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Bowdoin College

# Faculty Handbook

2009-10

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

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



# Faculty Handbook 2009-10

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Faculty members are expected to meet scheduled classes. In the case of a conflict between a scheduled class and some other professional activity, such as attendance at

## 1. Purpose

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

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

## 2. Eligibility<sup>2</sup>

Pre-tenure Leave for Assistant Professors Assistant Professors who are in their third year of service to the College may apply for a sabbatic leave of absence pursuant to the By-laws of the College. Approval of such a leave will be contingent upon reappointment. The leave will normally be taken in the fourth year. A candidate for tenure may normally postpone the tenure review by no more than one year as a result of a pre-tenure sabbatical or leave of absence for research, scholarship or artistic work, including leave taken prior to reappointment.

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

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

### 3. Procedure

During each academic year, the Dean for Academic Affairs will determine which members of the faculty will be eligible, on the basis of the number of semesters taught, for a sabbatic leave during the academic year two years beyond a current academic year (e.g., in the spring of 2009 the determination of eligibility on the basis of the number of semesters taught will be calculated for the academic year 2010-11). The Dean for Academic Affairs will notify Assistant Professors of their eligibility for pre-tenure leave at the time at which reappointment in the rank of Assistant Professor is offered. The Dean for Academic Affairs will notify newly tenured Associate Professors of their eligibility for a post-tenure leave following a successful promotion. The Dean will then inform those members of the faculty about their prospective eligibility and invite discussions of possible sabbatic leave plans among the faculty member, department and the Dean for Academic Affairs.

The faculty member shall develop a plan for sabbatic leave activities. The plan should describe the relation of the planned activities to previous research and scholarly or artistic work, professional development and teaching and course development in the future. Requests for sabbatic leave should normally be made in writing to the Dean no later than November 1 of the academic year preceding the year in which the leave would take place.

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

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

### C. Leaves of Absence for Research, Scholarship, and Artistic Work<sup>5</sup>

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

- 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 anyone 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 made, or the person who is the subject of the inquiry or investigation. There can be more than one respondent and complainant in any inquiry or investigation.

## 2. Allegation

Allegations of misconduct in research on the part of a faculty member or other employee of the college should be reported

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

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 and 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 allegations 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

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 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 if 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 the r.3(3-subm)0





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.

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## 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/racial groups immeasurably contribute to the quality of the educational experience.

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

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

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

The Dean for Academic Affairs is responsible for ensuring that faculty excellence and diversity

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### 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 should 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.

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IV. Policies and Procedures Governing Appointment, Reappointment, Promotion, Tenure, and Faculty Evaluation<sup>8</sup>

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 on regular full-time or part-time tenured or tenure-track positions; (2) all individuals on

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

### 2. Progress Towards Tenure

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

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

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

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

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

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

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

Reappointment reviews normally commence in the fall of the third year of appointment. Leaves for scholarship or artistic work, as well as leaves for illness, disability, childbirth, and meeting family 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 where an additional semester review course



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

- d) The evaluation forwarded to the candidate and the Dean for Academic Affairs will be signed by all tenured members concurring in it. Any dissent will be indicated and a dissenting opinion may also be submitted, signed by any tenured member of the department, program, or committee who wishes to do so.
  - e) The candidate may discuss the evaluation with any member of the department, program, or committee who contributed to it.
  - f) The Dean for Academic Affairs will make the decision regarding reappointment. The Dean will submit his or her decision regarding reappointment in writing to the candidate normally before March 1.
4. In the event that a faculty member is appointed to a position leading to a tenure review after a period of employment in a nonrenewable position, the appointing department will, soon after the appointment, provide the Dean for Academic Affairs and the faculty member with an evaluation equivalent to the evaluation for reappointment.
  5. A positive evaluation does not necessarily imply reappointment, since changes in the curricular needs of the department or the College might make reappointment inadvisable.

