
Bowdoin College

Faculty Handbook

2000-2001

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

Faculty Handbook 2000-2001

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Preamble

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

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

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

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

B. Sabbatic Leave Policy and Procedures

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

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

1. Purpose

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

2. Eligibility¹

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

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

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

Assistant Professors who are in their third year of service to the College may apply for a sabbatic leave of absence pursuant to the By-laws of the College. Approval of such a leave will be contingent upon reappointment. If tenure is granted, the next sabbatic leave will occur after twelve semesters of full-time teaching following the leave taken in the rank of Assistant Professor. The leave will be taken normally in the fourth year, but should it be postponed until the fifth year, the twelve semesters necessary for the next leave will be counted from the fourth year. A single semester, junior sabbatical will not postpone the tenure review which normally is made during the fall of a faculty member's sixth year of service to the College (see Section IV.E.3).

3. Procedure

During each academic year, the Dean for Academic Affairs will determine which members of the faculty will be eligible, on the basis of the number of semesters taught, for a sabbatic leave during the academic year two years beyond a current academic year (e.g., in the spring of 1998-99, the determination of eligibility on the basis of the number of semesters taught will be calculated for the academic year 2000-01). The Dean for Academic Affairs will notify Assistant Professors of their eligibility for sabbatic leave of absence at the time at which reappointment in the rank of Assistant Professor is offered. The Dean will then inform those members of the faculty about their prospective eligibility and invite discussions of possible sabbatic leave plans among the faculty member, department and the Dean for Academic Affairs.

¹ Revised per (00-2-3), approved by the faculty 6 March 2000.

The Dean will consult with the relevant department chair, evaluate the leave plan, and may consult with the Faculty Affairs Committee in determining approval for

conducting or reporting research. This does not include honest error or honest differences in interpretations or judgments of data.

- b) Misappropriation of research funds, including but not limited to diversion of such funds to personal or non-college use.
- c) Retaliation of any kind against a person who, in good faith, reports or provides information about suspected or alleged misconduct.

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

2. Allegation

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

3. Inquiry

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

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

Once the membership of the inquiry committee has been finalized, the inquiry will involve interviewing the complainant, respondent, and key witnesses and examining the relevant research records and materials. The inquiry shall be

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.

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

- 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

The College recognizes that it must also establish standards against which to measure the success or failure of its affirmative action policies and procedures. The first step is to make sure that all qualified candidates are encouraged to apply. As a consequence of its recruitment efforts, the College should find in its applicant pools the proportion of women and minorities who received Ph.D.'s in the disciplines in which Bowdoin is recruiting. The ultimate measures of success are increasing numbers of minority and women faculty in tenured and tenurable positions at the College.

The Dean for Academic Affairs is responsible for ensuring that faculty excellence and diversity receive a consistently high priority in recruitment. The Affirmative Action Officer serves as a resource person for departments in their efforts to attract minority and women candidates. Although departments have the major responsibility for defining positions, for recruiting and hiring, and for conducting reviews for reappointment and tenure, the Affirmative Action Officer and the Dean for Academic Affairs will review their recruiting procedures and monitor their success in attracting, hiring, and retaining minority and women faculty. The Affirmative Action Officer will prepare an annual report to the President and to the Committee on Appointments, Promotion and Tenure. Each year in the fall the Committee on Appointments, Promotion and Tenure will review this report with the Dean for Academic Affairs and the Affirmative Action Officer in order to check the progress made and, when necessary, to identify ways of improving the College's performance.

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

members recognizes the dignity and worth of every other member, and when the community as a whole is willing to declare intolerable any act or statement that constitutes or results in the harassment or intimidation of another human being. Every student and faculty member at Bowdoin must maintain toward every other student and faculty member an unqualified respect for those rights that transcend differences of race, sex, or any other distinctions irrelevant to human dignity. When violations of those rights occur, Bowdoin will assume its responsibility to protect the members of the college community from discrimination and intimidation.

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

A. General Criteria for Reappointment, Tenure, and Promotion

1. To evaluate teaching, the reviewers will consider factors such as: knowledge and enthusiasm for the subject; organization of courses and subject matter; capacity to challenge students; ability to present abstract ideas and theories clearly; effectiveness to engage the class through lectures, discussions, or laboratories; encouragement of students to think independently; accessibility to students; fairness in examinations and grading.
2. The nature of scholarly or artistic engagement varies according to the field of the candidate. Engagement may take the form of research, writing, publication, or creative work and exhibition. To evaluate engagement, reviewers will consider factors such as: progress towards publication, exhibition, or production of work; development of a program of scholarly or artistic work beyond that carried out before coming to Bowdoin; participation in meetings of learned societies or other forms of professional scholarly communication.
3. Contributions to the College community include effective participation in college, departmental, and program committees as well as such activities as lectures, exhibits or performances for members of the College community; arrangement of visiting lectures, concerts, and exhibits; advising of student organizations; and myriad other activities that aid in faculty and college governance and enhance the intellectual and artistic life of the community.

