

Part 1: Faculty Organization and Procedures

The Faculty of the College

Bates College is operated under a charter granted by the State of Maine, which established a corporation and gave to it the authority to adopt by-laws for its governance. Article IX of the by-laws of The Charter and By-Laws of Bates College defines membership of the faculty, broadly defines its authority, and stipulates certain procedures. The entire text of Article IX is as follows:

By-Laws of Bates College, Article IX

SECTION 1: The faculty of the College will consist of the president, the deans, the chief financial officer, the registrar, the librarian, the principal assistant librarian, the professors, associate professors, assistant professors, instructors, lecturers, and the visiting professors. Designation as a member of the faculty confers the right to vote in faculty meetings and serve as a member of faculty committees.

SECTION 2: The terms and conditions of the appointment, reappointment, promotion, and retirement of all members of the faculty will be determined by vote of the Corporation under such rules of procedure and of tenure of faculty membership as may now or hereafter be provided by specific resolution of the Corporation.

SECTION 3: The government of the College, including the terms of admission, the bestowal of scholarships, the arrangement of courses of study, student discipline, and the control of student activities, will be vested in the faculty.

SECTION 4: For ceremonial occasions and in the publication of official catalogs, bulletins, or registers of the College, the members of the faculty will have seniority according to their academic grades or ranks (professors, associate professors, etc.) and within each grade or rank in the order of their first appointment to that grade or rank; provided further, that emeritus members of the faculty, as a group, and following the foregoing rule of seniority within their group, will stand between the president and the full professors still in the active service of the College.

SECTION 5: The faculty will make provision for the keeping of proper minutes of their doings and may, by rule, create such offices and so regulate their doings as will seem best calculated to promote their efficiency.

SECTION 6: If the president will so request, the members of the faculty will annually make to him/her a written report covering the work of their respective departments or fields of activity.

Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion

Article IX, Section 2 of the *Charter and By-Laws of Bates College* governs the personnel policies of the College. The Dean of the Faculty provides all new members of the faculty with copies of Article IX of the *By-Laws* and with these *Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion* (hereafter, *Rules and Procedures*) at the time of initial appointment. The text of these *Rules and Procedures*, as legislated by the faculty, follows.

Article I: The Committee on Personnel

SECTION 1: COMPOSITION AND SELECTION

a) Function and Composition

The Committee on Personnel makes recommendations to the president in matters of reappointment, tenure, and promotion. The committee is composed of the president and the dean of the faculty, *ex officio*, and seven elected members of the faculty.

b) Election

By written ballot at its February meeting, the faculty elects the seven elected members for three-year, overlapping terms.

c) Nomination

The Committee on Faculty Governance shall present a slate of nominees to the faculty for the election of members to the Committee on Personnel, adhering to the following conditions:

- 1) All candidates must be tenured and must hold the rank of either associate professor or full professor.
- 2) In no case may an associate professor be nominated if election would mean that more than two associate professors would serve on the committee.
- 3) In no case may a full professor be nominated if election would mean that fewer than two associate professors would then serve on the committee.
- 4) Two members of the committee must hold full or part-time appointments in the division of the humanities, two in the division of the natural sciences and mathematics, and two in the division of the social sciences. At least one of these six members must have significant interdisciplinary experience, defined as one of the following: service for at least two years on a program committee, or holding a full or part-time appointment in an interdisciplinary program. The seventh member of the committee must hold a full or part-time appointment in an interdisciplinary program or have significant interdisciplinary experience, as defined above. This member may have a full or part-time appointment in a division, as well. Additional nominations may be made from the floor at the February meeting of the faculty, but such nominations must conform to the same conditions.

ARTICLE I, SECTION 2: GENERAL INFORMATION FROM THE DEAN OF THE FACULTY

Near the beginning of each academic year, the dean of the faculty provides each member of the committee with rosters of the faculty, listing all members by rank, by years of service at the College, and by tenurial status. This information includes a calendar of particular decisions that must be made by month and date within the year and a further calendar of foreseeable tenurial decisions by year.

ARTICLE I, SECTION 3: GENERAL INFORMATION FROM THE DEAN OF THE FACULTY

Most dates below are subject to slight annual variations. Invariable dates are certification of the doctorate by 1 September, and notifications of decisions to be mailed by 30 November, 10 February, and 15 May.

a) Calendar for Reappointment Decisions (Committee on Personnel, Committee on Personnel for Physical Education)

THE SCHEDULE BELOW PERTAINS TO CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN BEFORE 1 AUGUST 2011.

Normally reappointment decisions shall be made by 30 November of the fourth year of full-time service.

15 October: candidate decides whether significant interdisciplinary service will be considered as part of the review. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

15 January: call for letters from the division chairs, the chair of interdisciplinary programs, and department and program colleagues.

1 July: if the candidate chooses to have an examiner, he or she submits the name of the examiner to the dean of the faculty. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

22 August: candidates' dossiers due and open to examiners.

5 September: colleagues' letters due, and open to examiners.

25 September: dossiers opened to members of the Committee on Personnel.

25 October: Committees on Personnel send letters regarding clarification to candidates.

6 November: responses by candidates to letters from Committees on Personnel due.

15 November: recommendations due from the Committees on Personnel, for consideration by the president and for decision by the Trustees.

30 November: deadline for mailing of formal written notifications on reappointment decisions.

LEGISLATION IN 2010-2011 MOVED TO THE THIRD YEAR REAPPOINTMENT DECISIONS FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN ON OR AFTER 1 AUGUST 2011. THE

REVISED SCHEDULE WILL APPEAR IN THE NEXT EDITION OF THE FACULTY HANDBOOK. FOR THE APPOINTMENT AND REAPPOINTMENT SCHEDULE FOR LECTURERS, SEE ARTICLE V, SECTION 6.

Normally reappointment decisions shall be made by 15 May of the third year of full-time service.

b) Calendar for Tenure, Initial Four-Year Contract in Physical Education, and In-Depth Review in Physical Education Decisions

Normally tenure and initial four-year contract decisions shall be made by 10 February of the sixth year of full-time service. Normally in-depth reviews in physical education take place every sixth year.

15 February: candidate decides whether significant interdisciplinary service will be considered as part of the review. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

15 March: department/program chairs submit outside evaluator names; candidate submits outside evaluator names and an updated vita. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

1 May: selection and confirmation of off-campus evaluators; call for candidates' dossiers.

1 May: candidate submits names of student evaluators. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

1 September: call for letters from the division chairs, the chair of interdisciplinary programs, and department and program colleagues, and from students; mailing of candidates' materials to off-campus evaluators.

1 September: if the candidate chooses to have an examiner, he or she submits the name of the examiner to the dean of the faculty. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

15 October: candidates' dossiers due and open to examiners.

1 November: colleagues', students', and evaluators' letters due and open to examiners.

20 November: dossiers opened to members of the Committees on Personnel.

20 December: Committees on Personnel send letters regarding clarification to candidates.

5 January: responses by candidates to letters from the Committees on Personnel due.

January: recommendations due from the Committees on Personnel, for consideration by the president and for decision by the Trustees at their January full board meeting.

10 February: deadline for mailing of formal written notifications on tenure decisions and on initial four-year contract decisions; deadline for mailing of formal written notifications on in-depth review decisions for colleagues in physical education.

c) Calendar for Promotion Decisions

THE SCHEDULE FOR CONSIDERATION FOR PROMOTION TO FULL PROFESSOR WAS CHANGED BY LEGISLATION IN 2010-2011. THE NEW SCHEDULE WILL BEGIN IN 2013-2014 WITH DECISIONS NORMALLY MADE BY 30 NOVEMBER. THE REVISED SCHEDULE WILL APPEAR IN THE NEXT EDITION OF THE FACULTY HANDBOOK.

Normally decisions for promotion to full professor shall be made by 15 May of a colleague's sixth year in rank as an associate professor.

15 August: eligible candidates decide whether to stand. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

1 September: candidate decides whether significant interdisciplinary service will be considered as part of the review. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

1 October: call for candidates' dossiers.

1 October: department/program chairs submit outside evaluator names; candidate submits outside evaluator names and an updated vita. (Note: This is not a legislated date but one is necessary to meet future legislated deadlines.)

1 November: selection and confirmation of off-campus evaluators.

15 November: mailing of candidates' materials to off-campus evaluators.

1 December: call for letters from division chairs, the chair of interdisciplinary programs, and department and program colleagues.

10 December: candidate submits names of student evaluators. (Note: This is not a legislated date but is necessary to meet future legislated deadlines.)

1 January: call for letters from students.

1 January: if the candidate chooses to have an examiner, he or she submits the name of the examiner to the dean of the faculty. (Note: This is not a legislated date is necessary to meet future legislated deadlines.)

26 January: candidates' dossiers due and open to examiners.

15 February: colleagues', students', and evaluators' letters due and open to examiners.

8 March: dossiers opened to members of the Committees on Personnel.

29 March: Committees on Personnel send letters regarding clarification to candidates.

12 April: responses by candidates to letters from Committees on Personnel due.

1 May: recommendations due from the Committees on Personnel, for consideration by the president and for decision by the Trustees.

15 May: deadline for mailing of formal written notifications on promotion decisions.

ARTICLE I, SECTION 4: CONFLICTING RESPONSIBILITIES AND SPECIAL CONDITIONS

a) Authors of letters who are members of the committee neither participate in deliberations nor vote on the cases concerning which they have written, nor do they review these dossiers.

b) Associate professors on the committee neither participate in deliberations nor vote on promotions to full professor, nor do they review these dossiers.

c) A chair of a department or program who is also the chair of the division or the chair of interdisciplinary programs writes as the chair of the department or program. The committee selects another appropriate tenured member to write in place of the division chair or the chair of interdisciplinary programs. The member selected must be notified of this responsibility early in the semester preceding the one in which the letter is due.

d) A chair of a division or the chair of interdisciplinary programs who would be the only participating representative of the division or of interdisciplinary programs on the committee does participate in deliberations and voting but does not write. The committee selects another appropriate tenured member to write in place of the division chair or the chair of interdisciplinary programs. The member selected must be notified of this responsibility early in the semester preceding the one in which the letter is due.

e) For reappointment of lecturers and promotion to senior lecturer, division chairs and the chair of the interdisciplinary programs do not write as division chairs or serve as division chair in any other evaluative capacity (e.g. division chairs shall not participate in selecting additional colleagues).

f) Other Special Conditions

The dean of the faculty is responsible annually for recommending to the committee how to deal with anomalous situations as they may arise, such as a department or program with no tenured member, a chair standing for tenure, joint contractual arrangements, and the like. The dean shall consult with the candidate prior to any such recommendation, seeking full agreement and guaranteeing full knowledge of any exceptional procedures considered necessary.

ARTICLE I, SECTION 5: CONFIDENTIALITY

a) Written Materials

All evaluative letters from students and outside judges submitted to the Committee according to the provisions of Article IV shall be kept confidential by the committee, except for the provisions of Article I, Section 5(b), and the notification requirements of Article II, Section 6(b). All evaluative letters written by Bates colleagues may be read by the candidate once they are ready for the Committee on Personnel. The candidate's further rights of access are specified in Article VII, Section 6(c).

b) Privileges of the Director of Affirmative Action and Institutional Diversity

The College's AA&ID's office has access to all written material submitted to the committee, in accordance with procedures established in the College's Affirmative Action Policy.

c) Proceedings of the Committee

The deliberations of the Committee on Personnel on cases of appointment, reappointment, tenure, and promotion are confidential except according to the provisions of Article VII, Sections 5 and 6(a). Only the president or the dean of the faculty shall announce or may explain the personnel recommendations of the committee.

