
Bowdoin College

Faculty Handbook

2008-09

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

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

This edition incorporates changes adopted through May 2008.

Faculty Handbook 2008-09

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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

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.

- a) Fraudulent or improper practice in conducting scholarly research or reporting the results of such research, including plagiarism, intentional falsification or fabrication of data, intentional misrepresentation of data collection and analysis, or other practices that seriously deviate from those that are commonly accepted within the research community for proposing, conducting or reporting research. This does not include honest error or honest differences in interpretations or judgments of data.
- 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 of the inq

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

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

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

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

4. Investigation

An investigation is a formal examination and evaluation of relevant facts to determine whether misconduct has taken place,

way. The Dean shall also inform any agency sponsoring the research if such action is required by the agency.

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

5. Outcome of Investigation

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

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

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

6. Termination of Employment Prior to Completing Inquiry or Investigation

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

its report the respondent's failure to cooperate, and the effect on its review of all the evidence.

7. Institutional Reporting Obligations

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

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

E. Human and Animal Research Policy

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

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

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

All research using human or animal subjects funded by federal sources must be reviewed by the Research Oversight Committee (ROC). To initiate review for a

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

F. Intellectual Property Policy

leave as needed up to a maximum of thirty (30) days; after one year of service, up to six (6) months, as medically necessary.

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

Faculty members should refer to the Employee Handbook (available from

honors projects. Departments will be responsible for providing whatever coverage of these duties might be necessary if the faculty member is unable to perform them for a short period of time.

- c) A faculty member should notify the Office of the Dean for Academic Affairs of a birth or adoption event with as much advance notice as feasible. The Dean's office will meet with the faculty member and then consult with department chairs and/or program directors. The specific distribution of the two-course reduction must be approved by the Dean in consultation with the faculty member and department chairs and/or program directors.
- d) A faculty member receiving a course reduction affirms him/herself to be the primary or coequal caregiver of the child during the time of the course reduction. Course reductions are only available to faculty in the role of primary or coequal caregivers.
- e) Faculty who are not primary or coequal caregivers may request exemption from non-teaching duties for the semester in which her or his child is born/adopted or the following semester, upon timely notification of the Dean's Office of an anticipated birth or adoption. Departments will be responsible for providing whatever coverage of these duties might be necessary.
- f) Other leave time may be available, based on College and federal policies, for female faculty during pregnancy, childbirth or postpartum. If a leave is needed for medical reasons, the College's paid sick leave for faculty applies. As with any other short-term medical event, the expectation is that departments or programs will cover classes in such instances without additional resources from the College. Other leave time is available to mothers and fathers following childbirth or adoption through the Family and Medical Leave Policy. The policies described in 1-4 above are in addition to federal and institutional leave policies. A mother or father who takes a FMLA following birth or adoption remains eligible for up to a two-course reduction in teaching load during the semester following the leave.

2. Extension of the Tenure Probationary Period

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

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

II. Equal Opportunity and Affirmative Action in Employment

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

III. Free Speech and Human Rights in the Academic Community

A. Freedom of Speech and Political Activity

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

B. Human Rights in the Bowdoin Community

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

IV. Policies and Procedures Governing Appointment, Reappointment, Promotion, Tenure, and Faculty Evaluation⁶

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

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

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.

1. Initial Appointment

- a) Non-tenured appointments are normally made at the rank of instructor or assistant professor, appointment to the rank of assistant professor being contingent upon the completion of all requirements for a doctorate or its professional equivalent (see Section IV.B.1.c below). If work on a doctorate is completed during an instructorship, promotion to the rank of assistant professor is automatic following award of the degree, within the term of that person's current appointment.
- b) The College expects that instructors will normally complete the requirements for the doctorate by September 1 of the third year. Failure to earn the doctorate or its professional equivalent within this time will result in non-reappointment. In exceptional circumstances and with the concurrence of the department, the Dean for Academic Affairs may grant an extension of the deadline until June 30 of the third year of the appointment.
- c) The Dean for Academic Affairs, in consultation with the appropriate academic department chair, will determine at the time of appointment, or during an appointment, whether or not an individual has achieved the professional equivalent of a doctorate. The possession of a terminal degree in a field which does not offer the doctorate, as well as teaching, professional distinction and experience in an academic field, are among the factors to be weighed in the determination of professional equivalency.