#### D. Notice of Non-reappointment

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

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

## E. Promotion to Associate Professor with Tenure

1. Promotion to the rank and title of associate professor or professor normally confers tenure. Any appointment or promotion that confers tenure must be approved by the Board of Trustees. Personal appointments of persons outside the Bowdoin faculty to the position of associate professor or professor may be made without tenure for a period not to exceed three years. See also Section IV.H below.
2. According to the By-Laws of the College, tenure exists as a safeguard to academic freedom and may be terminated only for reasons of gross neglect of duty, serious misconduct, or physical or mental incapacity. The tenure decision is usually an extension of the review procedures for reappointment discussed above. Tenure decisions are based upon an evaluation of teaching, scholarly or artistic engagement and contributions to the College community. While all three criteria are considered significant, two are of paramount importance: candidates for tenure will be expected to have excelled in their teaching and to have achieved a level of professional distinction recognized by members of their guild outside the College. This means that while non-tenured faculty members will be judged in part on their contributions to the College community, those contributions, however great, will not override teaching and scholarly/artistic records that fall short of the required excellence and distinction.
  - a) As in the case of reappointment, at least two tenured members of the faculty will evaluate a candidate for promotion to the rank of associate professor, with tenure. In departments or programs which have fewer than two tenured members, the committee which served as the reappointment evaluation committee will serve as the review committee for promotion with a substitute or substitute.

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

The period of service leading to a tenure review may be shortened in recognition of unusual scholarly or artistic and teaching distinction. The tenure probationary period may be extended for leaves of absence for illness, disability, childbirth, and meeting familial responsibilities, as well as for research and scholarship or artistic work. Extensions to the tenure-probationary period for approved leaves do not increase the expectations of candidates' accomplishments in teaching, scholarship or service to the College. Sabbaticals and leaves of absence for research, scholarship or artistic work will normally extend the tenure probationary period by no more than one year, whether taken before or after reappointment.<sup>1</sup> The tenure probationary period may be extended, in total, for no more than three years, with extensions to the period between reappointment and the tenure review limited to no more than two years. A tenure review should occur no later than the ninth year after the initial appointment to a tenure track position, except under rare circumstances and only with approval of the Dean for Academic Affairs. Extensions based on leaves of all kinds usually will not exceed the total time taken for all leaves, except when an additional semester is needed to allow the review to begin during the fall semester. Requests for extensions normally must be made with the Dean for Academic Affairs at the time a leave is requested.

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

- (i) The Dean for Academic Affairs solicits a confidential evaluation of the candidate's actual and potential professional achievement from experts who are in the candidate's field of specialization but who are not members of the College. The Dean for Academic Affairs asks both the candidate and the department to suggest persons from whom

artistic work provided by external reviewers will be made available to

- Separate departmental student copies if used and kept by the department rather than the ca

- (i) The department's or committee's letter or letters.
- (ii) The dossier submitted by the department or committee, including the packet of materials submitted by the candidate.
- (iii) Evaluative statements on file from the time of reappointment.
- (iv) Letters from the reviewers of the candidate's scholarly or artistic work.
- (v) Letters from members of the Bowdoin faculty who wish to comment on the candidate's fitness for tenure as well as those letters that have been individually solicited by the chair of the Committee on Appointments, Promotion and Tenure.
- (vi) Letters from a single sample of students enrolled in the candidate's courses and independent studies over the previous five years. These letters will be solicited by the chair of the Committee on Appointments, Promotion and Tenure according to a method prescribed by the Committee and copies will be shared with the department or review committee.
- (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 prov [(dep (e)2.5 on )]ToLettal s schol79asey3(h)-2(e case of36.i

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4. Letters from the reviewers of the candidate's scholarly or artistic work.
5. Letters from members of the Bowdoin faculty who wish to comment on the candidate's fitness for promotion as well as those letters that have been individually solicited by the chair of the Committee on Appointments, Promotion and Tenure.
6. Letters from a single sample of students enrolled in the candidate's courses and independent studies over the previous five years. These letters will be solicited by the chair of the Committee on Appointments, Promotion and Tenure according to a method prescribed by the Committee and copies will be shared with the department or review committee.<sup>14</sup>
7. A departmental roster showing the terms of appointment for all members of the department, or in the case of a joint appointment, departmental and program rosters.