ARTICLE I, SECTION 6: COMMITTEE EXAMINATION OF THE DOSSIER

The committee shall select one of its members to examine each dossier and to certify to the committee, prior to its discussion of the dossier, that it seems both complete and correct.

ARTICLE I, SECTION 7: THE EXAMINERS

A board of four persons, all tenured members of the faculty, shall be elected for three-year, overlapping terms to serve as examiners of all written materials presented to the Committee on Personnel. The individual examiners function independently of one another and of the Committee on Personnel, and they may not serve concurrently on that committee. An examiner may not examine dossiers of department or program colleagues. Candidates for reappointment, tenure, or promotion may select any one of these four individuals to perform the following functions:

- a) To offer counsel to the candidate concerning the submission of written materials on that person's own behalf.
- b) To check the dossier prepared for the Committee on Personnel, prior to its consultation by the committee, for completeness and correctness; see Article III, Sections 5 and 6, Article IV, and Article VI, Section 2.
- c) To state in writing to the dean of the faculty and the Committee on Personnel when the dossier seems both complete and correct.
- d) To advise the dean of the faculty of any incompleteness, so that it may be remedied prior to consultation by the committee, and to recheck for completeness thereafter, notifying the Dean and the candidate in writing of any remaining incompleteness.
- e) To advise the dean of the faculty of any material deemed "improper" by the criteria of Article III, Sections 5 and 6, and to request in writing that the dean remove it before consideration by the committee. If the dean declines, the examiner may request in writing, stating grounds, that the committee not consider the questionable material. The examiner must also inform the candidate in writing of the fact of any such request to the committee.
- f) To advise the dean of the faculty of any material suggesting the need for further clarification or response from the candidate. If the dean declines, the examiner may proceed as in Article I, Section 7(e).
- g) To maintain confidentiality according to the provisions of Article I, Section 5 above, subject only to the qualifications explicit in this Section 7.
- h) To check for completeness and correctness of the dossier and other material (with the exception of the minutes of the faculty Committee on Personnel) submitted to the Trustee Review Committee in case a candidate appeals a personnel decision.

ARTICLE I, SECTION 8: RESPONSES FROM CANDIDATES

FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN BEFORE 1 AUGUST 2011.

During reviews of candidates by the Committee on Personnel for reappointment in the fourth year, for tenure, for promotion, and for lecturers on multi-year contracts, the following procedures shall apply: after the committee has made an initial review of all materials submitted, the committee shall write a letter to every candidate indicating as specifically as possible any points which the committee believes could be clarified by a response from the candidate, or indicating that no clarification is necessary. It is understood that the committee is not required to report to the candidate matters of substance, positive or negative, concerning the consideration of the candidate for reappointment, promotion, or tenure. The candidate has the right to respond to the committee in writing. The candidate may also bring up any matters on which the candidate would like to comment.

FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN ON OR AFTER 1 AUGUST 2011.

During reviews of candidates by the Committee on Personnel for reappointment in the **third** year, for tenure, for promotion, and for lecturers on multi-year contracts, the following procedures shall apply: after the committee has made an initial review of all materials submitted, the committee shall write a letter to every candidate indicating as specifically as possible any points which the committee believes could be clarified by a response from the candidate, or indicating that no clarification is necessary. It is understood that the committee is not required to report to the candidate matters of substance, positive or negative, concerning the consideration of the candidate for reappointment, promotion, or tenure. The candidate has the right to respond to the committee in writing. The candidate may also bring up any matters on which the candidate would like to comment.

Article II: Conditions and Schedules of Appointment, Reappointment, Tenure, and Promotion in Departments Other Than Physical Education

SECTION 1: ADMINISTRATIVE CONSULTATION BEFORE INITIAL APPOINTMENTS

Before an initial offer of tenure-track employment or of non-tenure-track initial appointments in a department or program can be extended to any person, the president or dean of the faculty consults with the department or program chair regarding the judgments of all department or program members in residence on the candidates.

ARTICLE II, SECTION 2: CONDITIONS OF INITIAL APPOINTMENTS

Tenure is granted in connection with an initial appointment only upon recommendation of the Committee on Personnel, and is not solely an administratively negotiable condition. See below, Article II, Section 8. Initial appointment may be made at any rank. Lecturers are not eligible for tenure.

ARTICLE II, SECTION 3: INITIAL CONTRACTS

To consummate the initial appointment, the president or his/her designee, on behalf of the Board of Trustees, and the appointee shall execute a written contract stating rank, salary, beginning and terminating dates of employment, fringe benefits, duties, and any special conditions specifically including credit for prior service as provided for below in Article II, Section 8. Joint contracts shall indicate as fully as possible what modifications, if any, in these *Rules and Procedures* are matters of agreement. In the absence of such written modifications, the presumption must be that these *Rules and Procedures* apply.

ARTICLE II, SECTION 4: SCHEDULES OF REAPPOINTMENT, TENURE, AND PROMOTION

a) Full-time Tenure Track

Initial appointments to full-time, tenure-track positions are for a term of four years. Reappointments to tenure-track positions are for a further term of three years. Decisions on tenure are made during the sixth year, and first consideration for promotion to full professor is made in the sixth full year in rank as associate professor. See below, Article II, Sections 8, 9, 10, and 13 for exceptions.

b) Part-time Tenure Track

Initial appointments to part-time tenure-track positions are for a term of five years. Reappointments to part-time tenure-track positions are for a further term of five years. Decisions on tenure are made during the ninth year, and first consideration for promotion to full professor is made in the sixth full year in rank as associate professor. See below, Article II, Sections 8, 9 and 10 for exceptions. Evaluations of part-time tenure-track faculty shall proceed according to Article II, Section 6, below, with the exception that evaluations by the Committee on Personnel occur in different years of service than for full-time tenure-track faculty.

Initial appointments to the rank of lecturer are for terms not to exceed three years. Reappointments of lecturers may be for one, two, three, or five years.

ARTICLE II, SECTION 5: FORMAL NOTIFICATIONS

FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN BEFORE 1 AUGUST 2011.

Written notifications of reappointment or nonreappointment are mailed by 30 November for all lecturers and for all other persons serving in their fourth year. Written notifications of tenure are mailed by 10 February for all tenure-eligible persons, after which continuous service is presumed in the absence of a written notification to the contrary from either the individual or the College. See below, Article II, Section 13, and Article VII. Written notifications of promotion to full professor are mailed by 15 May.

In the event that the president or the Board of Trustees does not accept a recommendation on reappointment, tenure, or promotion made by the faculty Committees on Personnel, such nonacceptance shall be stated in the letters of notification.

FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN ON OR AFTER 1 AUGUST 2011.

Written notifications of reappointment or nonreappointment are mailed by 15 May of their third year for tenure-track candidates and by 30 November for all lecturers. Written notifications of tenure are mailed by February 10 for all tenure-eligible persons, after which continuous service is presumed in the absence of a written notification to the contrary from either the individual or the College. See below, Article II, Section 13, and Article VII. Written notifications of promotion to full professor are mailed by 30 November.

In the event that the president or the Board of Trustees does not accept a recommendation on reappointment, tenure, or promotion made by the faculty Committees on Personnel, such nonacceptance shall be stated in the letters of notification.

ARTICLE II, SECTION 6: EVALUATIONS

FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN BEFORE 1 AUGUST 2011.

a) Departmental or Program Evaluations in the Second Year

For individuals on a four-year tenure-track appointment, an evaluation shall be conducted during the winter semester of the second year of teaching at Bates. The purpose of this evaluation is to inform the individuals of the department or program members' judgment of their job performance and to aid the individuals in any appropriate improvement.

For individuals with a single appointment in a department or program, the tenured members of the department or program shall conduct the evaluation. For individuals holding dual appointments, the tenured colleagues of the department(s) and/or program(s) specified in Article IV, Section I(c) shall conduct the evaluation.

When the individual candidate appointed in a single department or program has significant interdisciplinary service outside of that department or program, the candidate may ask the chair of interdisciplinary programs, in consultation with the candidate and with the chair(s) of the relevant programs and departments, to select one or two additional senior-ranking colleagues who are familiar with the candidate's areas of teaching and scholarship. These colleagues are drawn from the past and present membership of the appropriate programs or departments. The chair(s) of the relevant program(s) and department(s) shall also write letters of evaluation.

Each tenured member shall write a signed letter of evaluation that discusses the individual's strengths and weaknesses in terms of teaching, scholarship, and service. These evaluations shall be based on the kinds of evidence cited in Article IV, Section 5(d), as well as on direct evaluation of scholarship. All tenured members give their letters to the chair(s) of the departments and/or program(s) in which the individual holds an appointment. The chair(s) read them and give them all to the individual by 15 March. Once the individual has had an opportunity to read the letters, he or she and the chair(s) meet to discuss them. The chair(s) subsequently hold a meeting with all the letter writers to discuss the content of the letters, any disagreements, and departmental and/or program needs.

By April 15, the dean of the faculty shall receive a letter from the chair of the department and/or program and one from the individual evaluated stating that the evaluation has taken place according to these procedures. Unless an individual letter writer or a candidate chooses to submit copies of letters written in the course of the departmental and/or program evaluation, the Committee on Personnel will not see such letters.

FOR CANDIDATES WITH TENURE-TRACK APPOINTMENTS WHOSE TENURE-TRACK CONTRACTS BEGAN ON OR AFTER 1 AUGUST 2011.

For individuals on a four-year tenure-track appointment, an evaluation shall be conducted during the fall semester of the second year of teaching at Bates. The purpose of this evaluation is to inform the individuals of the department or program members' judgment of their job performance and to aid the individuals in any appropriate improvement.

For individuals with a single appointment in a department or program, the tenured members of the department or program shall conduct the evaluation. For individuals holding dual appointments, the tenured colleagues of the department(s) and/or program(s) specified in Article IV, Section I(c) shall conduct the evaluation.

When the individual candidate appointed in a single department or program has significant interdisciplinary service outside of that department or program, the candidate may ask the chair of interdisciplinary programs, in consultation with the candidate and with the chair(s) of the relevant programs and departments, to select one or two additional senior-ranking colleagues who are familiar with the candidate's areas of teaching and scholarship. These colleagues are drawn from the past and present membership of the appropriate programs or departments. The chair(s) of the relevant program(s) and department(s) shall also write letters of evaluation.

Each tenured member shall write a signed letter of evaluation that discusses the individual's strengths and weaknesses in terms of teaching, scholarship, and service. These evaluations shall be based on the kinds of evidence cited in Article IV, Section 5(d), as well as on direct evaluation of scholarship. All tenured members give their letters to the chair(s) of the departments and/or program(s) in which the individual holds an appointment. The chair(s) read them and give them all to the individual by 1 December. Once the individual has had an opportunity to read the letters, he or she and the chair(s) meet to discuss them. The chair(s) subsequently hold a meeting with all the letter writers to discuss the content of the letters, any disagreements, and departmental and/or program needs.