B. Initial Appointment and Promotion to Assistant Professor³

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

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

1. Non-tenured appointments are normally made at the rank of instructor or assistant professor, appointment to the rank of assistant professor being contingent upon the completion of all requirements for a doctorate or its professional equivalent (see Section IV.B.3 below). If work on a doctorate is completed during an instructorship, promotion to the rank of assistant professor is automatic on the July 1 or January 1 following award of the degree, within the term of that person's current appointment.
2. The College expects that instructors will normally serve in that rank for no more than three years, with the requirements for the doctorate to be completed by November 15 of the third year. Failure to earn the doctorate or its professional equivalent within this time will result in non-reappointment. In exceptional circumstances and with the concurrence of the department, the Dean for Academic Affairs may grant an extension of the deadline until June 30 of the third year of the appointment.
3. The Dean for Academic Affairs, in consultation with the appropriate academic department chair, will determine at the time of appointment, or during an appointment, whether or not an individual has achieved the professional equivalent of a doctorate. The possession of a terminal degree in a field which does not offer the doctorate, as well as teaching, professional distinction and experience in an academic field, are among the factors to be weighed in the determination of professional equivalency.

C. Reappointment of Tenure-track Faculty

1. Criteria and procedures

Reappointment decisions are based upon an evaluation of teaching, scholarly or artistic engagement and contributions to the College community. While all three criteria are considered significant, two are of paramount importance at the time of reappointment. Candidates for reappointment will be expected to have shown sufficient strength as teachers and promise as scholars or artists to justify re-

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

appointment leading to a tenure decision. This means that, while non-tenured faculty members will be judged in part on their contributions to the College community, including college, departmental and program committees, they should not become immersed in institutional functions at the expense of either their teaching or their scholarly or artistic work.

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

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

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

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

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

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

2. Evaluation materials

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

a)

choose to submit forms from earlier semesters; failure to do so will not jeopardize the evaluation.

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

b) Materials to be provided by the chair:

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

(ii) Separate departmental student opinion forms if used.

(iii) Letters solicited by the department chair 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 described by the Dean for Academic Affairs.

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

3. Formal procedure

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

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

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

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

- e) The candidate may discuss the evaluation with any member of the department or committee who contributed to it.
 - f) The Dean for Academic Affairs will make the decision regarding reappointment. The Dean will submit his or her decision regarding reappointment in writing to the candidate normally before March 1.
- 4. In the event that a faculty member is appointed to a position leading to a tenure review after a period of employment in a nonrenewable position, the appointing department will, soon after the appointment, provide the Dean for Academic Affairs and the faculty member with an evaluation equivalent to the evaluation for renewal.
 - 5. A positive evaluation does not necessarily imply reappointment, since changes in the curricular needs of the department or the College might make reappointment inadvisable.

D. Notice of Non-reappointment

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

- 1. No later than March 1 of the first academic year of service, if the appointment expires at the end of that academic year; or, if an appointment terminates during an academic year, at least three months in advance of its termination;
- 2. No later than December 15 of the second academic year of service, if the appointment expires at the end of that academic year;
- 3. At least twelve months before the expiration of an appointment if the person has served two or more years in the College.

E. Promotion to Associate Professor with Tenure

- 1. Promotion to the rank and title of associate professor or professor normally confers tenure. Any appointment or promotion which confers tenure must be approved by the Board of Trustees. Provisional appointments of persons outside the Bowdoin faculty to the position of associate professor or professor may be made without tenure for a period not to exceed three years. See also Section IV.H below.
- 2. According to the By-Laws of the College, tenure exists as a safeguard to academic freedom and may be terminated only for reasons of gross neglect of duty, serious misconduct, or physical or mental incapacity. The tenure decision is usually an extension of the review procedures for reappointment discussed

above. Tenure decisions are based upon an evaluation of teaching, scholarly or artistic engagement and contributions to the College community. While all three criteria are considered significant, two are of paramount importance: candidates for tenure will be expected to have excelled in their teaching and to have achieved a level of professional distinction recognized by members of their guild outside the College. This means that, while non-tenured faculty members will be judged in part on their contributions to the College community, those contributions, however great, will not override teaching and scholarly/artistic records that fall short of the required excellence and distinction.