No later than March 15, the Dean for Academic Affairs will inform each candidate for promotion of the recommendation of the subcommittee on promotions, and the reasons therefore, together with the Dean's own recommendation before conveying these recommendations to the President. The President has discretionary authority to authorize or not authorize promotion.

## G. Appeals of Reappointment, Promotion and Tenure Decisions

1. The Faculty Appeals and Grievances Committee

### Composition of the Faculty Appeals and Grievances Committee

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

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

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

<sup>14</sup> See (01-4-3), approved by the faculty 7 May 2001.

### 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 II.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 on an understanding with the authorities of the institution.
- (ii) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but shall make every effort to indicate that they do not speak for the institution.

#### c) Adequate Consideration

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

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

### 3. Procedures

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

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

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

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

#### b) Petition for Review Alleging Inadequate Consideration

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

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



September 1 of the final year of the appointment. The procedure to be followed will be the same as that for all candidates for tenure.

## I. Visiting, Part-time, and Special Faculty Appointments<sup>15</sup>

### 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 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-line-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, professional benefits, and normal sabbatical benefits. Although the Co

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) 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

letters of recommendation should be sent directly to the Dean. These materials will be shared with the appropriate department(s) or program(s). The departments or programs will review the partner's materials and will decide if they are interested in pursuing a shared appointment. As appropriate, they may request an interview, talk or presentation, and teaching demonstration. Such shared appointments can be considered within the same departments or programs or across departments and programs.

- c) The relevant department(s) or program(s) will make a recommendation to the Dean's office regarding the relevance of the spouse/partner's field of study to the needs of the curriculum as well as the spouse/partner's qualifications to fill those needs. The Dean's office will make a determination whether a hire in the spouse/partner's field is in the best interests of the College.
- d) If a position is converted to a shared position within a single department, the provisions outlined in Section 1. d. apply. For a shared position across departments, provisions 2. d.-f. apply.

#### K. Continuing Evaluation: Goals and Procedures

Each year the Dean for Academic Affairs asks members to fill out a self-reporting form describing courses taught, students advised, research published, artistic works shown or performed, works in progress, other activities as scholars or artists, contributions to the intellectual and artistic life of the College, leadership and participation in College and departmental governance, and similar matters. These reports provide information which is helpful to the Dean in understanding and appraising the goals set by the faculty for themselves, the achievement of such goals, and the allocation of faculty time and effort among various activities. In so doing they afford a partial basis for determining set b06 147 Ts.147n53 Tong v set

## L. Termination of Appointment for Cause

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

## M. Grievance and Review Procedures

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

### Procedures

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

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

### The Nature of Academic Proceedings

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

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

### Informal Grievances

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

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

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

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

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

### The Formal Grievance Petition

- a) A person filing a formal grievance will begin the process by filing a Grievance Petition with the chair of the Faculty Appeals Committee. The grievant will send a copy of the Petition to every member of the committee and to every person against whom the grievance is being lodged.
- b) The Grievance Petition must list specific charges and the name(s) of the individual(s) against whom each charge is lodged.

- c) The Grievance Petition shall include relevant information and documents available to the grievant which support the charges: e.g., copies of letters, witness statements and other relevant material.
- d) Should the Grievance Petition charge any member of the Faculty Appeals Committee, such individual(s) shall be excused from all further meetings of the committee relating to the grievance.
- e) In order to assure adequate time for the grievance to be followed, given the nature of academic calendars, and to ensure that the membership of the Faculty

against the charges. Like the Petition Grievance, the Response should include copies of letters, witness statements, etc. which support the position of those against whom the grievance has been lodged.

#### The Grievant's Reply

Within 5 days of receiving the Response, the grievant will file a Reply. The Reply

### 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 Charge (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 a 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, the parties to the grievance may appeal the Faculty Appeals Committee decision to the President.

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V. Conduct of Instruction

A.

## B. Class Meetings

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

## C. Examinations

1. Hourly Examinations
  - a) No student is required to take ~~more~~ more than two hour examinations in one day. By the same token, a maximum of ~~two~~ two examinations is not considered unreasonable, and a student may not be



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 prerequisite or as satisfying the requirements of the major, courses for which a grade of D or F has been given; questions should be referred directly to the department chair.<sup>26</sup>
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 Dean acting jointly. At the time an Incomplete is agreed upon by the Dean and 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.<sup>27</sup>
11. All grades and failure cards are due shortly after the examination period at a date specified by the Office of the Registrar.