By 20 December, the dean of the faculty shall receive a letter from the chair of the department and/or program and one from the individual evaluated stating that the evaluation has taken place according to these procedures. Unless an individual letter writer or a candidate chooses to submit copies of letters written in the course of the departmental and/or program evaluation, the Committee on Personnel will not see such letters.

b) Subsequent Years

Every notification of a personnel decision shall include a detailed evaluation of individual performance based upon the materials submitted to the Committee on Personnel and on its discussion of those materials. This evaluation shall include a statement of strengths and weaknesses, a discussion of their relative importance, and a full statement of the reasons for the recommendation. This statement ought to include discussion of student ratings and letters on teaching, colleagues' evaluations of research and teaching, and outside evaluations of research, if any. All written notifications must include all relevant information concerning institutional needs as they may limit the individual and concerning any percentage limitation or guidelines established by the Board of Trustees and announced by the president or the dean of the faculty. The individual may respond in writing, and any such response must be attached to the original summary statement in the personnel files and acknowledged by a reaffirmation or a revision of that summary from the dean.

c) Special Conditions

In the first and subsequent years, the dean of the faculty, the chairs of the departments and/or programs in which the individual holds an appointment, and the individual must make every effort to foresee and to communicate any special conditions for subsequent decisions on reappointment, tenure, or promotion. See Article I, Section 4.

ARTICLE II, SECTION 7: SUBSEQUENT CONTRACTS

In annual contractual letters mailed in duplicate by 15 February, the College notifies each member of the faculty of his or her individual rank, salary, and benefits for the succeeding academic year. The signed original must be returned to the president by 15 March, and the duplicate is retained by the individual.

ARTICLE II, SECTION 8: CREDIT FOR PRIOR SERVICE

Persons who have held previous appointments at other institutions may negotiate with the president or dean of the faculty at the time of the initial appointment at Bates for up to four years of teaching credit toward the tenurial decision, reducing or eliminating years spent in the initial four-year contract and adjusting the dates of formal notification accordingly. No such credit is assured. If four years of credit are granted, the initial and only contract prior to a tenure decision is for three years.

ARTICLE II, SECTION 9: EARLY CONSIDERATION

An individual, after consultation with the dean of the faculty, may declare early candidacy for reappointment, tenure, or promotion. Candidates for early consideration are held to the same criteria (see Article III), and evaluative procedures (see Article IV) as those applied under the normal timetable, and the decisions made are equally final.

ARTICLE II, SECTION 10: DELAYED CONSIDERATION

Full-year leaves of absence may delay the schedule of reappointments, tenure, and promotion correspondingly. See <http://www.bates.edu/doffaculty-scholarship/>. Neither a single half-year leave of absence nor any Short Term leave delays this schedule. In cases of multiple half-year leaves or partial leaves, the individual seeking delayed consideration must take the initiative to petition the Committee on Personnel, which has authority to accept or deny.

A candidate for promotion to full professor may elect to delay the initial consideration by the Committee. Requests for a delay must be made in writing to the dean of the faculty.

ARTICLE II, SECTION 11: SUBSEQUENT CONSIDERATION FOR PROMOTION

Subsequent to the initial consideration for promotion, the candidate may elect a new consideration in any year. The candidate must state this in writing to the dean of the faculty by 25 September. Such consideration does not involve solicitation of letters from outside evaluators or students, unless the candidate so requests. The committee shall decide whether to grant the request for additional letters.

ARTICLE II, SECTION 12: LIMITED TERM OF SERVICE AS INSTRUCTOR

No individual may be reappointed as an instructor for service in that rank beyond the fourth year.

ARTICLE II, SECTION 13: LIMITED TERM OF NONTENURIAL SERVICE

No individual may be reappointed on a nontenurial contract extending beyond the seventh consecutive year of full-time teaching on the faculty of Bates College. Lecturers, teaching less than full time, may be so reappointed. Part-time tenure-track faculty, teaching less than full time, may be so reappointed only in accordance with the schedule stated in Article II, Section 4. No other exception may be made unless an individual so requests and special circumstances such as serious illnesses justify exceptional delay of the decision on tenure.

Normally service on a temporary replacement appointment may not exceed three years. When a member of the faculty on such an appointment is a candidate and successfully sustains a competitive search for a tenure-eligible position, the committee need not consider the reappointment. When a colleague on a temporary appointment is needed by a department or program for a second or third year of temporary service, the committee need not consider the reappointment. All other reappointments of temporary colleagues shall be considered by the committee.

ARTICLE II, SECTION 14: RESIGNATIONS

Any member of the faculty who intends to terminate services at the end of an academic year is obligated to notify the College in writing of this decision not later than March 15.

Article III: Criteria for Reappointment, Tenure, and Promotion in Departments and Programs Other Than Physical Education

SECTION 1: NEEDS OF THE COLLEGE

a) Definitions

Needs of the College as finally determined by the president and the Board of Trustees govern all decisions on appointments, reappointments, and tenure. "Needs" may concern the financial resources of the College, the support necessary for academic programs approved by the faculty, the relationship of the individual's field to other fields of inquiry in the department(s) and/or program(s) in which an appointment is held, and the recognition of student interest. The need for a given position shall be established at the time of reappointment, that is, before the tenurial decision, subject to change as provided in Article III, Section 1(c).

b) Guidelines or Percentages

Because of such needs as specified in paragraph (a) above, the Board of Trustees may establish guidelines or percentages for limiting reappointments or tenure. If any guidelines or percentage limitations are set, they must be announced in

writing to the faculty by the president or the dean of the faculty. Prior to such corporate establishment and administrative announcement, the faculty Committee on Faculty Governance must be given the opportunity to discuss the specific proposal and its rationale separately with the faculty and the Trustee Committee on Conference with the Faculty.

Ordinarily such guidelines or limitations will restrict only the aggregate numbers or proportion of tenured members on the faculty as a whole. Ordinarily they will not restrict by department, program, or division quotas the numbers or proportion tenured in the several departments, programs, and divisions.

Any guidelines or percentage limitations may be applied by the Committee on Personnel in such a way as to produce general compliance. The committee may exceed guidelines or percentage limitations in a given year, but a continued practice of exceeding them would invoke Trustee review of the rules and procedures that govern appointment, reappointment, tenure, and promotion. The number or percentage of faculty members tenured in a department, program, or division may be a factor in the deliberations of the faculty Committee on Personnel.

c) Notification of Changed Needs

Whenever administrative reconsideration of the need for a position leads to a new determination, the president or dean of the faculty must notify in writing the individual, without awaiting the next scheduled review by the Committee on Personnel.

ARTICLE III, SECTION 2: GENERAL CRITERIA FOR ALL DECISIONS

a) Teaching

An excellent teacher has many strengths. Those sought by the committee include the following: knowledge of the subject; enthusiasm about the subject; organization of the course and subject matter; capacity to present abstract ideas and theories clearly; capacity to engage the class in the subject of lectures, discussions, or laboratories; encouragement of students to think for themselves; flexibility and willingness to experiment; reliability in meeting scheduled responsibilities; accessibility to students; fairness in examinations and grading. Academic advising is a normal part of a teacher's responsibilities, and it is evaluated as such.

b) Professional Achievement

The nature of professional achievement varies according to the field of the candidate. Achievement may take the form of research, writing, publication, or creative work and exhibition. The committee assesses evidence of the following strengths: recognition of the candidate's achievement within a field; significance of contributions to the field; quality and originality of thought or work; breadth and depth of perspective; the will and capacity for continued individual development and professional productivity as a member of the Bates faculty.

c) Professional Service to the Public

The College recognizes professional services that candidates render outside of their disciplinary institutions for the benefit of the public. Such service may take the form of advisory or educational work. The nature and extent of these contributions may vary from individual to individual.

d) Service to the College

The candidate is expected to contribute to the work of the College in ways other than teaching. Such service to the College may take the form of work within departments or programs, on the committees of the faculty, or in other activities of the College. The candidate may also serve the College through leadership in professional organizations, or with good citizenship in the community at large. The nature and extent of these contributions may vary from individual to individual.

ARTICLE III, SECTION 3: PARTICULAR APPLICATION OF CRITERIA FOR TENURE-TRACK REAPPOINTMENT AND FOR TENURE

a) Reappointment

The standard for reappointment is performance and promise pointing toward eventual attainment of tenure. Although equal progress toward satisfying all the criteria for tenure is not required for any reappointment, tangible evidence of effectiveness in teaching and of professional commitment is a condition for service beyond the fourth year. Reappointment does not insure a future decision for tenure.

b) Tenure

The two chief criteria for tenure are excellence in teaching and significant professional achievement. Particularly outstanding achievement in either teaching or professional activity may offset a lower level of achievement in the other category. Every decision on tenure inevitably necessitates prospective judgment concerning the promise for further development.

ARTICLE III, SECTION 4: CRITERIA FOR PROMOTION

a) Promotion to Assistant Professor

The doctoral degree or another qualification appropriate to the field is normally the necessary and sufficient condition for promotion to the rank of assistant professor. Instructors appointed before receiving such a degree are promoted automatically for the academic year immediately following, if institutional certification of completion reaches the dean of the faculty by 1 September.

b) Promotion to Associate Professor

Permanent tenure is the sufficient condition for promotion to the rank of associate professor. Individuals with prior service at other institutions may be appointed initially to the Bates faculty at this or higher rank.

c) Promotion to Full Professor

Continuing excellence in teaching and continuing significant professional achievement are the two chief criteria for promotion to full professor. Particularly outstanding achievement in one category may offset a lower level of achievement in the other. Continuing service to the College is also expected, although this criterion is less important than the other two. Time in rank alone is neither a necessary nor a sufficient qualification.

ARTICLE III, SECTION 5: ACADEMIC FREEDOM

The Committee on Personnel shall adhere to the ideal of academic freedom as defined by the 1940 *Statement of Principles on Academic Freedom and Tenure* with the 1970 "Interpretive Comments" of the American Association of University Professors, see Web site <http://www.aaup.org/AAUP/pubsres/policydocs/contents/1940statement.htm>.

ARTICLE III, SECTION 6: NONDISCRIMINATION

The committee may not discriminate on the basis of race, color, national or ethnic origin, religion, sex, sexual orientation, gender identity, or gender expression, marital or parental status, age, or disability. The committee, however, shall consider any of these factors in accordance with the approved Affirmative Action policy of the College.

Article IV: Evaluative Procedures

SECTION 1: EVALUATORS: FACULTY COLLEAGUES

Tenured members of departments and programs, as well as the chairs of departments, programs, and divisions, and the chair of interdisciplinary programs, share ongoing responsibility for the evaluation of junior-ranking members. The Committee on Personnel requests evaluations from all such colleagues, as specified in Article IV, Section 1(a), (b), (c), and (d), at the scheduled occasions of reappointment, tenure, and consideration for promotion to full professor. At the beginning of each academic year, the dean of the faculty shall provide each tenured member of the Faculty with a two-year schedule of all reappointment, tenure, and promotion decisions for which that member shall be expected to write.

a) Evaluation of Candidates Appointed in Departments Only

For reappointment, tenure, and promotion decisions for persons holding appointments solely in departments, evaluators shall be selected from members of the faculty as follows:

- 1) The chair of the departmental division, **except in the case of lecturers.**
- 2) The chair of the relevant department.
- 3) Senior-ranking colleagues in the candidate's department.
- 4) If there are fewer than three senior-ranking members in any department, the committee solicits letters from one, two, or three other senior-ranking members of the faculty selected by the chair of the division in consultation with the candidate and the chair of the department.

5) In consideration of promotion, division and department chairs write evaluations regardless of their ranks.

6) For anomalous situations, Article I, Section 4(e) of the *Rules and Procedures* of the faculty shall apply.

b) Evaluation of Candidates Appointed in Programs Only

For reappointment, tenure, and promotion decisions for persons holding appointments solely in interdisciplinary programs, evaluators shall be selected from members of the faculty as follows:

1) The chair of interdisciplinary programs, **except in the case of lecturers.**

2) The chair of the program.