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

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

- b) Promotions to tenured rank are made on the basis of merit considered in relation to the overall educational needs of the College. Although there is no official maximum tenure ratio, either in the College as a whole or within a given department or program, the recommendation for tenure by the Committee on Appointments, Promotion and Tenure will be influenced by such particular circumstances as curricular and other institutional needs.
3. Recommendations for promotion to tenured rank are made during the fall of a faculty member's sixth year of service to the College. The assembly of materials for review leading to the necessary recommendations will usually begin during the spring of the faculty member's fifth year of service to the College.

The period of service leading to a tenure review may be shortened in recognition of unusual scholarly or artistic and teaching distinction. Leaves of absence for illness, disability, childbirth, and meeting familial responsibilities, as well as for research and scholarship or artistic work, will allow postponement of the tenure decision. Leaves of absence for research, scholarship or artistic work, including leaves taken prior to reappointment,⁴ will normally postpone the tenure review by no more than the equivalent of the number of months of absence. Imposition of the total time taken for all such leaves, except when an additional

semester if a leave is not taken, except when an additional semester is needed to allow the review to take place during the fall semester. Arrangements for postponement must be made with the Dean for Academic Affairs before the end of the semester following the leave, birth or adoption.

- a) At the time set for a tenure decision, a faculty member's fitness for tenure at the College will be considered by the Committee on Appointments, Promotion and Tenure, whether or not the person has been proposed for tenure by the department. The procedure will be as follows:
 - (i) The Dean for Academic Affairs invites the candidate to submit a packet of materials for the confidential use of the department or ad hoc review committee, the Committee on Appointments, Promotion and Tenure, the Dean for Academic Affairs, the President of the College, and the Academic Affairs Committee of the Trustees. This packet should be submitted to the department or committee chair by September 15. It should contain the same types of materials expected in the reappointment stage (see Section IV.C.2.a). The candidate's department or review committee chair shall prepare a dossier that contains the materials submitted by the candidate, as well as updated materials similar to those listed in Section IV.C.2.b. The Dean for Academic Affairs is available for advice and meets with the candidate during the spring of the fifth year to discuss the procedures and the preparation of the review materials.
 - (ii) The Dean for Academic Affairs solicits a confidential evaluation of the candidate's actual and potential professional achievement from experts who are in the candidate's field of specialization but who are not members of the College. The Dean for Academic Affairs asks both the candidate and the department to suggest persons from whom evaluations will be sought. Names of potential reviewers will be submitted by the department and the candidate so that six reviewers can be selected. Information about potential reviewers should be submitted to the Dean by May 1 (this and other deadlines may be extended only under unusual circumstances) of the spring semester prior to the review year. By July 1 of that year, seven copies of the scholarly or artistic work to be reviewed should be submitted to the Dean for mailing to reviewers, who will be asked to complete their reviews in writing by September 15 of the academic year in which the tenure review will be conducted. Reviews of a candidate's scholarly or artistic work provided by external reviewers will be made available to the tenured members of the department at their request.
 - (iii) By September 15 of the tenure review year, the candidate and the department or committee will each submit to the Dean for Academic Affairs the names of three present or former Bowdoin faculty members outside the candidate's department, or in the case of a joint appointment outside the candidate's department and program, who are judged to be qualified to comment on the candidate's contributions to the College. These might include those who have worked closely with

the candidate on College committees. Letters from these faculty members will be solicited by the Chair of the Committee on Appointments, Promotion and Tenure.

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

- b) The Committee on Appointments, Promotion and Tenure will then meet to review and discuss in detail all of the materials submitted and collected. These will include:
 - (i) The department's or committee's letter or letters.
 - (ii) The dossier submitted by the department or committee, including the packet of materials submitted by the candidate.
 - (iii) Evaluative statements on file from the time of reappointment.
 - (iv) Letters from the reviewers of the candidate's scholarly or artistic work.
 - (v) Letters from members of the Bowdoin faculty who wish to comment on the candidate's fitness for tenure as well as those letters that have been individually solicited by the chair of the Committee on Appointments, Promotion and Tenure.

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 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.

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.

review semester. Reviews of a candidate's scholarly or artistic work provided by external reviewers will be made available to the professors in the department at their request.