2. Progress Towards Tenure

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

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

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

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

Extensions to the tenure-probationary period for approved leaves do not increase the expectations of candidates' accomplishments in teaching, scholarship or service to the College. Sabbaticals and leaves of absence for research, scholarship, or artistic work will normally extend the tenure probationary period by no more than one year, whether taken before or after reappointment. The tenure probationary period may be extended, in total, for no more than three years, with extensions to each of the contracts within the tenure probationary period limited to no more than two years. A tenure review should occur no later than the ninth year after the initial appointment to a tenure track position, except under rare circumstances and only with approval of the Dean for Academic Affairs.

C. Reappointment of Tenure-track Faculty

1. Criteria and procedures

Reappointment decisions are based upon an evaluation of teaching, scholarly, or

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

- a) For candidates whose appointments are in a single department or program with two or more tenured members, a

means of effecting those goals. A letter summarizing this discussion will be written by the review committee chair, a copy given to the candidate and a copy placed in the candidate's file. Departments or programs and candidates are encouraged to hold such meetings annually each subsequent year until the point of the tenure decision.

Reappointment reviews normally commence in the fall of the third year of appointment. Leaves for scholarship or artistic work, as well as leaves for illness, disability, childbirth, and meeting familial responsibilities allow for an extension of the period before reappointment review. Each birth or adoption of a child will allow for an extension of one year, even if a parental leave is not taken. Extensions based on leaves of all kinds usually will not exceed the total time taken for all such leaves, except when an additional semester is needed to allow the review to begin during the fall semester. Arrangements for extensions normally must be made with the Dean for Academic Affairs at the time a leave is requested. The initial appointment and reappointment review may be extended for no more than two years.

2. Evaluation materials

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

- a) The candidate for reappointment will provide the following items to the (meetingsr42 1 TfcJ-16

- (vii) Departments may require the submission of their separate departmental forms for courses taught at Bowdoin since appointment to the tenure track. Candidates who taught at Bowdoin on non-tenure track appointments may choose to submit forms from semesters prior to their tenure-track appointment; failure to do so will not jeopardize the evaluation.
- b) The chair of the review committee will provide the following materials:
- (viii) The letter summarizing the discussion that took place at the end of the first year of the appointment.
 - (ix) Separate departmental student opinion forms if used and kept by the department rather than the candidate. Candidates who taught at Bowdoin on non-tenure track appointments may choose whether forms

and the Academic Affairs Committee of the Trustees. This packet should be submitted to the department or committee chair by September 15. It should contain the same types of materials expected in the reappointment stage:

- A self-evaluative statement covering teaching, scholarship or artistic work (achieved and planned) and service.
- A curriculum vitae.
- All syllabi and a sample of other course materials (e.g. assignments, exams) used during the semesters the candidate has been teaching at the College, including the semester of the review.
- Evidence of scholarly or artistic engagement (e.g. publications, works produced, works exhibited, works in progress, reviews of works, papers presented).
- Other materials the candidate considers relevant.
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- Departments and programs may consider their observations of departmental colloquia or other presentations made by the candidate.

For tenure and promotion reviews, the department or review committee will have access to the letters solicited by the chair of the Committee of Appointments, Promotion and Tenure from a sample of the candidate's students as described below (IV.E.3.b.vi). The department or committee will not solicit student letters on their own. The Dean for Academic Affairs is available for advice and meets with the candidate during the spring of the fifth year to discuss the procedures and the preparation of the review materials.

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

- (iii) Evaluative statements on file from the time of reappointment.
- (iv) Letters from the reviewers of the candidate's scholarly or artistic work.
- (v) Letters from members of the Bowdoin faculty who wish to comment on the candidate's fitness for tenure as well as those letters that have been individually solicited by the chair of the Committee on Appointments, Promotion and Tenure.
- (vi) Letters from a single sample of students enrolled in the candidate's courses and independent studies over the previous five years. These letters will be solicited by the chair of the Committee on Appointments, Promotion and Tenure according to a method prescribed by the Committee and copies will be shared with the department or review committee.¹⁰
- (vii) A departmental roster showing the terms of appointment for all members of the department, or in the case of a joint appointment, departmental and program rosters.

conveying these recommendations to the President. The President has discretionary authority to recommend or not recommend promotion.

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

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.

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Time Limitations for Filing an Appeal

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

2. Grounds for an Appeal

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

a) Non-Discrimination

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

b) Academic Freedom

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

c) Adequate Consideration

The term "adequate consideration" refers to procedural rather than substantive issues. A lack of adequate consideration occurs when a decision is arrived at as a result of any of the following: a failure to seek out and consider all available evidence bearing on the relevant performance of the candidate; inadequate deliberation over the import of the evidence in the light of the relevant standards; reliance on irrelevant and improper standards; or a failure to exercise professional academic judgment. In

determining whether there was inadequate consideration, the Investigative Committee will not substitute its own judgment on the merits of the case for that of the members of the department, the Committee on Appointments, Promotion and Tenure, or the administration.