#### E. Academic Honesty<sup>28</sup>

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

#### F. Approval of Courses to Be Offered for Credit

The Faculty requires that all courses offered for degree credit should be approved by the Faculty after review and recommendation by the Curriculum and Educational Policy Committee (CEP).

<sup>26</sup> Faculty vote 6 April 1992.

<sup>27</sup> Faculty vote 6 April 1998 (98-4-2, as amended).

<sup>28</sup> See Appendix A for the complete text of the Academic Honor Code and Social Code.

New course proposals are considered by the Curriculum Implementation Committee (CIC),<sup>29</sup> which typically meets with the Registrar, the Associate Registrar, and the Associate Dean for Academic Affairs. After a review of new course proposals, the CIC presents its recommendations to the Curriculum and Educational Policy Committee, which may either recommend or not recommend course approval to the full faculty. In some cases, the committee may return course proposals to departments with questions or requests for revision. In some cases the committee may recommend approval of a course on a “one time only” basis. All course proposals require the endorsement of the offering department or program.

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

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

1. All new courses, including first-year seminars.
2. Substantial revisions of existing courses. Substantial revisions include (but are not limited to) changes in:
  - a) The principal subject-matter (e.g., the historical field or the geographical region covered by the course).
  - b) The type of course (e.g., from a broad survey course to a more specialized course).
  - c) The level of the course (e.g., from a 100-level course to a 300-level course).
  - d) The methodology of the course.
3. A repeat offering of a course previously approved as “one time only.”
4. All changes in prerequisites for courses and changes to enrollment restrictions (e.g., majors only).
5. Requests for exceptions to class-size limits.

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

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<sup>29</sup> See (08-2-4) adopted by the faculty 4 February 2008.

G.

## H. Minimum Enrollment Required for the Offering of Courses<sup>31</sup>

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 section likely to attract a larger enrollment, such as a first-year seminar or an additional section of an over-subscribed course. Exceptions include:

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

## I. Faculty Regulations Concerning the Scheduling of Classes

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

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

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

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

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

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<sup>31</sup> See (98-12-1), approved by the faculty 1 February 1999.

J.

3. To consider holding individual conferences about writing at least once/twice during the semester.
4. To examine and consider for use as required text or as reference either for themselves or for students (on reserve or as a suggested text) one of a list of texts/handbooks on writing (e.g. Barnet Stubbins, and Bellanca, The Practical Guide to Writing or Hacker, Rules for Writers)
5. To develop strategies for teaching students to contribute constructively and articulately to class discussion and/or to take formal presentations in order to develop skills of oral expression.

#### K. Procedures for Administration and Use of the Student Opinion Forms<sup>35</sup>

##### *Distribution and Collection of Forms*

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

##### *Summary and Dissemination of Data*

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

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

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

In order to provide Department chairs and Program directors information that can assist in monitoring the curriculum and be helpful in collegial efforts to improve teaching, the Dean's office will also circulate a confidential copy of the statistical summaries of the forms to the Department chair. Statistical summaries of courses

<sup>35</sup> See (02-5-8), 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*

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

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VI. Outline of Faculty Governance<sup>36</sup>

A. Faculty Meeting<sup>37</sup>

1.

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 selected 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.<sup>39</sup>
  - 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 the 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

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<sup>39</sup> 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 oppo caltatitrepeciak aboutitthorign wr8.7mm5(

unless a faculty member provides compelling reasons to the contrary in writing to the Committee on Governance.