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

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

G. Appeals of Reappointment, Promotion and Tenure Decisions

1. The Reappointment, Promotion and Tenure Appeals Committee

Composition of the Appeals Committee

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

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

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

Time Limitations for Filing an Appeal

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

2. Grounds for an Appeal

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

a) Non-Discrimination

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

b) Academic Freedom

- (i) Teachers are entitled to full freedom in discussing their subjects in the classroom, in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- (ii) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but shall make every effort to indicate that they do not speak for the institution.

c) Adequate Consideration

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

3. Procedures

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

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

- (i) To determine whether discrimination or a violation of academic freedom was a determining factor in the decision.
- (ii) Ordinarily, when there is a finding of discrimination or violation of academic freedom, the Investigative Committee will recommend that the review of the matter be returned for reconsideration to the next stage in the decision process beyond the stage where discrimination or the violation of academic freedom took place. Reconsideration shall take account of the Investigative Committee's report.
- (iii) To communicate its finding, and, if appropriate, its recommendation in writing to the President, and the Dean for Academic Affairs in cases of reappointment, and the appellant.

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

b) Petition for Review Alleging Inadequate Consideration

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

- (i) To determine whether the decision was the result of inadequate consideration at any stage of the candidate's review.
- (ii) Ordinarily, when there is a finding of inadequate consideration, the Investigative Committee will recommend that the review of the matter be returned for reconsideration to the stage in the decision process where the inadequate consideration first took place. Reconsideration shall take account of the Investigative Committee's report.
- (iii) To communicate its finding, and, if appropriate, its recommendation in writing to the President, and the Dean for Academic Affairs in cases of reappointment, and the appellant. The authority to act on any such finding or recommendation resides with the President or the Dean. In the event that the President or the Dean for Academic Affairs (in cases

of reappointment) decides to reject the recommendation of the Committee, he or she shall provide in writing the reason for his or her action to the Investigative Committee and the appellant, and the Investigative Committee shall have an opportunity to reply.

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

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

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

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

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

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

I. Visiting, Part-time, and Special Faculty Appointments⁵

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. 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 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

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

J. Continuing Evaluation: Goals and Procedures

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

matter, together with his/her own recommendation, to the Trustees for final action. The provisions of this section do not pertain to terminations resulting from reappointment, tenure or promotion decisions.

L. Grievance and Review Procedures

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

Procedures

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

These procedures shall be followed by all participants in the Grievance Procedure and the basic elements may not be changed except by vote of the faculty. The chair of the Faculty Affairs Committee shall have the power to decide issues not specifically covered by these procedures provided that the Faculty Affairs Committee is notified of such decisions.

The Nature of Academic Proceedings

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

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

Informal Grievances

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

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

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

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

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

The Formal Grievance Petition

- a) A person filing a formal grievance will begin the process by filing a Grievance Petition with the chair of the Faculty Affairs Committee. The grievant will send a copy of the Petition to every member of the committee and to every person against whom the grievance is being lodged.
- b) The Grievance Petition must list specific charges and the name(s) of the individual(s) against whom each charge is lodged.
- c) The Grievance Petition shall include relevant information and documents available to the grievant which support the charges: e.g., copies of letters, witness statements and other relevant material.
- d) Should the Grievance Petition charge any member of the Faculty Affairs Committee, such individual(s) shall be excused from all further meetings of the committee relating to the grievance.
- e) In order to assure adequate time for the grievance to be followed, given the nature of academic calendars, and to ensure that the membership of the Faculty Affairs Committee remains the same throughout the process, the committee will normally receive Grievance petitions from September 1 to March 1.
- f) Only in very unusual circumstances will the Faculty Affairs Committee agree to receive Grievance Petitions outside the September 1 - March 1 dates and only then if there are compelling reasons to decide the case more quickly than is provided by these procedures. The decision as to whether or not to accept such a Petition will rest solely with the Faculty Affairs Committee.

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

Request for Clarification of the Charges

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

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

The Response to the Grievance Petition

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

- a) The written Response will be filed with the Chair of the Faculty Affairs Committee and a copy will be sent to each member of the committee. At the same time a copy of the Response shall be sent to the grievant.
- b) The Response should answer all the charges in the Petition for Grievance.
- c) The Response should include relevant information and documents available to those against whom the grievance has been lodged which supports the defense against the charges. Like the Petition for Grievance, the Response should include copies of letters, witness statements, documents, etc. which support the position of those against whom the grievance has been lodged.

The Grievant's Reply

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

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

The Hearing

Within 10 days of receiving the Response to the Grievance Petition, the Chair of the Faculty Affairs Committee shall set a date for the Hearing. All parties will be consulted as to a convenient Hearing date, but the decision as to the date will rest

ultimately with the Chair of the Faculty Affairs Committee. The date selected must occur within 30 days after receipt of the Response to the Petition for Grievance unless the Faculty Affairs Committee, by a 2/3 vote, agrees to a later date.