3. Procedures

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

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

- (i) To determine whether discrimination or a violation of academic freedom was a determining factor in the decision.
- (ii) Ordinarily, when there is a finding of discrimination or violation of academic freedom, the Investigative Committee will recommend that the review of the matter be returned for reconsideration to the next stage in the decision process beyond

- (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

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 Appointments¹³

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,

- (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).

associated with such service; the remaining partner will normally move to .5 FTE during this period.

- e) Each faculty member in a shared tenure-track appointment is eligible for the rights and privileges of a full-time citizen of the College and is to be treated as a regular faculty member by the College. Each will have a full vote in faculty and departmental meetings, full professional benefits, and normal sabbatical benefits. Although the College and the hiring department will endeavor to provide individual office and research space for both individuals, sharing of such space may be necessary.
- f) Should another tenure-track appointment become available within the relevant departments, those holding shared appointments will have no particular claim on the positions.
- g) Reappointment and tenure reviews of each member will be done independently and decisions will be reached for each individual separately. No special restrictions or benefits related to the timing of tenure review and sabbatical leaves are associated with shared positions; the tenure procedure and timing for each individual in a shared appointment follows the procedures applicable to all members of the Faculty outlined in Section IV. If an individual holding a shared appointment is denied reappointment or tenure, he or she will be given the normal terminal year and a single, full-time contract will be offered to the remaining individual. Similarly, if an individual holding a shared appointment leaves the College for any reason, the other individual sharing the appointment will have the option of accepting a single full-time contract. In the case of one member of a shared appointment leaving, the line reverts from 1.5 FTE to 1.0 FTE.
- h) While the additional .5 FTE associated with a shared appointment may be seen as partial leave proofing for a department where appropriate, the additional FTE resides in the department only for the tenure of the shared appointment, and will not be replaced if either faculty member leaves the College for any reason. However, during the tenure of the shared appointment departmental requests for reauthorization of positions will not be negatively impacted by the additional FTE created by the shared appointment.

2. Shared Appointment across Departments or Programs

- a) At the time of appointment, a candidate may ask to explore a possible shared position that crosses departments or programs. On receipt of the partner/spouse's dossier, the Dean's office will share the materials with the appropriate department(s) or program(s). The departments or programs will review the partner's materials and will decide if they are interested in pursuing a shared appointment. Candidates and Departments should recognize that the sharing of appointments across departments or programs requires particular care and will only be possible in exceptional circumstances in which both departments believe such an appointment will

clearly advance the curricular priorities of the College and in which each individual independently meets the hiring standards of the College.

- b) The relevant department(s) or programs(s) will make a recommendation to the Office of the Dean for Academic Affairs regarding the relevance of the spouse/partner's field of study to the needs of the curriculum as well as the spouse/partner's qualifications to fill those needs.
 - c) In response to departmental recommendations, the Dean will make a determination about whether a hire in the spouse/partner's field serves the best interests of the College. In such cases, when the candidate for the advertised position is hired, the spouse or partner may be offered a position for three years as a lecturer during the consideration of a shared position.
 - d) Such lecturer appointments for spouses/partners will be considered as partial leave-proofing positions, where appropriate.
 - e) After one year, but before the end of the initial 3-year appointment, the couple may apply for a 1.5 FTE shared appointment in which the originally hired partner will continue full time and the sharing partner be appointed at half-time. After consultation with the relevant departments or programs, CEP, and CAPT, the Dean will approve or disapprove the creation of a shared tenure-line appointment and, following established procedures, including approval by the President, appoint the spouse or partner to a .5 FTE tenure-track position.
 - f) Upon appointment, all procedures related to the shared position follow those outlined for shared positions within a department (see Section 1. e.-h. above), with the exception that the full-time tenure line remains associated with the department in which the original hire was made.
3. Conversion of an existing tenure-track appointment to a shared appointment
- a) On rare occasions, a full-time, tenure-line appointment may be converted to a shared appointment upon application by the faculty member and his or her spouse or partner. This is done upon recommendation of the department(s) or program(s) involved and with the approval of the Dean for Academic Affairs and the President. While such a conversion is possible regardless of rank, it is normally expected that both participants are not yet tenured and will be subject to the normal tenure process. In the case of one or both holding tenured rank, the recommendation will also involve evaluation by CAPT.

misconduct, or physical or mental incapacity. At that hearing the faculty member

the Bowdoin faculty and other individuals the Faculty Appeals Committee chooses to consult. Attorneys may be present at the grievance hearing but only as observers.

