
Bowdoin College

The *Faculty Handbook* contains information of interest to members of the faculty. The regulations in Section IV concerning appointment, reappointment, tenure, and promotion have

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

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

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

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.

commonly accepted within the research community for proposing, conducting or reporting research. This does not include honest error or honest differences in interpretations or judgments of data.

- b) Misappropriation of research funds, including but not limited to diversion of such funds to personal or non-college use.
- c) Retaliation of any kind against a pe

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

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

5. Outcome of Investigation

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

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

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

6. Termination of Employment Prior to Completing Inquiry or Investigation

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

7. Institutional Reporting Obligations

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

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

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

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

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

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

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

a)

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.

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

The students and faculty of Bowdoin College belong to a community of scholars dedicated to the principles of free inquiry and free expression. The College is also a community of men and women whose pursuit of knowledge and whose social relations should rest upon the ethical foundations of a free and humane society: tolerance, honesty and civility. An institution of higher learning, devoted in large part to the examination of human values, can realize its goals only when each of its

[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.

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 comm8.1(iai005z of associate profes

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

- (vi) Candidates for reappointment or for promotion to Associate Professor with tenure must submit all College Student Opinion forms and numeric summary data for courses they have taught at Bowdoin, for semesters beginning in Fall 1999-00. The candidate may choose to submit forms from earlier semesters; failure to do so will not jeopardize the evaluation. If the candidate submits earlier forms, all forms from all courses must be submitted. Candidates for promotion to Professor must submit all forms and numeric data beginning with courses taught in the Fall 1999-00 semester, but required submission is restricted to the most recent five years of teaching. The candidate may choose to submit forms from earlier semesters; failure to do so will not jeopardize the evaluation.
 - (vii) Departments may require the submission of their separate departmental forms.
- b) Materials to be provided by the chair:
- (i) The letter summarizing the discussion that took place at the end of the first year of the appointment.
 - (ii) Separate departmental student opinion forms if used.
 - (iii) Letters solicited from a sample of the candidate's students. The sample will consist of students chosen from all courses taught by the candidate while at Bowdoin approximately in proportion to their enrollments, according to a method prescribed by the Committee on Appointments, Promotion and Tenure.⁴
 - (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.

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

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,⁵ will normally postpone the tenure review by no more than one year. Postponements based on leaves of all kinds usually will not exceed the total time taken for all such leaves, except when an additional semester is needed to allow the review to begin during the fall semester. Each birth or adoption of a child will allow postponement of the tenure review by one semester 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(e)1.5(nt or reviFt50Prom)e



- (ii) The dossier submitted by the department or committee, including the packet of materials submitted by the candidate.
- (iii) Evaluative statements on file from the time of reappointment.
- (iv) Letters from the reviewers of the candidate's scholarly or artistic work.
- (v) Letters from members of the Bowdoin faculty who wish to comment on the candidate's fitness for tenure as well as those letters that have been individually solicited by the chair of the Committee on Appointments, Promotion and Tenure.
- (vi) Letters from a single sample of students enrolled in the candidate's courses and independent(m)7.nB0bAier

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

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

The procedures to be followed and materials collected for review for promotion to the rank of professor are similar to those for promotion to the rank of associate professor. Reviewing subcommittees consist, however, of Professors in both the department and the Committee on Appointments, Promotion and Tenure.⁷

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

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

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

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

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

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

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.

b) Academic Freedom

- (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.

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 (e.g., Director of the Bowdoin Chorus, Writer-In-Residence).

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

⁸ See FAC memorandum dated 3 March 2000, approved by the faculty 3 April 2000.

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.

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.

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

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.

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

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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.

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.

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.¹⁰

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 Projects¹¹
 - a) Formal examinations must be given according to the schedule published each semester by the Office of Student Records.

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.¹³
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 Satisfact

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

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

1. To participate in at least one training workshop/discussion before first teaching a seminar and to continue periodic participation in these workshops subsequently.
2. To participate in discussions with other First-year Seminar teachers during the course of the semester that one is teaching a seminar.
3. To consider holding individual confer

1. Clerk of the Faculty

The Clerk of the Faculty takes the minutes at faculty meetings.

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*.

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

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

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

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

8. 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.

alumni: one (member of the Alumni Council Executive Committee)

4. Executive

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

Chair: Chair of the Board of Trustees

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

staff liaison: Secretary

Members: faculty: one (usually the chair of the Budget and Financial
Priorities Committee)
staff liaison: Treasurer
students: one
trustees: six

8. Investment

Purpose: Oversees and controls the investment and reinvestment of endowment and other funds of the College.

Chair: Trustee

Members: faculty: one (appointed for a three-year term)
staff liaison: Treasurer
students: one

9. Student Affairs

Purpose: Responsible for all matters relating to the nature and quality of student life and policies relating to athletics, residential life, dining, security, student activities, career planning, health and counseling services.

Chair: Trustee

Members: faculty: one (appointed for a three term)
staff liaison: Dean of Student Affairs
students: one

10. Minority Affairs (Subcommittee of Student Affairs Committee)

Purpose: Considers matters pertaining to the academic and social experience of students, faculty, and staff of color with a particular focus on the recruitment and retention of students from diverse backgrounds. Also addresses other issues that relate directly to making Bowdoin a more diverse and pluralistic campus.

Chair: Trustee

Members: faculty: one (appointed for a three-year term)
staff liaison: Dean of Student Affairs, Assistant to the President for Multicultural Programs and Affirmative Action
students: at least one
trustees: members of the Student Affairs Committee or other members of the Board
alumni: at least one

11. Honors (Subcommittee of Trustee Affairs Committee)

Purpose: Recommends candidates for honorary degrees; recommends recipients of the Common Good Award, the Hargraves Preservation of Freedom Prize, and the Bowdoin Prize; recommends names for major new buildings.

Chair: Trustee

Members: faculty: one (appointed for a three-year term)
staff: none
students: none
Trustees: a subgroup of the Trustee Affairs Committee

12. Representatives to Meetings of the Board of Trustees

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

- 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.

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.



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