3) Senior-ranking colleagues in the candidate's program.

4) To provide continuity, two senior-ranking colleagues (usually drawn from the appropriate program committee or the search committee) shall be identified at the time of the candidate's appointment by the dean of the faculty upon recommendation of the chair of interdisciplinary programs, in consultation with the chair of the program and the candidate. These colleagues shall serve as permanent evaluators from the time of appointment through subsequent tenure and promotion decisions.

5) Two additional senior-ranking colleagues drawn from the membership of the program committee at the time of the call for letters for the candidate's first evaluation by the Committee on Personnel. These two additional faculty are selected by the Committee on Personnel from four names recommended by the chair of interdisciplinary programs, in consultation with the chair of the relevant program and the candidate. These colleagues shall serve as permanent evaluators from the time of the first evaluation by the Committee on Personnel through subsequent tenure and/or promotion decisions.

6) At the time of consideration for reappointment, tenure, or promotion, at the discretion of the candidate, one or two additional uniquely qualified senior-ranking colleagues who are familiar with the candidate's teaching and scholarship shall be selected by the Chair of Interdisciplinary Programs, in consultation with the chair of the relevant program and the candidate.

7) In consideration of promotion, the chair of interdisciplinary programs and the chair of the program write evaluations regardless of rank.

8) Recommendations for replacement of any of the individuals specified in (3) and (4) above due to illnesses, retirements, and the like shall be made to the Committee on Personnel from colleagues selected by the chair of interdisciplinary programs in consultation with the chair of the program and the candidate.

9) For anomalous situations, Article I, Section 4(e) of the *Rules and Procedures* of the faculty shall apply.

c) Evaluation of Candidates Holding Dual Appointments

For reappointment, tenure, and promotion decisions for persons holding dual appointments (e.g., two departments, two programs, or one department and one program), evaluators shall be selected from members of the faculty as follows:

1) The chair of each relevant division and/or the chair of interdisciplinary programs, **except in the case of lecturers.**

2) The chair of each relevant department and/or program.

3) Four senior-ranking colleagues, two drawn from each of the departments and/or programs in which the candidate serves. To provide continuity, these four faculty shall be identified at the time of the candidate's appointment by the dean of the faculty upon recommendation of the chair of the relevant division and/or the chair of interdisciplinary programs, in consultation with the appropriate department and/or program chairs and the candidate. These colleagues shall serve as permanent evaluators from the time of appointment through subsequent tenure and promotion decisions.

4) At the time of consideration for reappointment, tenure, or promotion, at the discretion of the candidate, one or two additional uniquely qualified senior-ranking colleagues who are familiar with the candidate's teaching and scholarship shall be selected by the chair of the relevant division and/or the chair of interdisciplinary programs, in consultation with the relevant department and/or program chairs and the candidate.

5) In consideration of promotion, division chairs and/or the chair of interdisciplinary programs, and department and/or program chairs write evaluations regardless of rank.

6) Recommendations for replacement of any of the individuals specified in (3) and (4) above due to illnesses, retirements, and the like shall be made to the Committee on Personnel from colleagues selected by the chairs of the relevant divisions and/or interdisciplinary programs, in consultation with chairs of relevant programs and/or departments, and the candidate.

7) For anomalous situations, Article I, Section 4(e) of the *Rules and Procedures* of the faculty shall apply.

d) Evaluation of Candidates Appointed in a Department, but with Significant Interdisciplinary Service

For reappointment, tenure, and promotion decisions for persons in a department, with significant interdisciplinary service, evaluators shall be selected from members of the faculty as follows:

- 1) The chair of the departmental division, **except in the case of lecturers.**
- 2) The chair of the relevant department.
- 3) Senior-ranking colleagues in the candidate's department.

At the discretion of the candidate:

4) The chair of interdisciplinary programs and the chair(s) of the relevant program(s) and/or department(s).

5) At the time of consideration for reappointment, tenure, or promotion, one or two additional senior-ranking colleagues who are familiar with the candidate's teaching and scholarship. These colleagues are drawn from the past and present membership of the appropriate program(s) and/or department(s) and shall be selected by the chair of interdisciplinary programs in consultation with the chair(s) of the relevant program(s) and/or department(s) and the candidate.

6) In consideration of promotion, division chairs and/or the chair of interdisciplinary programs and department and/or program chairs write evaluations regardless of rank.

7) For anomalous situations, Article I, Section 4(e) of the *Rules and Procedures* of the faculty shall apply.

ARTICLE IV, SECTION 2: EVALUATORS: STUDENTS

On behalf of the committee, the dean of the faculty requests evaluative letters from at least twenty students or former students, selected according to procedures approved and published by the Committee on Personnel, concerning candidates for the tenorial decision and at first consideration for promotion to full professor or senior lecturer. Note: In order to obtain approximately twenty responses, the Committee of Personnel may need to make requests of up to sixty students.

ARTICLE IV, SECTION 3: EVALUATORS: QUALIFIED PROFESSIONALS ELSEWHERE

For all tenorial decisions and in the sixth year in rank as associate professor for all first considerations for promotion to full professor or senior lecturer, the College solicits four outside evaluations from qualified judges of the candidate's professional work. Once identified by the Committee on Personnel, all communication with outside evaluators concerning this evaluation originates with the College.

The judges are selected in the following manner. The candidate designates one judge and also provides an alternate name. In addition, the candidate submits six names of qualified persons with brief descriptions of their qualifications. The department and/or program chair also submit(s) six names with brief descriptions. If more than one department or program chair is involved in the evaluation, they submit jointly six names of evaluators, seeking a list of scholars whose work represents the range of the candidate's scholarship. These descriptions shall include each nominee's position, title, address, relevant publications, and past relationship to the candidate. Except in special circumstances presented by the candidate or the relevant department or program chairs and agreed to by the committee, no nominee shall be the candidate's dissertation advisor. Whenever possible, each nominee shall have a strong record of scholarship in the candidate's field of expertise. If a department or program chair is a candidate for tenure or promotion, the relevant division chair or chair of interdisciplinary programs provides the six names of outside evaluators. The committee then selects three names from these nominees or from others, nominated in the same way, informing the candidate of the

names selected. The candidate may request reconsideration, but the committee or the dean of the faculty as its delegate makes the final decision on the three judges.

ARTICLE IV, SECTION 4: NEEDS OF THE COLLEGE

The dean of the faculty, the chair of the candidate's division and/or the chair of interdisciplinary programs, and the chair(s) of the candidate's departments and/or programs are separately responsible for including assessments of the needs of the College in their recommendations on each pretenurial reappointment.

ARTICLE IV, SECTION 5: TEACHING

The attempt to evaluate teaching fairly and effectively necessitates different sorts of contributions from students, colleagues, and administrators.

a) Submissions from the Candidate

The candidate should provide a statement on teaching and may provide copies of course materials, including syllabi and examinations.

b) Students' Ratings

The Committee on Personnel, or other designated committee of the faculty, shall be responsible for soliciting student ratings of courses. This committee shall acquire such ratings systematically, on standard forms, and on specified days of a semester. The committee shall supervise the preparation of statistical summaries of the forms. These summaries shall be distributed to the dean of the faculty for the instructor's personnel file and to the instructor's department and/or program chair. The forms, together with any summaries or interpretations based on them, shall be returned to the instructor of the course evaluated.

c) Students' Letters

Students' letters evaluate the candidate's teaching, according to the criteria for teaching specified in Article III, Section 2(a).

d) Colleagues' Letters

Colleagues' letters must be based on factual evidence as well as personal judgment, and must specify such factual evidence, including the number and approximate dates of formal observations of classes. This evidence may include the following: after adequate notice to the instructor, observations of classes over a period of time and in different courses; syllabi, examinations, or other course materials; formal interviews with students; observation outside of the classroom concerning such qualities as rapport with and accessibility to students; and responsibility in meeting obligations.

ARTICLE IV, SECTION 6: PROFESSIONAL ACHIEVEMENT

The attempt to evaluate achievement fairly and effectively necessitates different sorts of contributions from the individual candidate and from qualified professionals.

a) Submissions from the Candidate

The candidate is responsible for submitting regular annual reports of professional activities, which become part of the dossier considered by the Committee on Personnel. Every candidate for reappointment, tenure, or promotion should also submit to the dean of the faculty for the Committee on Personnel a written statement of scholarly, artistic, or other comparable work in progress and of goals for the future. The candidate should submit copies of all successful grant proposals and all published articles or books. Finally, the candidate may submit any other relevant material, including all papers read to scholarly audiences, letters concerning scholarship, art, or equivalent achievement by professionally qualified persons. See above, Article I, Section 3, for calendar.

b) Colleagues' Letters

All colleagues writing according to the provisions of Article IV, Section 1, should incorporate evaluation of the candidate's professional achievement and promise.

c) Evaluations from Qualified Professionals Elsewhere

Outside judges, writing according to the provisions of Article IV, Section 3, should evaluate published materials, manuscripts, or equivalent work, for the quality of achievements, their significance within the discipline, and any

evidence of ongoing development or future promise. All information submitted to the committee from outside judges shall be in written form. All committee requests for further clarification from outside judges shall be in written form. This procedure may also be followed at the time of other decisions, depending on the judgment of the dean of the faculty or the Committee on Personnel.

ARTICLE IV, SECTION 7: SERVICE

The candidate should provide a cumulative list of committee service, with brief descriptions of particular contributions as seem appropriate. The candidate is also responsible for providing any other evidence of service to the College or the community at large. See Article I, Section 3, above for calendar. The committee may solicit further information about any aspects of this service.

ARTICLE IV, SECTION 8: OTHER INFORMATION

The committee, after informing the candidate, may seek any other information that it deems to be relevant, and the dean of the faculty may present to it other materials from the candidate's file. All such material must be opened to the chosen examiner before submission to the committee. See above, Article I, Section 7.

ARTICLE IV, SECTION 9: JOINT CONTRACTS

Individuals holding joint contracts shall be evaluated both individually and as a team. Before such evaluations, the dean of the faculty shall remind authors of letters and members of the committee that this evaluation must be in conformance with the requirements of the joint contract, i.e., jointly they shall serve the College in ways equivalent to a full-time teaching member of the faculty.

Evaluators should take particular notice that any possible quantitative standards of productivity used in the evaluation of individual holders of a joint appointment must be reduced in light of half-time employment.

Article V: Criteria and Schedules for the Authorization of Lectureships and for the Appointment, Reappointment, and Promotion of Lecturers

Section 1: The Needs of the College

a) Definitions

Needs of the College are defined in Article III, Section 1. The need for a given lectureship shall be established at the time of each reauthorization of the lectureship position.