Informal Grievances

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

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

Since this will be an informal grievance, no attorneys will be involved. Informal

Appeals Committee remains the same throughout the process, the committee will normally receive Grievance petitions from September 1 to March 1.

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

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

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

The Hearing

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

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

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

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

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

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

Final Arguments

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

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

The Report

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

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

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

Appeal

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

V. Conduct of Instruction

A. Attendance¹⁶

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

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

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

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

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

D. Grades

1. Instructors are expected to inform classes of the basis for determining final course grades within the first two weeks of the semester.
2. Faculty members must be prepared to comment on the progress of first year students by mid-semester.
3. No semester or final grade reported to the Office of the Registrar is changed (unless it is a clerical error) except by vote of the Recording Committee on recommendation of the instructor. Recorded grades cannot be changed on the basis of additional student work without prior approval of the Recording Committee.
4. Course grades are defined as follows: A, the student has mastered the material of the course and has demonstrated exceptional critical skills and originality; B, the student has demonstrated a thorough and above average understanding of the material of the course; C, the student has demonstrated a thorough and satisfactory understanding of the material of the course; D, the student has demonstrated a marginally satisfactory understanding of the basic material of the course (only a limited number of D grades may be counted toward the requirements for graduation); F, the student has not demonstrated a satisfactory understanding of the basic material of the course.¹⁹
5. Grades in regular courses are recorded as A, A-,B+,B,B-,C+,C,C-,D, Credit, or Fail.²⁰ Grades in ensemble music courses and in courses carried on a Credit/D/Fail basis are recorded as Credit, D, or Fail.²¹ The Office of The Registrar informs instructors of students enrolled on such a basis on class lists.
6. Most departments require that all courses taken to satisfy requirements of the major be graded. For students who matriculated prior to the Class of 2012, courses taken to satisfy distribution requirements may be taken on a Credit/D/Fail basis. Beginning with the Class of 2012, courses selected by a student to fulfill the College's distributional requirements and first year seminar requirement cannot be taken Credit/D/Fail.²² No course may be changed from graded to Credit/D/Fail or vice versa after the sixth week of classes.²³ If a student chooses this option, a grade of Credit is given if the student produces work at the level of C- or above, a grade of D is given if the student produces work at a D level, and a grade of F is given otherwise. Students will receive course credit for work produced at the Credit or D level.
7. In all cases of failing grades, instructors are asked to fill out a card commenting briefly on the causes of failure. Cards should be submitted when grades are submitted or before.

¹⁹ Grade definitions, see (97-2-3), approved by the faculty 3 February 1997.

²⁰ Plus/minus grades (02-3-2), approved by the faculty 1 April 2002.

²¹ Faculty vote 2 February 2004.

²² See (07-12-4) adopted by the faculty 4 February 2008.

²³ Faculty vote 3 May 2004.

8. Students who receive a grade of D or F in a course may retake the course; both courses and both grades will appear on the transcript. However, only one course credit will be given for successful completion of a given course. Most departments will not accept as prerequisites or as satisfying the requirements of the major, courses for which a grade of D has been given; questions should be referred directly to the department chair.²⁴
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.²⁵
11. All grades and failure cards are due shortly after the examination period at a date specified by the Office of The Registrar.

E. Academic Honesty²⁶

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

F. Approval of Courses to Be Offered for Credit

The Faculty requires that all courses offered for degree credit should be approved by the Faculty.

New course proposals are considered by the Curriculum Implementation Committee (CIC),²⁷ which typically meets with the Registrar, the Associate Registrar, and the Associate Dean for Curriculum. After a review of new course proposals, the CIC presents its recommendations to the Curriculum and Educational Policy Committee, which may either recommend or not recommend course approval to the

G. Limitations on Course Enrollment²⁸

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

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

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

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

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

H. Minimum Enrollment Required for the Offering of Courses²⁹

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

J. Guidelines for First-Year Seminars³⁰

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 first-year seminar Coordinator. Those teaching first-year seminars will be expected to attend at least one meeting per semester of teachers of first-year seminars.