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

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

- Faculty Governance Committees
  - Committee on Governance and Faculty Affairs (GFA)\*
  - Committee on Appointments, Promotion, and Tenure (CAPT)\*
- Curricular Committees
  - Curriculum and Educational Policy Committee (CEP)
  - Curriculum Implementation Committee (CIC)
  - Recording Committee
- Resources Committees
  - Faculty Development Committee (FDC)
  - Student Fellowships and Research Committee (SFR)
  - Lectures and Concerts
- Appeals, Grievances, and Misconduct Committees
  - Judicial Board and Student Sexual Assault and Misconduct Board
  - Faculty Appeals and Grievances\*
  - Student Appeals and Grievances
- Oversight: College Life Committees
  - Library
  - Museum of Art Executive Advisory Council
  - Benefits Advisory
  - Bias Incident
  - Oversight Committee on Multicultural Affairs
  - Oversight Committee on Gender and Sexuality Issues
- Oversight: Research and Safety Issues
  - Research Oversight
  - Chemical Hygiene
  - Radiation Safety
- Working Groups as appointed by GFA
- Trustee Committees with Faculty Representation

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

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





## D. Curricular Committees

### 1. Curriculum and Educational Policy Committee (CEP)

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

**Chair:** Dean for Academic Affairs

**Members:** faculty: six, appointed: one from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences), one tenured and one tenure-track. Term of service: tenured, 3 years; untenured, 2 years. Exclusions: concurrent members of CAPT, CIC, GFA, and Faculty Appeals; and normally Department Chairs and Program Directors.

students: three appointed, one of whom is an alternate.

ex officio Dean for Academic Affairs, Associate Dean for Academic Affairs, President, and Vice President of Institutional Research and Assessment

### 2. Curriculum Implementation Committee (CIC)

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

**Chair:** Associate Dean for Academic Affairs

**Members:** faculty: six, appointed, one from each of the three curricular divisions (Humanities and Fine Arts, Natural Science and Mathematics, and Social and Behavioral Sciences),

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

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

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

### 3. Recording

Purpose: Interprets and applies ~~student~~ academic policies, determines academic standing, reviews petitions ~~as~~ academic standing, grading options, and transfer credit.

Chair: appointed faculty member

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

students: three, one of whom is an alternate

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

## E. Resources Committees





## F. Appeals, Grievances and Misconduct Committees

### 1. Judicial Board and Student Sexual Assault and Misconduct Board

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

**Chair:** Student

**Members:** faculty: four (appointed for three-year terms)  
 staff: none  
 students: normally 10-12 but may vary year to year  
 ex officio Dean of Student Affairs

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

### 2. Faculty Appeals and Grievances

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

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

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





## 6. Oversight Committee on Gender and Sexuality Issues<sup>40</sup>

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

**Chair:** faculty member

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

staff: two administrative and two support staff

students: two

ex officio Director of the Women's Resource Center, Director of Human Resources, Director of the Resource Center for Sexuality and Gender Diversity

## H. Oversight: Research and Safety Committees

### 1. Research Oversight

**Purpose:** Responsible for reviewing research on human and animal subjects conducted at the College, whether by faculty, staff, or students. Review is necessary to ensure that research activities meet federal standards of ethical conduct and proper care. Serves as the Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC).

**Chair:** appointed faculty member

2. Chemical Hygiene

Purpose: Oversees and make recommendations about policies and procedures

## J. Trustee Committees with Faculty Representation

### 1. Academic Affairs

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

**Chair:** Trustee

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

staff liaison: Dean for Academic Affairs

students: one and one alternate

trustees: six or more

### 2. Admissions and Financial Aid

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

**Chair:** Trustee

**Members:** faculty: one

staff liaison: Dean of Admissions

students: two, one of whom is an alternate

trustees: six or more

### 3. Development and College Relations

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

**Chair:** Trustee

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

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

students: two, one of whom is an alternate

trustees: six or more

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

### 4. Executive

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

**Chair:** Chair of the Board of Trustees

Members: faculty: none, but one member of the faculty is invited to attend  
(usually the Chair of the faculty Committee on  
Governance and Faculty Affairs)  
staff liaison: Secretary of the College  
students: none, but one is invited to attend  
trustees: Chair of the Board, the President, and Chair of each of  
the Board's Standing Committees  
alumni: none, but one member of the Alumni Council is invited  
to attend  
parent: none, but one is invited to attend

#### 5. Facilities and Properties

Purpose: Oversees the maintenance, improvement, security and protection of  
the College's physical plant and equipment and new capital projects.

trustees: a subgroup of the Committee on Trustees or other

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

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## Appendix A: The Academic Honor Code and Social Code

Updated September 2008

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

Uncompromised intellectual inquiry lies at the heart of a liberal education. Integrity is essential in creating an academic environment dedicated to the development of independent modes of learning, analysis, judgment, and expression. Academic dishonesty, in or out of the classroom, is antithetical to the College's institutional values and constitutes a violation of the Honor Code.