ARTICLE V, SECTION 2: GENERAL CRITERIA FOR REAPPOINTMENT AS A LECTURER

a) Teaching

Excellence in teaching is a requirement for reappointment as a lecturer. The definitions of excellence in teaching are the same as those defined in Article III, Section 2, with the exception that academic advising is not required of all lecturers.

b) Professional Achievement

Excellence in professional achievement, in the form of research, writing, publication, or creative work and exhibition, is normally a requirement for the reappointment of a lecturer. Expectations for professional achievement shall be adjusted in ways appropriate to the part-time nature of a lecturer's position. In some cases, which will be determined by the dean of faculty, lecturers may be appointed with an understanding that professional achievement is not necessary or appropriate. In these cases, evaluators and members of the Committee on Personnel need not take professional achievement into account as part of their evaluation. The definitions of excellence in professional achievement are those listed in Article III, Section 2.

c) Supplemental Teaching and Service

Lecturers normally have responsibility for supplemental teaching or service activities in proportion to the number of courses they teach. For example, a lecturer teaching three courses is expected to assume approximately half the supplemental teaching and service responsibilities of a full-time faculty member with similar experience, length of service and degree. The kind of supplemental teaching and service may vary, but might include some of the following: teaching of independent studies; major advising; thesis supervision; committee service; first-year advising; serving on honors panels; advising student organizations; and development, supervision, and maintenance of teaching facilities. Appropriate forms of supplemental teaching and service for a lecturer will be agreed upon by the department or

program chair(s) and the lecturer, summarized in writing, and must gain the approval of the dean of the faculty. This decision must take into account the lecturer's qualifications and yearly schedule, as well as department, program, and College needs. Contributions through supplemental teaching and service, where appropriate, are the most important criteria for the evaluation of lecturers, after teaching and professional achievement.

d) Professional service to the public, as defined in Article III, Section 2(c), may also be considered as part of a lecturer's evaluation.

ARTICLE V, SECTION 3: GENERAL CRITERIA FOR REAPPOINTMENT AS A SENIOR LECTURER

Candidates for the position of senior lecturer shall normally have achieved the terminal degree in their field, and have been employed by the College for thirteen years, or have arranged such credit for prior experience at the time of hiring. Continuing excellence in teaching and significant professional achievement are the two chief criteria for promotion to the rank of senior lecturer. Additionally, candidates for the position of senior lecturer shall demonstrate excellence in carrying out supplemental teaching and service.

ARTICLE V, SECTION 4: GENERAL CRITERIA FOR APPOINTMENT AND REAPPOINTMENT AS AN ARTIST IN RESIDENCE

The title of "artist in residence" shall apply to lecturers whose teaching and professional achievement are in the creative or performing arts. Candidates for the title of "artist in residence" must engage in professional work appropriate to their field. Departments or programs wishing to appoint a lecturer as artist in residence shall make this proposal to the dean of faculty, who will make a final decision. Artists in residence shall normally be appointed and reappointed according to the same criteria and schedules as lecturers. In some cases, the form of teaching conducted by an artist in residence will be outside the normal format of classes; the dean of the faculty and the department or program will establish appropriate forms of evaluation.

ARTICLE V, SECTION 5: SCHEDULE FOR AUTHORIZATION AND REAUTHORIZATION OF LECTURESHIP POSITIONS

a) Initial Authorizations

Initial authorization of all lectureships shall be made by the president, upon recommendations from the dean of faculty and the division chairs. Initial authorization of lectureships expected to be continuing shall normally be for three years.

b) Reauthorizations

The dean of the faculty and division chairs may recommend to the president the reauthorization of a lectureship for any term from one semester to three years, depending on their determination of the needs of the College. Second and third reauthorizations of lectureships that are continuing shall normally each be for three years. Subsequent reauthorizations shall normally be for five years. Every lectureship position must be reauthorized, normally in the academic year previous to the last year for which it has been authorized.

c) Lecturers with a Primary Staff Appointment

The dean of the faculty and division chairs may recommend to the president that some persons whose primary appointment is for non-teaching duties may hold the appointment of lecturer, because their duties regularly involve non-classroom forms of teaching, or because the appropriate departments and/or programs have agreed that they are qualified to teach courses. After the initial appointment, this lectureship does not need reauthorization by the division chairs, but is dependent on the continuation of the staff appointment. In cases involving courses, the supervisor of the person's staff responsibilities shall decide upon the frequency of course offerings, subject to the agreement of the appropriate departments and/or programs, and subject to reappointment by the Committee on Personnel. Lecturers engaged in non-classroom forms of teaching shall also be evaluated by the Committee on Personnel. Personnel Committee evaluations shall be conducted according to the schedule in Section 6, below.

ARTICLE V, SECTION 6: SCHEDULE FOR APPOINTMENT AND REAPPOINTMENT OF LECTURERS

a) Initial Appointments

Initial appointments for lecturers may be for any term from one semester to three years, depending on the authorization of the lectureship position. The initial appointment of a lecturer occupying a position expected to be continuing shall be for three years, with evaluation of that lecturer scheduled for completion in November of the third year of the lecturer's contract.

b) Subsequent Appointments

Second and third appointments of lecturers occupying positions expected to be continuing shall normally be for three years each. Fourth and subsequent reappointments of lecturers may be from one to five years, with evaluations scheduled for completion in November of the last year of the lecturer's contract.

c) Appointment as Senior Lecturer

Lecturers may be considered for promotion to the rank of senior lecturer after thirteen years of employment as a lecturer, or through credit for prior experience arranged at the time of hiring. A lecturer who meets the minimum years of service may choose to be evaluated for this promotion by indicating this decision in writing to the dean of faculty by 1 March preceding the reappointment decision. Subsequent to the initial consideration for promotion, a lecturer may elect a new consideration in any year, by stating this decision in writing to the dean of faculty by 1 March preceding the reappointment decision. Lecturers attaining the rank of senior lecturer no longer need to undergo evaluation by the Personnel Committee. The division chairs re-evaluate the need for the lectureship position every five years.

ARTICLE V, SECTION 7: EVALUATIVE PROCEDURES

The evaluation of lecturers shall take place according to the procedures described in Article IV, with the exception of Sections 2 and 3. For purposes of reappointment, division chairs do not write as division chairs or serve as division chairs in any other evaluative capacity (e.g., division chairs shall not participate in selecting additional colleagues). For a lecturer not appointed in a department or program, the dean of faculty, in consultation with the lecturer, shall appoint suitable evaluators. As part of the reappointment of any lecturer, the Committee on Personnel may request letters from students. The number of letters requested from the students of lecturers being evaluated may vary, depending on the number of courses taught by the lecturer.

The evaluation of lecturers at first consideration for promotion to senior lecturer shall include both letters from students selected according to Article IV, Section 2, and letters from qualified professionals elsewhere, selected according to Article IV, Section 3. For lecturers standing for promotion to senior lecturer who engage in significant teaching outside the classroom, the dean of the faculty, in consultation with the lecturer, shall determine appropriate procedures for gaining student evaluation.

Article VI: Physical Education

SECTION 1: THE COMMITTEE ON PERSONNEL FOR PHYSICAL EDUCATION

a) Composition and Selection

The Committee on Personnel for Physical Education makes recommendations to the president in matters of reappointments, four-year contracts, and promotion for members of the Department of Physical Education. The committee is composed of the president and the dean of the faculty, *ex officio*, and three elected members of the academic faculty of the College. The faculty elects these three members for three-year, overlapping terms at its February meeting. The Committee on Faculty Governance presents nominees to the faculty according to the following conditions: (1) all candidates must be tenured; (2) at least one of the elected members must be a full professor. Additional nominations may be made from the floor at the February meeting of the faculty, but such nominations must conform to the above conditions.

b) Participation of the Athletic Director

The athletic director will be invited as a non-voting participant in the committee meeting to assist the committee in understanding the roles and responsibilities of each candidate being reviewed.

c) Article I, Sections 2, 3, 4, 5, 6, 7, and 8 apply also to the Committee on Personnel for Physical Education and to all faculty members and head coaches serving in the Department of Physical Education. The yearly calendar of decisions stated in Article I, Section 3, shall be supplemented by the following dates: November 30 for notification of decisions on the renewal of a four-year contract except when involving an in-depth review, when notification of decision is February 10.

ARTICLE VI, SECTION 2: CONDITIONS AND SCHEDULES OF APPOINTMENT, REAPPOINTMENT, AND PROMOTION

a) Article II, Sections 1, 3, 5, 6, 7, 9, 10, 11, 12, and 14 apply also to members of the faculty serving in the Department of Physical Education. Article II, Sections 2, 8, and 13 apply also, but in regard to four-year contracts, not tenure.

b) First Contract -- Second-Year Review

The initial contract for faculty, head coaches, and athletics administrators in the Department of Physical Education shall be two years in length. In February of the second year of service, members of the faculty of physical education will be reviewed according to the procedures described in Article II, Section 6. If the second-year evaluation is positive, candidates for renewal will be recommended for an additional two-year contract.

c) Second Contract -- Fourth-Year Review

Faculty and head coaches in the fourth year of service will be evaluated by the Committee on Personnel for Physical Education according to the relevant procedures and schedule described in Article I and II. If the fourth-year evaluation is positive, candidates for renewal will be recommended for an additional *three*-year contract.

c) Ongoing Four-Year Contract -- In-depth Sixth-Year Review

Faculty and head coaches in the sixth year of service will undergo the in-depth evaluation as outlined in Article VI. Candidates who are positively reviewed as a result of the in-depth review process will be recommended for an ongoing four-year contract. Every six years after the initial four-year contract is granted, candidates for renewal will be reviewed by the Committee on Personnel for Physical Education according to procedures consistent with Article VI and approved by the Committee on Personnel for Physical Education in consultation with the athletic director.

Ongoing four-year contracts are executed only with faculty members and head coaches in the Department of Physical Education. Individuals are considered for four-year contracts in the sixth year of service according to the schedule of reappointments and notification in Article II, Section 5 and 6. Once granted in the sixth year of service to take effect at the end of the sixth year, four-year contracts are renewed every year for a further four years unless and until the College decides to terminate employment, in which case a terminal three-year contract is executed. The committee or the dean of the faculty may call for an in-depth review at any time, if there are grounds for concern about a colleague's professional work.

ARTICLE VI, SECTION 3: CRITERIA FOR REAPPOINTMENT, FOUR-YEAR CONTRACT, AND PROMOTION

a) Degrees

The basic professional qualification for service beyond the seventh year normally consists of completing requirements for a master's degree appropriate to the field. A doctorate is neither a necessary nor a sufficient qualification for promotion.

b) Other Criteria

Needs of the College as finally determined by the president and the Board of Trustees must govern all decisions on appointments, reappointments, and four-year contracts. Excellence as a coach is the normal condition for appointment, reappointment, and promotion. The expected combination of coaching and teaching strengths for members of the Department of Physical Education is roughly comparable to the expected combination of teaching and scholarship for members of other departments and programs. At a small and selective liberal arts college, coaching is not measured exclusively by records of wins and losses. It also involves encouraging the development in individual students of such qualities as self-confidence, self-control, persistence, discipline, cooperation, and teamwork. Candidates should demonstrate the will and the capacity to maintain professional competence and to serve the College and the community. An excellent coach is an excellent teacher, and has many strengths. Those sought by the committee include the following: demonstrated knowledge of the sport(s); enthusiasm about the sport(s); organization of practices and games; capacity to present ideas and theories clearly; capacity to engage athletes in competition; encouragement of students to think for themselves; flexibility and willingness to keep current in the sport(s); reliability in meeting scheduled responsibilities; accessibility to students; fairness.

c) Article III, Sections 5 and 6 apply also to members of the faculty and head coaches serving in the Department of Physical Education.

ARTICLE VI, SECTION 4: EVALUATIVE PROCEDURES

Article IV applies also to the Committee on Personnel for Physical Education and to all faculty members serving in the Department of Physical Education, unless otherwise noted below.

a) Colleagues' Letters

Colleague letters should evaluate the candidate's professional achievement and promise as a coach and teacher. Colleague letters must be based on factual evidence as well as personal judgment, and must specify such factual

evidence, including the number and approximate dates of formal observations of practices, games and/or classes. This evidence may include the following: after adequate notice to the coach, observations of practices/games/classes over a period of time; playbooks, practice guidelines, or other coaching/teaching material; information about recruitment processes and implementation; formal interviews with students; observations outside of practices/games/classes concerning such qualities as rapport with and accessibility to applicants/students; and responsibility in meeting obligations.