1. First-year seminars require at least four writing assignments, distributed over the semester. These might include different sections of a larger final paper but not revisions of the same paper. Normally there will be more writing assignments than this minimum and shorter assignments might be directed toward the development of a longer research paper.
2. Time and attention are devoted to instruction on writing processes and strategies and on critical reading skills.
3. Seminars offer ample opportunities for drafting and revising of papers. Instructors, and sometimes class members, read and respond to writing. Instructors evaluate writing assignments and provide detailed comments on matters of structure, grammar, and style, as well as content
4. By design and content, these courses help introduce first-year students to what it means to undertake serious intellectual work at the college level.
5. To incorporate into the course an introduction to information sources and to critical evaluation of source materials. This may be satisfied by one of several models:³¹
 - A session with a librarian during class time;
 - An additional class session, outside scheduled class time;
 - An exercise designed and led by the professor.
6. Seminars introduce students to issues of academic honesty and provide instruction in the appropriate citation of sources and attribution of ideas and theories.³²

In addition, all those teaching first-year seminars are encouraged:

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.

³⁰ See (00-5-2), adopted 1 May 2000.

³¹ See (08-4-5) adopted by the faculty 5 May 2008.

³² See (02-5-4), approved by the faculty 20 May 2002.

offered in or cross-listed with interdisciplinary programs and of courses that are required for an interdisciplinary major will also be sent to the directors of those programs. Such statistical summaries should prompt chairs and directors to initiate discussions with faculty about his/her teaching and to seek out further information, when needed, to provide pedagogical support to colleagues. Chairs and Directors will be able to review the written comments of students on the forms on file in the Dean's office.

Use of Information

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

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

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

Instructor Response

VI. Outline of Faculty Governance³⁴

A. Faculty Meeting³⁵

1. The President of the College calls the Faculty to meet regularly during the academic year.
 - a. Faculty of the College³⁶ are expected to participate fully in faculty meetings.
 - b. Non-student observers, including officers of administration of the college and non-voting faculty, may attend faculty meeting. Student members of faculty committees and reporters from student publications may also attend but are required to notify the moderator of their presence. Unless directly invited by the moderator, observers do not speak during faculty meeting.
 - c. Regular faculty meetings are normally scheduled on the first Mondays of months when classes are in session and on the first and third Mondays in May.
 - d. Special faculty meetings may be called when deemed necessary by the President in consultation with the Committee on Governance and Faculty Affairs (GFA). When possible, ten days notice will be given when scheduling special faculty meetings.
2. The Committee on Governance and Faculty Affairs, together with the Dean for Academic Affairs and the President, sets the Agenda for faculty meeting. Members of the college community may propose agenda items to the Committee on Governance and Faculty Affairs. The Committee normally meets to consider agenda items two weeks in advance of the upcoming faculty meeting.
 - a. Faculty committees in the course of their work may develop initiatives that require faculty approval for their implementation. In the early stages, these initiatives can be proposed as agenda items for discussion, and may later take the form of motions for action.
 - b. Individual members of the Faculty of the College may propose motions for faculty action.
 - c. Individuals or committees may propose reports on works-in-progress.
 - d. Individual members of the full college community may propose topics for open discussion with the Faculty on issues of cross-campus concern.

³⁴ See (08-2-4) approved by the faculty 4 February 2008.

³⁵ See (04-12-2), discussed by faculty 6 December 2004.

³⁶ Defined in Section 6.

3. The President's Office is responsible for distribution of the agenda.
 - a. The Chair of the Committee on Governance and Faculty Affairs provides a copy of the agenda to the President's Office. Supporting documents (including the minutes from the last faculty meeting and the text of any motions for action included on the agenda) are gathered in the President's Office in preparation for circulation. All documents to be distributed with the agenda should be submitted to the President's Office one week before the date of the faculty meeting to which they pertain.
 - b. The agenda and supporting documents are circulated by the Copy Center at least one business day before the faculty meeting.
4. The business of faculty meeting is supervised by the faculty officers.
 - a. Moderator – The Faculty Moderator is a member of the elected Committee on Governance and Faculty Affairs chosen by that committee to preside at faculty meeting.
 - b. Parliamentarian – The Faculty Parliamentarian is appointed by the Committee on Governance and Faculty Affairs to advise the Moderator concerning the conduct of faculty meeting.
 - c. Clerk – A staff member is appointed to take minutes at faculty meetings.³⁷
 - d. Senior Wrangler – The Senior Wrangler is the faculty member present at the meeting with the most years of service to the college. The Senior Wrangler's sole job is to adjourn the meeting.
5. Overall conduct of faculty meeting is guided by Roberts' Rules of Order with the following special rules adapted for Bowdoin College.
 - a. The Faculty of the College is a deliberative body: as such, it does not allow absentee ballots, proxy voting or on-line voting on faculty meeting motions.
 - b. Substantive motions are those motions judged by the moderator to set new policy or to significantly modify existing policy. Motions concerned with the conduct of faculty meeting are procedural motions. Examples of procedural motions include motions to postpone or reconsider and the motion to adjourn.
 - c. Substantive motions are not proposed and voted on at the same meeting.
 - d. Substantive motions are not voted on after 5:00 unless the Committee on Governance and Faculty Affairs has notified faculty at least one week before the meeting that the substantive business of the meeting can be expected to extend beyond 5:00. Advance notice of extended business may be given in

³⁷ By faculty vote 9/10/07.

the distributed agenda (if time allows) or by special written communication to the Faculty.