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

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

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

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

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

Final Arguments

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

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

The Report

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

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

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

Appeal

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

V. Conduct of Instruction

A. Attendance⁶

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

⁶See (98-12-2), adopted 1 February 1999.

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.

B. Class Meetings

1. All classes begin on the scheduled hour or half-hour and should be ended five minutes before the hour or half-hour to permit students to get to their next classes.
2. Classes must be held at the hours scheduled by the Office of Student Records.

C. Examinations

1. Hourly Examinations
 - a) No student is required to take more than two hour examinations in one day. By the same token, a maximum of two hour examinations is not considered unreasonable, and a student may not be excused from an examination on the grounds that he or she has two on one day. If a student has more than two examinations on one day the Dean of Student Affairs will make the necessary arrangements.
 - b) A faculty member has the option to require an excuse from the Dean's Office before giving a make-up of an hour examination.⁷

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.

⁷ Sections IIA3 and IIA4 of (83-2-4) as amended by the faculty 9 March 1987.

3. Final Examinations and Projects⁸
 - a) Formal examinations must be given according to the schedule published each semester by the Office of Student Records.
 - b) No examinations may be given nor extra classes scheduled during Reading Period.
 - c) A student with three final examinations in two days may reschedule one for a date mutually agreeable to the student and the instructor. Other changes may be made for emergencies or for educational desirability, but only with approval of the Dean's Office.
 - d) All academic work, except for final examinations, final papers, final lab reports, and final projects, is due on or before the last day of classes.

D. Grades

1. Instructors are expected to inform classes of the basis for determining final course grades within the first two weeks of the semester.
2. Faculty members must be prepared to comment on the progress of first year students by mid-semester.
3. No semester or final grade reported to the Office of Student Records is changed (unless it is a clerical error) except by vote of the Recording Committee on recommendation of the instructor. Recorded grades cannot be changed on the basis of additional student work without prior approval of the Recording Committee.

6. Most departments require that all courses taken to satisfy requirements of the major be graded. Courses taken to satisfy distribution requirements may be taken on a Credit/Fail basis. No course may be changed from graded to Credit/Fail or vice versa after the second week of classes. If a student chooses this option, credit is given if the student produces work that is at the level of D or above.
7. In all cases of failing grades, instructors are asked to fill out a card commenting briefly on the causes of failure. Cards should be submitted when grades are submitted or before.
8. Students who receive a grade of D or F in a course may retake the course; both courses and both grades will appear on the transcript. However, only one course 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.¹⁰
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.¹¹
11. All grades and failure cards are due shortly after the examination period at a date specified by the Office of Student Records.

E. Academic Honesty¹²

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

¹⁰ Faculty vote 6 April 1992.

¹¹ Faculty vote 6 April 1998 (98-4-2, as amended).

¹² See Appendix for summary of the Honor Code (89-2-1), approved by the faculty on 21 May 1990. The complete document, including enforcement provisions, can be found in the *Student Handbook*.

work. Violations of the Honor System are to be reported to the Dean of Student Affairs.

F. Approval of Courses to Be Offered for Credit

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

New course proposals are considered by the New Course Subcommittee (NCS) of the CEP, which typically meets with the Registrar, the Associate Registrar, and the Associate Dean for Academic Affairs. After a review of new course proposals, the NCS presents its recommendations to the full CEP, which may either recommend or not recommend course approval to the full faculty. In some cases, the committee may return course proposals to departments with questions or requests for revision. In some cases the committee may recommend approval of a course on a “one time only” basis. All course proposals require the endorsement of the chair of the offering department or program.

Instructors are encouraged to submit proposals as early as possible in the immediately preceding semester, and in any case no later than the end of September (for Spring courses) and early February (for Fall courses). The only exception to this

3.

- 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) the department arranges its course offerings such that the number of slots offered in the course during the year will be greater than the maximum number of students who have listed the course as a top choice (in either semester) during any of the last three years.

For courses numbered 200-299, the NCS may approve an alternative enrollment limit of 35 (rather than 50), provided the lower limit is shown to be pedagogically desirable, if 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.

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).

J. Guidelines for First-Year Seminars¹⁵

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

1. First-year seminars requa4.

2. To participate in discussions with other First-year Seminar teachers during the course of the semester that one is teaching a seminar.
3. To consider holding individual conferences about writing at least once/twice during the semester.
- 4.

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

2. Faculty Moderator

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

3. Faculty Parliamentarian

The Faculty Parliamentarian is appointed by the Committee on Governance to advise the Faculty Moderator concerning the conduct of faculty meetings. The faculty normally follows Roberts' *Rules of Order*.