For reappointment and promotion decisions, in addition to the athletic director, evaluators shall be selected from members of the department who hold four-year contracts as follows:

- 1) Four colleagues shall be identified by the dean of the faculty upon recommendation of the athletic director, in consultation with the candidate. To provide continuity, these colleagues shall service as permanent evaluators from the time of appointment through subsequent promotion or reappointment decisions.
- 2) At the time of consideration for reappointment or promotion, at the discretion of the candidate, one additional uniquely qualified colleague who is familiar with the candidate's performance shall be selected by the athletic director, in consultation with the candidate.
- 3) Recommendations for replacement of any of the individuals specified in 1) and 2) above due to illnesses, retirements, or other reasons shall be made to the Committee on Personnel for Physical Education from colleagues selected by the athletic director, in consultation with the candidate.
- 4) For anomalous situations, Article I, Section 4(e) of the Rules and Procedures of the Faculty shall apply.

b) Students' Letters

On behalf of the committee, the dean of the faculty requests evaluative letters from at least twenty students or former students from the six-year period under review, selected according to procedures approved by the committee concerning candidates for the initial four-year contract, for the in-depth review of four-year contract holders, and at first consideration for promotion to full professor. Note: In order to obtain twenty letters, the committee may have to solicit up to sixty students.

c) Evaluations from Qualified Professionals Elsewhere

For candidates for the initial four-year contract, promotion, and as necessary, for the in-depth review of four-year contracts, four outside evaluators shall be selected in the same manner as prescribed in Article IV, Section 3(c). These judges should evaluate the candidate's coaching and other professional activity on the basis of observation in intercollegiate athletics competition through association with the candidate in professional activities.

Article VII: Appeals

Necessarily, decisions on appointment, reappointment, tenure, and promotion are in some degree comparative and prospective, and it is not possible to specify in advance the full range of considerations that may be relevant to particular cases. Nevertheless, it is possible to specify necessary considerations, those specified above in the *Rules and Procedures*. Furthermore, it is possible to specify impermissible considerations, namely, any that would violate recognized principles of academic freedom or nondiscrimination.

ARTICLE VII, SECTION 1: TIME LIMITATION FOR APPEALS

Any appeal by a faculty member who was denied reappointment, tenure, or promotion must be made in writing to the dean of the faculty within 60 days after notification according to the provisions of Article II, Section 5. This appeal must state as fully and as factually as possible the basis for alleging violation of process. The appeal document, including any supporting material submitted by the appellant or any statements submitted by others, but excluding the minutes of the faculty Committee on Personnel, shall be checked for completeness and correctness by the examiner of the appellant's dossier prior to its submission to the Trustee Review Committee.

ARTICLE VII, SECTION 2: GROUND FOR REVIEW

The only ground for review is violation of process. Violations of process are defined by an alleged violation of the *Rules and Procedures* stated above in Article I through V, or are defined by an alleged violation of academic freedom or of the equal opportunity guarantees from Article III, Sections 5 and 6. "Academic freedom" is defined by the 1940 "Statement of Principles" and the 1970 "Interpretive Comments" of the American Association of University Professors.

ARTICLE VII, SECTION 3: PROCEDURES FOR INITIATING A TRUSTEE REVIEW COMMITTEE

After receiving from the faculty member who was denied reappointment, tenure, or promotion a written appeal that alleges violation of process, the dean of the faculty shall submit it to the president. The president shall request the chair of the Board of Trustees to convene the Trustee Review Committee, which shall report its findings to the president and to the appellant within 75 days of the time the appeal is delivered to the dean of the faculty. This report should respond to the substance of the allegations made in the appeal submitted by the faculty member.

ARTICLE VII, SECTION 4: COMPOSITION OF THE TRUSTEE REVIEW COMMITTEE

The Review Committee shall be composed of three members of the Board of Trustees, but not including the president or college counsel, who shall serve three-year terms according to a schedule which assures some continuity of membership. Whenever possible, at least one of the members shall have direct professional experience of academic life. No member of the Board of Trustees who has previously reviewed the dossier of the appellant prepared for consideration by the Committee on Personnel in connection with the decision from which the appeal has been claimed may serve on the Review Committee. The Review Committee may elect its own chair.

ARTICLE VII, SECTION 5: PROCEDURE IN CASES ALLEGING VIOLATION OF PROCESS OF THE RULES AND PROCEDURES

In cases alleging a violation of process defined as violation of the *Rules and Procedures* stated above in Articles I through V, the function of the Review Committee is limited to a determination of whether or not the faculty Committee on Personnel followed the *Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion*. The Review Committee should be governed by the criteria specified above in Article III and should have access to materials specified in Article IV. The Review Committee shall also consider all materials submitted as part of the candidate's appeal, and material concerning the appeal submitted by others. The rule regarding the confidentiality of the deliberations of the Committee on Personnel (Article I, Section 5(c)) shall not prevent submissions by individual members of the Committee on Personnel to the Trustee Review Committee. If the Review Committee finds substantive evidence that the faculty Committee on Personnel may not have met these standards, it shall return the case to the same committee, specifying in writing the inadequacy of the original consideration. This written response is also delivered to the appellant, but the appellant has no rights of access to confidential materials. This same faculty Committee on Personnel must then formally reconsider the case, including in its reconsideration material submitted to the Trustee Review Committee, and make a fresh recommendation to the president that either upholds or reverses the committee's original recommendation. The president, in turn, shall make a fresh recommendation to the Board of Trustees.

ARTICLE VII, SECTION 6: PROCEDURES IN CASES ALLEGING VIOLATION OF PROCESS WHICH RESULT IN VIOLATION OF ACADEMIC FREEDOM OR OF EQUAL OPPORTUNITY

a) Function of the Trustee Review Committee

In cases alleging violation of process that result in violation of academic freedom or of equal opportunity as stated in Article III, Sections 5 or 6, the Review Committee has two functions. First, it must make preliminary inquiry into the allegation. The Review Committee shall also consider all materials submitted as part of the candidate's appeal, and material concerning the appeal submitted by others. The rule regarding the confidentiality of the deliberations of the Committee on Personnel (Article I, Section 5(c)) shall not prevent submissions by individual members of the Committee on Personnel to the Trustee Review Committee. If neither the written appeal nor this preliminary inquiry discloses evidence sufficient to suggest that violation of academic freedom or of equal opportunity may in fact have occurred, the appeal shall be denied and the decision made by the Board of Trustees upheld. The appellant shall be so informed. Second, if the Review Committee does find such evidence either in the written appeal or in its own inquiry and if such violation was made by the faculty Committee on Personnel, then it shall instruct the president to convene the Faculty Review Board, and inform the appellant of such finding. If there is evidence of violation of academic freedom or of equal opportunity solely by the president or the Board of Trustees, then the Review Committee shall report it to the chair of the Board of Trustees for further Trustee consideration.

b) Composition, Selection, and Function of the Faculty Review Board and of Its Hearing Committee

The board shall consist of nine tenured members elected by the faculty for five-year terms. If a member is elected to the Committee on Personnel or the Committee on Personnel for Physical Education, that member ceases to serve on the board, and a new election is held. When a specific appeal comes to the board, five of its members are selected at random to serve as the Hearing Committee. This random selection shall be conducted by the board. This Hearing Committee

may not include members of the departments or programs in which the appellant holds full or part-time appointments or the appellant's division chair or chair of interdisciplinary programs. In cases alleging violation of academic freedom or of equal opportunity on promotion to full professor, all members of the Hearing Committee must be full professors. Each Hearing Committee elects its own chair.

The Hearing Committee selected for the appeal shall begin consideration within ten days of the president's informing the Faculty Review Board that an appeal has been directed to it. Such consideration shall be governed by the criteria specified above in Article III and shall involve access to all material specified in Article IV. The Hearing Committee may also conduct further inquiries relevant to the alleged violation. Upon completion of its consideration, the Hearing Committee shall make a fresh recommendation to the president which either upholds or reverses the original recommendation of the faculty Committee on Personnel. The president, in turn, shall make a fresh recommendation to the Board of Trustees.

c) Rights of Appellant

In any consideration of an appeal by a Hearing Committee, the appellant is guaranteed the following rights. First, the Hearing Committee must give at least seven days' advance notice of the date, time, and place of the consideration. Second, the individual, with or without the assistance of an advocate chosen from among colleagues on the faculty, shall have prior access to all written materials considered by the faculty Committee on Personnel and disclosed by further inquiries of either the Trustee Review Committee or the Hearing Committee. Third, the individual, with or without the chosen advocate, shall have the right to attend the consideration of the appeal by the Hearing Committee with an opportunity to question either written materials or spoken testimony and to present the appellant's case. After the presentation and examination of all evidence and of the case on behalf of the appellant, the Hearing Committee shall retain the right to continue consideration and to vote in confidence without the presence of either the appellant or advocate.

d) Rights of the Faculty Committee on Personnel

The president and the dean of the faculty, representing the faculty Committee on Personnel, have the same rights granted to the appellant, as specified above in Article VII, Section 6(c). The Hearing Committee may invite other members of the faculty Committee on Personnel to testify, or such members may request and be granted an opportunity to testify.

ARTICLE VII, SECTION 7: PHYSICAL EDUCATION

Members of the faculty and head coaches in the Department of Physical Education shall have the same rights of appeal, except that the Hearing Committee shall be governed by the criteria specified in Article V and shall have access to materials specified in Article V.

Article VIII: Termination for Cause

SECTION 1: DEFINITION

Termination of the appointment of a faculty member on contract without limit of tenure or within the specified term shall be effected only in cases of adequate cause as defined in the following statements.

- a) Gross neglect of duty resulting in a clearly inadequate performance as a teacher and as a member of the faculty.
- b) Physical or mental disability of such serious nature as to preclude acceptable performance as a teacher and as a member of the faculty.
- c) Personal conduct in flagrant conflict with the purposes of teaching and of scholarship and seriously detrimental to the College.
- d) *Bona fide* financial exigency of the College.

ARTICLE VIII, SECTION 2: PROCEDURES

Procedures to be followed in case of termination of a faculty contract for cause are detailed in the Appendix which follows and is incorporated herein by reference.

Appendix to the Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion

PROCEDURES FOR TERMINATION OF FACULTY CONTRACT FOR CAUSE

a) Preliminary Proceedings Concerning the Fitness of a Faculty Colleague

When reason arises to question the fitness of a faculty colleague who has tenure or whose term of appointment has not expired, the president should ordinarily discuss the matter with the colleague in personal conference. The matter at this point may be terminated by mutual consent of the president and the colleague. If the matter is not terminated, the president and the Committee on Faculty Governance shall begin preliminary proceedings. During these proceedings the role of the president is to represent the College as it brings possible charges against the colleague; the role of the committee is to represent the interests of the faculty at large and to assist the parties in finding a resolution.

If the president believes that there are reasonable grounds to pursue the procedures of dismissal for cause, the preliminary proceedings begin with the president convening the Committee on Faculty Governance and presenting a written summary of the College's reasons, such summary having been previously given to the colleague. The committee then undertakes an inquiry consisting of an informal meeting with the appropriate administrative officer, an informal meeting (without the presence of College administrative officers) with the colleague unless he or she declines, and informal meetings with any others the committee deems necessary. The chair of the committee chairs this informal inquiry. Any member of the committee who is a member of the same department or program as the faculty colleague may not participate in this hearing. The completion of the informal inquiry must occur within five working days of the date the president presented the summary to the committee and will result in a resolution of the matter agreeable to all parties or, failing a resolution, recommendations to the president of ways to resolve the situation. These recommendations may include suggesting other College procedures.