- e. If a motion to call the question is approved, those who voted against the call the question motion are given one more opportunity to speak about the original motion before the assembly votes on the original motion.
- f. A summary of the Parliamentary Rules for Motions, based upon Roberts' Rules of Order, is distributed with the agenda.

6. Voting Eligibility

- a. The right to vote at meetings of the Faculty is granted to certain members of the college community by the Board of Trustees. The group of community members with these rights constitutes the *Faculty of the College*, and is charged with prescribing regulations for the functioning of the college consistent with the College Charter and Bylaws.
- b. As stated in the bylaws, "The President, Deans, Professors, Associate Professors, Assistant Professors, and Instructors and such administrative officers and other persons as the Trustees may specifically designate shall constitute the Faculty of the College."
- c. Visiting Professors, Visiting Associate Professors and Visiting Assistant Professors have the same voting privileges as permanent faculty of the same rank. As such, they have the right to vote in faculty meeting.
- d. For voting purposes, the Committee on Governance and Faculty Affairs recognizes as Instructors those individuals who are employed on a half-time basis (or more) for the full academic year and have primary teaching responsibility for one full credit (or more) during that period. Instructors may divide their teaching in half-credit courses over one or two semesters. Instructors with part-time appointments are exempt from committee service on both elected and appointed committees.

B. Committees

2. Concurrent service on all the elected committees, CEP, and CIC is prohibited. If a member of CEP or CIC is elected to CAPT or GFA, for example, he or she steps down from the appointed committee.
3. Department Chairs and Program Directors are excluded from CAPT, normally ineligible for election to GFA and normally exempt from CEP and CIC. Members of CAPT who become Chairs and Program Directors must step down before the completion of the elected term. Members of GFA, CEP, and CIC who become Department Chairs or Program Directors may choose to step down.
4. Faculty who have served a full term on CAPT or GFA are normally ineligible for election to CAPT or GFA during the first two years of teaching after the completed term.
5. A full term of service on CAPT or GFA is normally not followed immediately by service on CEP or CIC.
6. Department Chairs and Program Directors are normally not asked to chair the Faculty Development, Student Fellowship, and Recording Committees.
7. No faculty member is normally asked to chair two different committees in successive years.
8. Election slates shall include a note about each candidate's committee service for the previous three years.
9. First year and adjunct faculty are not expected to serve on elected or appointed committees.
10. Every election or appointment is for a full term unless specifically designated otherwise by GFA. If a member of a committee leaves the committee before [A full term]8.a3his/hars

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

Chair: Appointed tenured faculty member

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

students: none

ex officio: President; Dean for Academic Affairs

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

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

Chair: one of the three Professors designated by the committee

Members: faculty: five, elected: three professors, one from each curricular division (Humanities and Fine Arts, Natural Science and Mathematics, Social and Behavioral Sciences); two associate professors. No more than one member from any department. Term of service: professors, 3 years; associate professors, 2 years. Exclusions: Department Chairs and Program Directors; faculty in the first year of tenure; concurrent members of GFA, CEP, CIC, and Faculty Appeals.

D. Curricular Committees

1. Curriculum and Educational Policy Committee (CEP)

Purpose: Responsible for broad oversight of the curriculum, and for proposing changes in academic policy and degree requirements for consideration by the faculty. Advises the Dean and the President on allocation of resources, including the assignment and reauthorization of faculty positions. Brings to the faculty proposals about policy including college-wide changes to major/minor requirements,

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

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

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

3. Recording

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

Chair: appointed faculty member

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

students: three, one of whom is an alternate

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

E. Resources Committees

1. Faculty Development Committee (FDC)

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

Chair: appointed faculty member

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

students: two plus an alternate, on the Teaching Resources Subcommittee only
ex officio: Associate Dean for Faculty Development. Representatives from the Center for Learning and Teaching, the Library, IT, Student Affairs to be invited as needed.

a. Teaching Resources Subcommittee

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

b. Research Resources Subcommittee

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

2. Student Fellowships and Research Committee (SFR)

Purpose: Serves as advisory committee for the Director of Student Fellowships and Research. Evaluate proposals for student research fellowships and distribute resources for internal grants and fellowships. Determine Bowdoin's nominees for external fellowships. Select the student Commencement speakers and the

fellowships. Select Research Eval. 15 P&D: 9n (TOR) (y) s-4e) m) will Available

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

a. External Fellowships Subcommittee

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

b. Internal Fellowships and Speaker Awards Subcommittee

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

3. Lectures and Concerts

Purpose: Awards funds on the basis of proposals submitted by members of the
 faculty to support lectures, concerts, exhibitions, and other events
 relating to the academic and cultural life of the College.