C. Standing Committees of the Faculty

1. Administrative

Purpose: Reviews Judicial Board cases upon appeal and decides either to uphold the decision of the Judicial Board or to refer the case back to the Judicial Board for a new hearing.

Chair: President

Members: faculty: four, appointed (for three-year terms)
 students: three, one of whom is an alternate
ex officio: President; Dean and Associate/Assistant Dean of Student Affairs

2. Admissions and Financial Aid

Purpose: Reviews the admissions process, admissions recruitment, student aid budget, and other concerns about admissions and financial aid. When necessary, recommends changes in procedures and policy to the faculty, the president, and to the trustee Committee on Admissions and Financial Aid.

Chair: appointed faculty member

Members: faculty: four, appointed (for three-year terms)
 students: three, one of whom is an alternate
ex officio: Dean of Admissions, Dean of Student Affairs (or his/her designee) and Director of Financial Aid

3. Appeals (Reappointment, Promotion, and Tenure)

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

4. Appointments, Promotion and Tenure

- Purpose:** Considers recommendations from academic departments regarding the promotion of members of the faculty to the rank of Associate Professor, with tenure, or to the rank of Professor, and for the appointment of individuals from outside the faculty to those ranks. Makes recommendations on promotions to the Dean for Academic Affairs in accord with policies and procedures voted by the faculty and set forth in the Faculty Handbook. Advises the Dean concerning appointments to the faculty and monitors the appointment process.
- Chair:** one of the three Professors designated by the committee
- Members:** faculty: five, elected: three professors, one from each curricular division (Humanities and Fine Arts, Natural Science and Mathematics, Social and Behavioral Sciences); two associate professors. No more than one member from any department. Term of service: professors, 3 years; associate professors, 2 years.
- students: none
- ex officio:* Dean for Academic Affairs

5. Curriculum and Educational Policy

- Purpose:** Responsible for broad oversight of the curriculum, and for proposing changes in academic policy and degree requirements for consideration by the faculty. Through the New Course Subcommittee, receives and considers proposals for new courses, new majors and minors, and revisions in existing majors and minors. Advises the Dean for Academic Affairs and the President on the allocation of faculty positions.
- Chair:** Dean for Academic Affairs
- Members:** faculty: six, appointed: two from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences), one tenured and one untenured (for three-year terms). Three exemptions apply (see Faculty Election Rules and Procedures; Section VI.F.3).

students: two appointed
ex officio: Dean for Academic Affairs, President and Dean of Student Affairs

6. Faculty Affairs

Purpose: Concerned with policies and procedures that affect the professional life of the faculty, such as salary and fringe benefits, sabbatic leave policies, retirement policies, the evaluation of teaching and professional activities, and support for professional engagement.

Chair: Appointed tenured faculty member

Members: faculty: five, appointed; three tenured, two untenured (for three-year terms)

students: none

ex officio: Dean for Academic Affairs

7. Faculty Resources

Purpose: Awards grants to members of the faculty in several categories: Course development and assistance with travel in connection with research, funds to support research and scholarship, faculty leave supplements and other fellowships for faculty development and funds to assist students who work collaboratively with members of the faculty in research. Establishes procedures and criteria for awards and makes them known to the faculty in a memorandum issued annually.

Chair: appointed faculty member

Members: faculty: six (five members and one alternate), appointed (for three-year terms)

students: none

ex officio: Dean for Academic Affairs

8. Gay and Lesbian Studies

Purpose: Examines issues and concerns related to gay and lesbian studies.

Chair: appointed faculty member

Members: faculty: four, appointed (for three-year terms)

students: three

ex officio: none

9. Governance

Purpose: Exercises oversight responsibility for faculty governance; recommends faculty members for appointment to committees; oversees and prepares ballots for elections of faculty members to committees; meets with the Dean for Academic Affairs and the President to set the agenda for meetings of the faculty (one member of the committee chairs meetings of the faculty); represents the faculty on the Strategic Planning Task Force; represents the faculty

at meetings of the Board of Trustees; and engages issues of governance and committee structure that arise or are referred to it.