Within three working days of receiving the committee's recommendations, the president must either notify in writing the colleague that no formal charges will be brought, or communicate those charges to the colleague as described in (b) below. The president may seek the assistance of the committee in formulating a statement of the charges. Any formal charges shall refer to one or more of the causes for termination given in Article VIII, Sections 1(a), (b), or (c).

b) Commencement of Formal Proceedings

The president will commence the formal proceedings by informing in writing the colleague of the charges formulated and stating that a faculty committee, duly constituted as provided in (d) below, will conduct a hearing to determine whether he or she should be removed from the faculty on the grounds stated. This hearing shall begin no sooner than 20 calendar days after the president presents the formal charges to the colleague. If during this period there is a mutually agreed upon resolution, these proceedings shall be terminated and the charges dropped. The president shall inform the faculty colleague, in detail or by reference to published regulations, of his or her procedural rights, through delivery to the colleague of the most recent updated *Faculty Handbook* of Bates College. The faculty colleague may give to the president a written response to the charges at any time prior to the hearing.

c) Suspension of the Faculty Member

Suspension of the faculty colleague during the proceedings is justified only if immediate harm to self or others is threatened by continuation in service. Unless legal considerations forbid, any such suspension shall be with pay. The president, representing the Corporation, shall determine whether suspension (as a temporary alteration of contract) is necessary during the proceedings.

d) Composition of the Hearing Committee

An *ad hoc* committee of the faculty is named for each occasion when informal proceedings do not succeed. Its voting members shall be seven tenured members of the faculty, two named by the president, two named by the faculty colleague, and three named by these four meeting together. These seven members elect their chair from among themselves and vote by simple majority. No member of the Committee on Faculty Governance may serve on a Hearing Committee. The Board of Trustees shall provide one of their number to be a nonvoting member of the committee. The Hearing Committee makes recommendations to the president and the Board of Trustees.

e) Committee Proceeding

The committee shall proceed by considering the statement of grounds for dismissal already formulated, as well as any written response from the faculty colleague. The colleague has the right to be heard, as described below in (f). If the

colleague declines to participate in the hearing, the committee shall consider the case on the basis of the obtainable information and decide whether he or she should be removed. The committee, in consultation with the president and the colleague, shall exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the charges set forth in the president's letter to the colleague shall be considered by the committee.

The president shall have the option of attendance during the hearing. The president may designate an appropriate representative to assist in developing the case; but the committee should determine the order of proof, should normally conduct the questioning of witnesses, and, if necessary, should secure the presentation of evidence important to the case.

The faculty colleague shall have the option of assistance by counsel, whose functions shall be similar to those of the representative chosen by the president. The colleague shall have the additional procedural rights set forth in the 1940 American Association of University Professors *Statement of Principles on Academic Freedom and Tenure*, and shall have the aid of the committee, when needed, in securing the attendance of witnesses. The colleague or counsel, and the representative designated by the president, shall have the right, within reasonable limits, to question all witnesses who testify orally. The colleague shall have the opportunity to be confronted by all witnesses adverse to him or her. Where unusual and urgent reasons move the Hearing Committee to withhold this right, or where the witness cannot appear, the identity of the witness, as well as the witness's statements, shall nevertheless be disclosed to the colleague. Subject to these safeguards, statements may when necessary be taken outside the hearing and reported to it. All of the evidence shall be duly recorded. Unless special circumstances warrant, it shall not be necessary to follow formal rules of court procedure.

f) Consideration by Hearing Committee

The committee shall reach its decision in conference, on the basis of the hearing. Before doing so, it shall give an opportunity to the faculty colleague or the colleague's counsel and the representative designated by the president to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It shall make explicit findings with respect to each of the grounds of removal presented, and a reasoned opinion may be desirable.

Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the Board of Trustees. The president and the colleague shall be notified of the decision in writing and should be given a copy of the record of the hearing. Any release to the public shall be made through the president's office.

g) Consideration by the Governing Board

The president shall transmit to the Trustees the full report of the Hearing Committee, stating its action. On the assumption that the board has accepted the principle of the faculty Hearing Committee, acceptance of the committee's decision would normally be expected. If the governing board chooses to review the case, its review shall be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the Hearing Committee shall either be sustained or the proceeding be returned to the committee with objections specified. In such a case the committee shall reconsider, taking account of the stated objections and receiving new evidence if necessary. It shall frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration shall the governing board make a final decision overruling the committee.

h) Publicity

Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the Faculty colleague or administrative officers shall be avoided so far as possible until the proceedings have been completed. Announcement of the final decision shall include a statement of the Hearing Committee's original action, if this has not previously been made known.

Rules and Procedures of Faculty Governance

The following rules governing faculty organization and procedures for the accomplishment of faculty business were adopted by a vote of the faculty on November 6, 1967. Various additions and amendments have been made since then.

Article I: Membership and Responsibilities

SECTION 1: MEMBERSHIP

The composition of the faculty shall be as given in Article IX, Section 1, of *The Charter and By-Laws of Bates College*.

ARTICLE I, SECTION 2: RESPONSIBILITIES

The responsibilities of the Faculty shall be as enumerated in Article IX, Section 3, Article X, Section 2, and Article XI, Section 3, of *The Charter and By-Laws of Bates College*.

Article II: Organization of the Faculty

SECTION 1: OFFICERS

- a) The president of the College in his/her capacity as the principal officer of the faculty shall preside at faculty meetings. In his/her absence, the president shall designate the dean of the faculty to preside or in his/her absence, the senior faculty member holding the rank of professor. The presiding officer shall have the right of debate without yielding the chair.
- b) The president shall appoint the secretary of the faculty whose duty it shall be to compile and maintain a complete file of the minutes of faculty meetings. He/she shall also keep on file in the Office of the Dean of the Faculty, copies of all faculty minutes and a record of attendance.
- c) The parliamentarian shall be appointed annually by the president.

ARTICLE II, SECTION 2: DIVISIONS, DEPARTMENTS, AND INTERDISCIPLINARY PROGRAMS

- a) The faculty shall be divided into divisions, departments, and programs. Any additions or deletions may be initiated by the president subject to approval by the faculty.
- b) Faculty members hold appointments in departments, organized into the divisions of humanities, natural sciences and mathematics, and social sciences, and also in interdisciplinary programs. Faculty members have membership in a department, a program, or in any combination of departments and programs.
- c) There shall be a chair of each division and of interdisciplinary programs elected by the faculty.
 - 1) A slate for the election of the chair of a division or of interdisciplinary programs shall be determined by the faculty appointed to the departments in that division, or in the case of interdisciplinary programs by the faculty appointed to a program or currently serving on a program committee.
 - 2) The chair of a division or of interdisciplinary programs shall be elected by a vote of all faculty.
 - 3) The faculty eligible to serve as a division chair shall have an appointment to a department in that division. In the case of the chair of interdisciplinary programs, the faculty eligible to serve shall have significant interdisciplinary experience, defined as one of the following: service for at least two years on a program committee, or holding a full or part-time appointment in an interdisciplinary program.

Article III: Faculty Meetings

SECTION 1: TIME OF MEETINGS

- a) Regular faculty meetings normally shall be held at 4:15 p.m. on the first Monday of each month during the fall and winter terms and during Short Term. If the specified day falls during a vacation or recess, the meeting normally shall be held on the first or second Monday following the vacation. Each year, the Committee on Faculty Governance shall provide the faculty with a list of any potential conflicts the normal faculty meeting schedule for the year presents, and recommends changes for the faculty to approve to that year's meeting schedule so as to avoid these conflicts.
- b) The first faculty meeting in the fall shall be held at the call of the president within a period of seven days after the first day of classes.
- c) Special meetings of the faculty may be called at the discretion of the president. The president shall also call a special faculty meeting at the written request of ten members of the faculty.

ARTICLE III, SECTION 2: ATTENDANCE AND QUORUM

- a) Members of the faculty are expected to attend all faculty meetings.
- b) A quorum shall consist of a majority of the members of the faculty not on leave.
- c) Members of the College community who may attend faculty meetings as non-voting observers include:
 - 1) all library staff holding the position of professional librarian;
 - 2) the associate and assistant deans of students;
 - 3) the director and associate deans of admissions;
 - 4) the vice president for college advancement;
 - 5) the director of equity and diversity resources;
 - 6) the director of career development;
 - 7) the director of communications and media relations;
 - 8) the director of the health service;
 - 9) the director of human resources;
 - 10) the director of institutional research and assessment support;
 - 11) the director of security and campus safety;
 - 12) the college chaplain;
 - 13) members of the information and library services management team;
 - 14) 3 students appointed by the Bates College Student Government for the year; 3 students may sign up individually to attend specific meetings;
 - 15) 1 student reporter from the *Bates Student* newspaper selected by the editorial board.
- d) The Committee on Faculty Governance will provide the faculty with names of the members of the Bates community who hold the offices listed in Article III, Section 2(c) 1-15, and will make any secretarial changes to the list required.
- e) At its first meeting of the fall semester, the faculty may vote to invite others to attend faculty meetings throughout an academic year. At the beginning of a specific faculty meeting, the faculty may vote to invite others to attend that particular faculty meeting.

ARTICLE III, SECTION 3: ORDER OF BUSINESS AND RULES OF ORDER

- a) The normal order of business shall be:
 - 1) Call to order
 - 2) Minutes
 - 3) Information by officers
 - 4) Unfinished business
 - 5) Action reports of committees
 - 6) Information reports by committees
 - 7) New business
 - 8) Discussion of non-legislative matters
 - 9) Announcements
 - 10) Suggestions for future action and discussions
 - 11) Adjournment
- b) The agenda for each regular faculty meeting shall be prepared by the Committee on Faculty Governance. It shall consist of a list of the items of business to come before the faculty meeting in the order in which they are to be presented, including matters of new business where possible. The agenda shall be distributed to the faculty at least five days before the meeting of the faculty and shall be accompanied by texts of resolutions, reports, or other relevant documents to be considered with the items.
- c) The first reading of deliberative legislation, under Article IV, Section 2(a) of the *Rules and Procedures of Faculty Governance*, shall not be conducted under Robert's Rules. Matters raised as "non-legislative matters," under section 8 of the order of business (Article III, Section 3) shall not be conducted under Robert's Rules. In all other cases Robert's Rules of Order shall be the authority for the conduct of faculty meetings except when in conflict with the By-Laws of the Faculty or the Corporation.

- d) The order of business and the rules and procedures governing the conduct of faculty meetings may be suspended by two thirds of those voting.
- e) The Committee on Faculty Governance may alter the normal order of business as stated in paragraph (a) when in its judgment the urgency of a particular item requires its being taken up earlier in the meeting than the normal order would indicate. Such alterations, if made, shall be indicated at the time the agenda is distributed to the faculty.

ARTICLE III, SECTION 4: VOTING

- a) All decisions shall be by a majority of those voting unless otherwise specified.
- b) Voting may be by voice, by a show of hands, by a standing vote, or by written ballot.
- c) The method of voting shall normally be decided by the presiding officer. A standing vote may be called for from the floor. A written ballot shall be used at the request of a majority of those voting.