Chair: appointed faculty member

Members: faculty: five, appointed (for three-year terms)
 staff: Director of Student Life and the Smith Union
 students: two
ex officio: Director of Residential Life, Director of Events and
 Summer Programs, a member of the Development Staff,
 Director of Academic Budgets and Operations

F. Appeals, Grievances and Misconduct Committees

1. Judicial Board and Student Sexual Assault and Misconduct Board

Purpose: The Judicial Board addresses violations of the Academic Honor Code and Social Code. Faculty representatives on the Judicial Board Committee are also available to serve on the Student Sexual Assault and Misconduct Board. The Student Sexual Assault and Misconduct Board serves as the hearing body for student complaints of sexual assault and/or sexual misconduct by students. Judicial Board hearings are chaired by a student Chair or Vice-Chair. The Dean of Student Affairs normally chairs the Student Sexual Assault and Misconduct Board. Full details of the hearing processes are outlined under the Judicial Board and the Student Sexual Assault and Misconduct policies in the Student Handbook. Judicial Board Hearings often take place prior to the start of semester as well as through the end of exam period, and, in the spring, up until Commencement.

Chair: Student

Members: faculty: four (appointed for three-year terms)
 staff: none
 students: normally five but may vary year to year
ex officio: Dean of Student Affairs

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

2. Faculty Appeals and Grievances

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

Chair: Chosen at the beginning of each academic year by and from the elected members of the committee

Members: faculty: six, elected: two from each of the three professorial ranks; no more than one from a single department.
 Exclusions: concurrent members of CAPT, GFA, CEP and CIC; faculty members undergoing

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

3. Student Appeals and Grievances

Purpose: Reviews J-Board decisions. Can either uphold J-Board decision, direct the Dean of Student Affairs to take appropriate action, or direct the J-Board to reconsider the case. Addresses student complaints of discrimination on the basis of a federally protected class.

Chair: President

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

students: four plus one alternate

ex officio: President, Associate Dean of Student Affairs, and (for Grievance cases) Dean for Academic Affairs

G. Oversight: College Life Committees

1. Library

Purpose: Advises the College Librarian regarding library policies, procedures, and the development of the library collection. Informs the faculty about issues relating to the library. Recommends the formation of working groups on issues of broad faculty interest in relation to library and information resources.

Chair: appointed faculty member

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

students: two

ex officio: College Librarian, IT representative

2. Museum of Art Executive Advisory Council

Purpose: Advises the Director of the Museum of Art on policy regarding governance, programs, collections, facilities, and planning. Also serves as review committee for proposed purchases and offered gifts of art for the collection.

Chair: Director of the Museum of Art

Members: faculty: two or three from departments other than the Department of Art (appointed for three-year terms)

staff: none

students: two, one of whom is an alternate

others: two or three (normally Trustees and others with appropriate expertise)

ex officio: Dean for Academic Affairs, Director of the Art History Program, Director of the Visual Arts Program

3. Benefits Advisory

Purpose: Considers and makes recommendations to the Administration regarding policies governing employee benefits such as retirement health and life insurance, scholarship contributions and other such benefits that the College may provide.

Chair: Senior Vice-President for Finance and Administration and Treasurer

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

staff: four

students: none

ex officio: Director of Human Resources, Assistant Director of Human Resources

4. Bias Incident Group

Purpose: Meets at the initiative of the President in response to an incident of bias in any form, whether discrimination, harassment, or other intolerance for the purpose of sharing all facts available at the time and designing a course of action appropriate to the incident.

