data may not be accessed without proper authorization.

Out of respect for personal privacy, the College does not routinely examine the contents of data or files in user accounts. However, on occasion, circumstances may require an examination of a user's files to maintain system security, to administer or maintain system integrity, or in response to legal mandate. In such cases, authorized personnel may examine a user's data without notice. Authorized personnel are those specifically entrusted and approved to conduct such examinations by the Chief Information Officer. In the case of such examinations involving members of the faculty, the Dean for Academic Affairs will be notified before such an examination.

Political, Personal, and Commercial Use

The College is a non-profit, tax-exempt organization and, as such, is subject to specific federal, state, and local laws regarding sources of income, political activities, use of property and similar matters. It also is a contractor with government and other entities and thus must assure proper use of property under its control and allocation of overhead and similar costs.

- **Political Use.** College information resources must not be used for partisan political activities where prohibited by federal, state or other applicable laws, and may be used for other political activities only when in compliance with federal, state and other laws and in compliance with applicable College policies.
- **Personal Use.** College information resources should not be used for personal activities not related to appropriate College functions, except in a purely incidental manner.
- **Commercial Use.** College information resources should not be used for commercial purposes, except in a purely incidental manner or except as permitted under other written policies of the College or with the written approval of a College officer having the authority to give such approval. Any such commercial use should be properly related to College activities, take into account proper cost allocations for government and other overhead determinations and provide for appropriate reimbursement to the College for taxes and other costs the College may incur by reason of the commercial use. Users are also reminded that the "EDU" domain on the Internet has rules restricting or prohibiting commercial use, and thus activities not appropriately within the EDU domain and which otherwise are permissible within the College computing resources should use one or more other domains, as appropriate.

Appendix F. Environmental Mission Statement

The Bowdoin College community—being mindful of our use of the earth's natural resources, our impact on the environment of coastal Maine, and our responsibilities as members of a leading liberal arts college dedicated to serving the common good—recommit ourselves to environmental awareness and responsibility, and to actions that promote sustainability on campus and in the lives of our graduates.

This reaffirmation by the College of long-held principles comes at a time when the consequences of inaction are no longer abstract or shrouded in uncertainty. Although study and deliberation must continue, our accumulated knowledge about the effects of climate change demands the identification and implementation of effective solutions that will protect the environment while advancing economic development and security here and abroad. It is clear that we must conduct ourselves in a manner that meets our needs today without jeopardizing the ability of future generations to meet their own.

Bowdoin's ongoing efforts on behalf of sustainability and environmental stewardship take place in our classrooms, on campus, in our coastal research facilities, and in the community.

- As an educational institution that has long derived great benefit and much of its identity from the natural beauty of Maine, Bowdoin has a special obligation to challenge its students and faculty to examine, discuss, and debate issues of ecological preservation, social justice, economic viability, and global responsibility. Accordingly, the College will continue to incorporate environmental awareness into the daily lives of students, and will ensure that Bowdoin graduates have the ability, knowledge, and intellectual flexibility to confront these complex issues through effective analysis and the application of creative thought, sound judgment, and ethical action.
- In its daily operations, the College will continue to reduce waste and pollution through conservation, recycling, and other sustainability practices. These efforts will continue to include the investigation and implementation of new technologies and methods aimed at reducing Bowdoin's impact on the environment.
- Bowdoin will also maintain its leadership role in the community by applying research and volunteer effort toward indentifying and helping to solve the environmental challenges of Brunswick and Maine.

It is clear that actions taken or dismissed today will define the future condition of our world and society. As educators, scholars, and citizens long dedicated to the common good and privileged to "count Nature a familiar acquaintance," we, the members of the Bowdoin community, pledge ourselves and our efforts to this cause and to a just and sustainable future.