Chair: a tenured member is designated by the committee
 Members: faculty: five, elected: three tenured (for three-year terms) and
 two untenured (for two-year terms)
 students: none
ex officio: none

10. Lectures and Concerts

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

11. Library

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

12. Off-Campus Study

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

13. Recording

Purpose: Has judicial and legislative functions in the general area of academic regulations. In its judicial role, the committee decides the cases of students up for action at the end of the semester, and it hears appeals and petitions from students who request exceptions from the normal academic policies. The committee's legislative charge leads it to consider and recommend adjustments to faculty rules concerning grading, honors, transfer of credit, progress toward the degree, and the scheduling of classes.
 Chair: appointed faculty member

Members: faculty: four, appointed (for three-year terms)
 students: three, one of whom is an alternate
ex officio: Dean of Student Affairs, Registrar, Associate Registrar,
 and an Assistant Dean of Student Affairs

14. Research Oversight

Purpose: Responsible for reviewing research conducted at the College by members of the faculty and students collaborating with the faculty in research to ensure that the research procedures meet standards of ethical conduct adopted by the College. Serves as the institutional review board required by federal regulations.

Chair: appointed faculty member

Members: faculty: four, appointed (for three-year terms)

students: none

ex officio: Dean for Academic Affairs; two members of the community represent the public interest, one of whom is a Veterinarian

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

15. Student Affairs

Purpose: Addresses aspects of student life at Bowdoin such as residential life, academic advising, student activities, athletics, and student affairs policies.

Chair: Dean of Student Affairs

Members: faculty: four, appointed: three members of the teaching faculty and one coach (for three-year terms)

students: four, preferably one from each of the classes

ex officio: Dean of Student Affairs, Associate Dean of Student Affairs, the Director of Student Activities, and the Director of Athletics

16. Student Awards

Purpose: Responsible for selecting student commencement speakers and recipients of College prizes awarded annually.

Chair: appointed faculty member

Members: faculty: four appointed (for three-year terms)

students: none

ex officio: none

17. Teaching

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

D. General College Committees with Faculty Representation

1. Academic Computing

- Purpose:** Advises the manager of the Educational Technology Center and the director of Academic Computing and User Service concerning the use of college information technology facilities and services to support teaching, learning, and research.
- Chair:** appointed faculty member
- Members:** faculty: five or six, appointed (for three-year terms)
 staff: none
 students: chair of Student Computing Committee
ex officio: manager of Educational Technology Center, manager of Academic Computing and User Service, librarian

2. Benefits Advisory

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

3. Bias Incident Group

- Purpose:** Meets at the initiative of the President in response to an incident of bias in any form, whether discrimination, harassment, or other intolerance for the purpose of sharing all facts available at the time and designing a course of action appropriate to the incident.
- Chair:** President
- Members:** faculty: two (appointed for three-year terms)

staff: three
 students: one
ex officio: Dean of Student Affairs, an Assistant Dean of Student Affairs, Director of Security, Director of the Counseling Service

4. Budget and Financial Priorities

Purpose: Prepares and recommends the College budget to the President. During the fall budget process, the committee reports its work in progress to, and receives comments from, the college community. During the spring, the committee considers long-term financial planning issues.

Chair: faculty member

Vice-Chair: Treasurer

Members: faculty: three (appointed for three-year terms)

staff: two

students: one

ex officio: Dean for Academic Affairs, Dean of Student Affairs, Vice-President for Planning and Development

5. 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 Laboratories, Department of Chemistry

Members: faculty/staff: one faculty or staff member from each of the following departments: Art; Biology; Chemistry (may be filled by Science Center Manager or Director of Laboratories *ex officio* members); Environmental Studies; Geology; Physics

students: none

ex officio: safety officer (Chemical Hygiene Officer); assistant director for facilities services; director of facilities management; science center manager; director of laboratories, Chemistry Department

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

Purpose: Addresses student complaints regarding sex discrimination or discrimination on the basis of physical or mental handicap.

Chair: Dean for Academic Affairs

Members: faculty: four (appointed for three-year terms)

staff: none

students: four

ex officio: Dean for Academic Affairs

7. Honor Code/Judicial Board

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

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

8. Information Technology (IT)

Purpose: advises the president and senior staff on the effective and efficient use of computing and information technology for student instruction, scholarly research, general administration and information access; assists the director of CIS in regularly informing the community about current and future plans for computing and information technology.
 Co-Chairs: Treasurer and Dean for Academic Affairs
 Members: No appointed members.
ex officio: Director of Computing and Information Services, Librarian, Manager of Educational Technology Center, chairs of Academic Computing, Student Computing, Administrative Computing, and Web Policy Group

9. 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: one
 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

10. Oversight Committee on Multicultural Affairs

Purpose: Examines issues and concerns related to the condition of minority students, faculty and staff at Bowdoin. The committee focuses primarily on issues pertaining to students of color.