Chair: President

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

staff: three

students: two

ex officio: Dean of Student Affairs, an Assistant Dean of Student Affairs, Director of Safety and Security, Director of the Counseling Service, Vice-President for Communications and Public Affairs, Assistant to the President, Special Assistant to the President for Multicultural Affairs

5. Oversight Committee on Multicultural Affairs

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

Chair: faculty member

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

staff: four (two administrative, two support staff)

students: two

ex officio: Dean for Academic Affairs, Dean of Student Affairs, Treasurer (Vice Chair), Associate Dean for Curriculum, Associate Dean for Multicultural Student Programs, Special Assistant to the President for Multicultural Affairs

6. Oversight Committee on Gender and Sexuality Issues³⁸

Purpose: Examines issues and concerns related to gender and sexuality among students, staff and faculty. Makes recommendations to the President for appropriate courses of action.

Chair: faculty member

Members: faculty: three (appointed for a three-year term)

staff: two administrative and two support staff

students: two

ex officio: Director of the Women's Resource Center, Director of Human Resources, Coordinator of the Queer/Trans Resource Center

H. Oversight: Research and Safety Committees

1. Research Oversight

Purpose: Responsible for reviewing all research on human and animal subjects conducted at the College. whether by faculty, staff, or students.

Review is necessary to ensure that all research activities meet federal standards of ethical conduct and proper care. Serves as the Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC).

2. Chemical Hygiene

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

3. Radiation Safety

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

I. Working Groups

- Purpose:** To address specific faculty or College issues in a time-limited and targeted way. Working groups may be initiated by requests to GFA from faculty committees, individual faculty members or members of the administration. GFA will normally oversee the numbers and tasks of these working groups, and will be responsible for consulting with relevant committees, calling for volunteers, and appointing faculty members to them. The bulk of the working groups for a given year will be formed at the same time as GFA appoints faculty to the standing committees, but working groups may also be formed at other times in response to immediate concerns or issues.
- Members:** Various: to include staff and students as appropriate. Students normally appointed through Bowdoin Student Government but can be appointed directly by GFA. Staff normally appointed through BAS and SSAC but can be directly appointed by GFA.

J. Trustee Committees with Faculty Representation

1. Academic Affairs

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

Chair: Trustee

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

staff liaison: Dean for Academic Affairs

students: one and one alternate

trustees: six or more

2. Admissions and Financial Aid

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

Chair: Trustee

Members: faculty: one

staff liaison: Dean of Admissions

students: two, one of whom is an alternate

trustees: six or more

3. Development and College Relations

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

Chair: Trustee

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

staff liaison: Senior Vice-President for Planning and Administration and Chief Development Officer

students: two, one of whom is an alternate

trustees: six or more

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

4. Executive

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

Chair: Chair of the Board of Trustees

trustees: a subgroup of the Committee on Trustees or other trustees

8.

Chair: Trustee
Members: faculty: one (appointed for a three term)
staff liaison: Dean of Student Affairs
students: one
trustees: six or more
parent: one

K. Voting Procedures

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

Appendix A: Academic Integrity and the Academic Honor Code³⁹

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 pe

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

Appendix C. College Code of Conduct

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

Code of Conduct

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

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

Conflicts of Interest

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

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

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

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

Acceptance of Gifts Policy

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

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

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

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

“Whistleblower” protection

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

Reporting Suspected Violations and Concerns

Appendix D. Intellectual Property Policy

Adopted by the Board of Trustees February 9, 2007

I. Preface

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

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

II. Scope and Definitions

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

The College has an ownership interest in IP if it involves (i) an *identity interest*, (ii) a *functional interest*, or (iii) *substantial use of College resources* (see definitions below). The College, however, will not assert any ownership interest in the case of *traditional scholarly works*. In keeping with the College's goals and consistent with academic practices, these are owned by the creator(s). “**Traditional scholarly work**” is defined broadly to include pedagogical, literary, artistic and creative works created by faculty with or without the assistance of other members of the College community.—This includes works related to teaching, such as lecture notes and other course notes (whether in summary or verbatim form, whether privately held by the faculty member or distributed to the class, whether paper or electronic), problem sets, syllabi, and websites for classes, and works related to scholarship, such as journal articles, books, text books, artistic works in any medium, videos, and photos. Patents are not traditional scholop5verbat12 Tw(creiut12 Tw(h4istic

are expected to acknowledge assistance or co-aut

4. The creator intends to seek a patent on or otherwise commercialize the IP, in which case the process of protection or commercialization may involve substantial cost and effort, and the creator may wish the College to consider

the College is not outside employment, and thus needs to be reported.) Faculty should be guided

Out of respect for personal privacy, the College does not routinely examine the contents of data or files in user accounts. However, on occasion, circumstances may require an examination of a user's files to maintain system security, to administer or maintain system integrity, or in response to legal mandate. In such cases, authorized personnel may examine a user's data without notice. Authorized personnel are those specifically entrusted