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

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

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

Individuals who suspect violations of the Academic Honor Code and/or Social Code should not attempt to resolve the issues independently, but are encouraged to refer their concerns to the Office of the Dean of Student Affairs. The College reserves the right to impose sanctions on students who violate these codes on and off College premises.

The procedures under the Academic Honor Code and Social Code are not criminal proceedings and should not be construed as such. Bowdoin College acknowledges its responsibility to conduct student judicial procedures that reflect fundamental fairness. For the purposes of assuring fairness

## I. Definition of Terms

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

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

D.

## THE SOCIAL CODE

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

1. Conduct which is unbecoming of a Bowdoin student. Examples include, but are not limited to, lewd or indecent behavior (or sponsorship thereof); physical or verbal abuse or assault; threats; intimidation; harassment; coercion; and other conduct that threatens, instills fear, or infringes upon the rights, dignity, and integrity of any person.
2. Attempted or actual theft of, or misappropriation of, property and/or services. Attempted or actual damage to property.
3. Purposely providing false, inaccurate, or misleading information to a College official(s), faculty member(s), or the Judicial Board
4. Failure to comply with the reasonable requests of College official(s) or faculty member(s), including a request to identify oneself or honor the terms of a College no-contact agreement/order
5. Behavior which endangers the health and safety of oneself or others. Examples include, but are not limited to, tampering or interfering with, as well as destroying or misusing, fire safety equipment; the possession of firearms, explosives, weapons, or dangerous chemicals; unauthorized climbing on College buildings and structures; throwing objects out of windows; and the reckless operation of a motor vehicle.
6. Violation of federal, state, or local statutes.
7. Disruption of the orderly processes of the College, involving obstruction of teaching, research, administration, disciplinary proceedings, or other College activities, including its public-service activities. Actions disruptive to the orderly processes of the College include, but are not limited to:
  - a. Unauthorized entry into, or occupation of, a private office, college residence, work area, a teaching, library, or other building, or the use of any of these facilities for unauthorized purposes.

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

- Bowdoin College Fraternity Membership Policy
- Bowdoin College Illegal Drugs Policy
- Bowdoin College Alcohol Policy





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## Appendix C. College Code of Conduct

February 2009

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

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e) REPORTING SUSPECTED VIOLATIONS AND CONCERNS

You are encouraged to report violations or concerns about violations of law, this Code of Conduct or college policies that come to your attention. Inappropriate activity can range from clearly illegal activity (such as falsifying data or misusing College funds) to activity that is lawful but unethical (such as purporting to speak on behalf of the College without proper authority).

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

Disciplinary actions for proven violations of this Code, or for improper retaliation against anyone who reports possible violations, will be determined on a case-by-case basis and may include termination of employment. Those who violate this Code may also be subject to civil and criminal charges in some circumstances.

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

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## 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 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 is 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, 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 “

The College has an ownership interest in IP if it involves (i) a financial 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 tradin v

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

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

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

### III. Policy for Faculty, Staff, and Students

#### A. Faculty

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

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

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

creator and the College would have ownership in the patent. Another example involves

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

#### D. Grants, Sponsored Works and Specially Funded Works

In the event a grant from a government agency or private sponsor contains provisions governing intellectual property and/or rights to the product, these provisions take precedence over this Policy. College faculty and staff should understand any such provisions before agreeing to a different allocation of rights than set forth in this Policy.

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

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

#### B. Determination process

In cases where there is uncertainty over the ownership or interest in IP, the Dean for Academic Affairs, in consultation with the creator(s), shall make a determination whether the IP involves a functional or

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

#### VII. Note on College Trademarks and Other Identifiers

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

#### VIII. Application of Policy:

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

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

February 2007

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## Appendix E. Information Technology Policies

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

Bowdoin faculty are provided with