Chair: faculty member

Members: faculty: two (appointed to three-year terms)

staff: one

students: one

ex officio: Dean for Academic Affairs, Dean of Student Affairs, Treasurer (Vice Chair), Assistant to the President for Multicultural Programs and Affirmative Action

11. Oversight Committee on the Status of Women

Purpose: Reviews and monitors the status of women students, faculty, and staff at Bowdoin College in the interest of achieving both their fair representation and their full participation in the life of the College.

Chair: faculty member

Members: faculty: two (appointed for a three-year term) and one alternate

staff (Administrative): two and one alternate

staff (Support): two and one alternate

students: one and one alternate

ex officio: none

12. Radiation Safety

Purpose: Reviews and monitors policies and procedures with respect to the appropriate and safe use, care and storage, and disposal of radioactive materials in use at the College.

Chair: faculty member

Members: faculty: six (including representatives of departments in which radioactive materials are used)

staff: four

students: none

ex officio: the Director of Safety

13. Sexual Misconduct Board

Purpose: Addresses instances of sexual misconduct arising among faculty, staff, and students and addresses appropriate policy issues as needed.

Chair: faculty member (appointed by COG)

Members: faculty: two (appointed for three-year terms) and two alternates

staff: two and two alternates

students: two and two alternates

ex officio: designate of the Dean of Student Affairs

E. Trustee Committees with Faculty Representation

1. Academic Affairs

Purpose: Concerned with all matters relating to the educational program of the College, the faculty (including appointments, promotions, tenure and salary) and the Library, Museum of Art, Peary Macmillan Arctic Museum, and information technology.

Chair: Trustee

Members: faculty: one, from the faculty Committee on Curriculum and Educational Policy

staff liaison: Dean for Academic Affairs

students: one

trustees: six

2. Admissions and Financial Aid

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

Chair: Trustee

Members: faculty: one (usually selected from the faculty committee on admissions and financial aid, typically the committee chair)

staff liaison: Dean of Admissions

students: one

trustees: six

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: Vice-President for Planning and Development

students: one

trustees: six

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

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

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

- a) The Reappointment, Promotion, and Tenure Appeals Committee is the committee to which a faculty member who is denied reappointment, promotion or tenure may appeal. Members are elected by the faculty.
- b) Membership: Two professors, two associate professors, two assistant professors. No more than one member from any department.
- c) Term of service: 3 years. Every election is for a full term. If a member of the Appeals Committee leaves the committee before his/her term of service expires, the vacancy will be filled by an election for a full term, not the balance of the unexpired term. Occasionally the Committee on Governance may adjust the length of a full term to avoid holding a special, mid-year election or to ensure that the terms of the members of the committee are staggered.
- d) Eligibility for Election: All tenured faculty, non-tenured faculty on tenure-track, and non-tenure-track faculty, but not adjunct faculty, including long-term, full-time adjunct faculty, are eligible for election to the Appeals Committee, with the following two exceptions:
 - (i) Persons who will become candidates for tenure or promotion to full professor during the following year are not eligible for election.
 - (ii) Members of the Committee on Appointments, Promotion and Tenure are not eligible for election.

G. Voting Procedures

1. **Scheduling.** Insofar as is possible, elections to the three elected committees are scheduled to occur sequentially rather than concurrently. This allows the results of one election to be known before new nominations and elections take place. The committees are elected in the following order: 1. Appointments, Promotion, and Tenure; 2. Governance; 3. Appeals.

2. **Nominations.** Faculty members are notified of each election and are asked to submit nominations from a list of faculty members eligible to serve on the committee(s) in question. When necessary, the Committee on Governance may add its own nominations in order to balance the slate, taking into account such variables as rank, academic field, and gender.

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

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

Appendix: Academic Integrity and the Academic Honor Code¹⁶

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

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

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

The following sections describe activities that constitute breaches of the Academic Honor Code.¹⁷

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

¹⁶ The Academic Honor Code is summarized here for the convenience of the faculty. A full statement of the Academic Honor Code, the Social Code, and the procedures of enforcement, may be found in the *Student Hands 100 T.g papers*,¹⁷

3. It is the obligation of students to be thoroughly familiar with proper citation of sources and to consult and refer to authoritative style guides for research papers. The Bowdoin College Library Web site provides links to style guides at <http://www.bowdoin.edu/dept/library/-eref/write.html>. Students are particularly encouraged to consult the *MLA Style Guides and Bibliographic Formats for Citing Electronic Information*. Plagiarism is possible with any work performed in any medium and any scholarly discipline. Plagiarism involves the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment in all such scholarly work as essays, examinations, oral/written reports, homework assignments, laboratory reports, computer programs, music scores, choreography, graphic, and visual representations. Plagiarism also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.