Article IV: The Legislative Process

SECTION 1: THE COMMITTEE ON FACULTY GOVERNANCE

It shall be the duty of the Committee on Faculty Governance to review all legislation proposed by committees or other faculty members and to determine the disposition of the proposal in accord with Article IV, Sections 2, 3, and 4. The committee shall also review the proposal in terms of clarity of expression and harmony with existing rules. The Committee on Faculty Governance may return any proposal to the originator with suggestions for revisions. After reconsideration of the proposal, the originator shall submit the proposal in its final form to the dean of the faculty for inclusion with the agenda of the next faculty meeting or to such committee as the Committee on Faculty Governance shall have directed.

ARTICLE IV, SECTION 2: LEGISLATIVE ROUTES FOR PROPOSALS FROM COMMITTEES

- a) The Committee on Faculty Governance shall determine whether the proposal is routine or deliberative legislation on the basis of the importance, complexity, and controversial nature of the proposal.

When in the judgment of the Committee the proposal requires only one reading, it shall be designated routine legislation and may be voted on at the same faculty meeting at which it is introduced. Deliberation of items designated as routine shall be conducted pursuant to Robert's Rules of Order.

Deliberative legislation shall require at least three readings extending over at least *three* regular faculty meetings. At the first reading there shall be opportunity for questions and explanatory discussion not subject to Robert's Rules; debate on the issues shall be confined to the second, third, and any subsequent readings. Those proposing new legislation may choose to defer the second and third readings for the length of time they deem appropriate.

- b) The originating committee may revise its proposal after the first and second reading. The revised report is to be considered as previously introduced legislation.
- c) The Committee on Faculty Governance may, under unusual circumstances, authorize faculty action after only one reading for legislative proposals that would normally require three readings. Deliberation of such matters shall be conducted pursuant to Robert's Rules of Order.
- d) Committee proposals normally are submitted to the Chair of the Committee on Faculty Governance at least two weeks prior to the faculty meeting.

ARTICLE IV, SECTION 3: LEGISLATIVE ROUTES FOR PROPOSALS FROM INDIVIDUALS

- a) The Committee on Faculty Governance shall route proposals from individuals in any one of the following ways.
 - 1) Refer the proposal to an existing committee. The agenda for the following faculty meeting shall include notice of the referral along with the text of the proposal. The committee to which the proposal has been referred must, within a reasonable period of time, submit a recommendation on the proposal to the faculty, including in its report the text of the original proposal.

2) Recommend to the faculty that an *ad hoc* committee be established to consider and make a recommendation on the proposal. At least one of the originators of the proposal shall be a member of the committee. The *ad hoc* committee shall follow the procedure in paragraph 1 above. If the faculty rejects the recommendation to establish an *ad hoc* committee, the original proposal shall become deliberative legislation.

3) Decide that the proposal requires no committee study and declare it routine or deliberative legislation to be handled according to Article IV, Section 2(a) and (c).

b) The procedures of Article IV, Section 2(b), (c), and (d) shall apply also to proposals presented by faculty members other than committees.

ARTICLE IV, SECTION 4: EMERGENCY LEGISLATION

New business of an emergency nature may be brought before the faculty by any faculty member or by a group of faculty members, whether an established committee or not, without prior submission to the Committee on Faculty Governance. In such cases, however, the faculty must first, by majority vote, decide whether to consider the proposal as a *bona fide* emergency measure. The motion for emergency status shall be nondebatable. If time permits, the proposal must be distributed to the faculty in written form prior to presentation.

Article V: Faculty Committees

[DEAN'S NOTE: In 2009-2010, the faculty voted to restructure faculty committees. This process is ongoing and 2010-2011 is a transitional year. As information on committee structure is updated, it is noted with a revision date in the *Handbook*.]

SECTION 1: STRUCTURE AND PROCEDURAL COMMITTEES

STRUCTURE

- a) The designation and duties of standing committees of the faculty shall be determined by vote of the faculty. Any changes in the designation and duties of standing committees shall be effected in accordance with the provisions of Article VI.
- b) Special committees may be established as required upon vote of the faculty. When such a committee is established by the faculty, the faculty shall determine whether its members are to be elected by the faculty or appointed by the procedures specified below.

PROCEDURAL COMMITTEES

- c) There shall be a **Committee on Faculty Governance** shall consist of nine faculty members representing all divisions.
 - 1) Such faculty will have at least three years of service at the College.
 - 2) The members of the Committee shall be elected by a vote of the faculty.
 - 3) For purposes of fulfilling Article V, Section 1.c.4(7) (see below), the committee may consult with such staff as are needed.
 - 4) The president and the dean of the faculty shall serve as *ex officio* members of the committee. They shall be *ex officio* members of any subcommittee of the committee where specified in legislation or by resolution of the committee.

Responsibilities of the Committee on Faculty Governance shall be to:

- 1) Appoint faculty to all non-elected faculty committee seats for standing committees designated in Article V.
- 2) Designate the chairs of all faculty committees appointed by the Committee on Faculty Governance, except the Educational Policy Committee, which shall be chaired by the dean of the faculty.
- 3) Prepare the slate of candidates for elected faculty committees and boards for action by the faculty. Slates shall be prepared in accordance with the rules for eligibility defined in Article V. The dean of the faculty and president may take on advisory roles by invitation from the committee.

- 4) Review all legislation proposed by committees or other faculty members and determine disposition of the proposal in accord with Article IV, Sections 2, 3, and 4.
- 5) Meet at least twice each year with the designated committee of the Board of Trustees to discuss matters of mutual concern.
- 6) Consult with and advise the president on any matters of concern to the faculty, and on matters of short- and long-range planning. The committee may also respond to questions or ideas raised by the president, and to proposed policies before they are adopted.
- 7) Consult with the dean of the faculty on matters of concern to faculty.
- 8) Consult with the division chairs on matters of concern to faculty.
- 9) Respond to questions and concerns from faculty about matters of governance generally.

The committee may designate such subcommittees as appropriate in fulfilling its responsibilities.

d) There shall be a **Personnel Committee** composed of the president, the dean of the faculty, *ex officio*, and seven members of the faculty, each elected at the February meeting of the faculty for three-year overlapping terms. (See *Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion*, Article I, Section 1.) The election of the seven members to this committee must adhere to the following conditions:

- 1) All candidates must be tenured and must hold the rank of either associate professor or full professor.
- 2) In no case may an associate professor be nominated if election would mean that more than two associate professors would serve on the committee.
- 3) In no case may a full professor be nominated if election would mean that fewer than two associate professors would then serve on the committee.
- 4) The three academic divisions and interdisciplinary programs must be represented by the seven elected members of the committee, as specified in Article I, Section 1(c), 4. Additional nominations may be made from the floor at the February meeting of the faculty, but such nominations must conform to the same conditions.

e) There shall be a **Committee on the Evaluation of Teaching** composed of the president and the dean of the faculty, *ex officio*, and five other members, at least two untenured and at least two tenured, appointed by the Committee on Faculty Governance.

f) There shall be a **Committee on Personnel for Physical Education** composed of the president, the dean of the faculty, *ex officio*, and three members of the faculty, each elected at the February meeting of the faculty for three-year overlapping terms. (See *Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion*, Article VI, Section 1(a).) The election of the three members to this committee must adhere to the following conditions:

- 1) All shall be from the academic divisions of the faculty.
- 2) All shall be tenured.
- 3) One of the elected members shall be a full professor. Additional nominations may be made from the floor at the February meeting of the faculty, but such nominations must conform to the above conditions.

g) There shall be a **Committee on Faculty Scholarship**, which promotes and supports the scholarly and professional work of the faculty. The committee advises and consults with the faculty and administration in matters of resources and infrastructure required for scholarly and professional work and distributes institutional funds designated for the support of faculty scholarship and professional activities. The committee shall consist of the dean of the faculty, *ex officio*, and four elected faculty members, one faculty representative from each academic division and the interdisciplinary programs. The faculty will be elected at the February meeting of the faculty for three-year overlapping terms.

ARTICLE V, SECTION 2: STIPULATIONS

a) All committees, including those with student members, shall be committees of the faculty of Bates College, subject to its *Rules and Procedures of Faculty Governance*.

- b) In making appointments and nominations to committees, the Committee on Faculty Governance shall seek to implement, in a manner consistent with the *Rules and Procedures* of the faculty, the College policy on nondiscrimination and affirmative action.
- c) All members of faculty committees shall be considered voting members with all the privileges and responsibilities attached thereto unless otherwise indicated in the *Rules and Procedures of Faculty Governance*.
- d) The term of office of both elected and appointed members of standing committees shall begin with the fall term.
- e) Continuous faculty membership on a committee, except for *ex officio* members, shall normally be limited to a term of four years.
- f) Vacancies occurring in the membership of the Committee of Faculty Governance, the Personnel Committee, the Committee on Personnel for Physical Education, the Committee on Curriculum and Calendar, the Committee on Faculty Scholarship, and the Board of Examiners shall be filled for the balance of the unexpired term by special election. Vacancies occurring in the membership of the Faculty Review Board because of sabbaticals or leaves will not normally be filled.
- g) Vacancies occurring in the membership of the appointed committees and boards may be filled for the balance of the unexpired term by the Committee on Faculty Governance.
- h) The president and dean of the faculty shall be members *ex officio* of all committees and shall be notified of all meetings.
- i) Note: There is a **Student Committee on Committees**, selected by the Representative Assembly. The duty of the student Committee on Committees shall be to make recommendations to the Representative Assembly for student appointments to faculty-student committees, subject to approval of the majority of the membership of the Representative Assembly.

ARTICLE V, SECTION 3: STANDING COMMITTEES

- a) In addition to the procedural committees, i.e., the Personnel Committee, the Committee on the Evaluation of Teaching, the Committee on Personnel for Physical Education, the Committee on Faculty Scholarship, and the Committee on Faculty Governance, delineated in these *Rules and Procedures of Faculty Governance* in Article V, Section 1, c-g, there shall be other standing committees of the faculty which are listed below along with certain stipulations in addition to those given in Section 2.
- b) All Faculty Committees.
 - 1) Academic Standing Committee — dean of students, associate dean of students, and registrar, *ex officio*, five faculty.
 - 2) African American Studies and American Cultural Studies Committee — seven faculty.
 - 3) Asian Studies Committee — faculty members most directly involved with Asian and South Asian studies.
 - 4) Biological Chemistry Committee — the chairs of the Department of Biology and the Department of Chemistry, and the faculty members most involved with the Program in Biological Chemistry.
 - 5) Classical and Medieval Studies Committee — seven members.
 - 6) Admissions and Financial Aid Committee — five faculty members, one from each division, and one from interdisciplinary programs, and one from Athletics, and the vice president and dean for enrollment and external affairs, *ex officio*.
 - 7) Environmental Studies Committee — faculty who will design and oversee the major program in environmental studies.
 - 8) Graduate Fellowship Committee — five members.
 - 9) Legal Studies Committee — dean of students or associate dean of students, *ex officio*, two faculty.
 - 10) Medical Studies Committee — dean of students or associate dean of students, *ex officio*, five faculty.

- 11) Neuroscience Committee — faculty most directly involved with the Program in Neuroscience.
 - 12) Scientific Reasoning and Quantitative Literacy Committee — five tenure-track members from the faculty and one *ex officio* member from the Office of the Dean of Faculty.
 - 13) Teaching Development Committee — dean of the faculty, *ex officio*, four faculty.
 - 14) Women and Gender Studies Committee — seven faculty.
- c) Policy matters originating in the Academic Standing Committee and the Honors Committee shall be referred to the Educational Policy Committee for discussion and joint recommendation to the faculty.
- d) Faculty-Student Committees.
- 1) Athletics Committee — four members of the faculty outside the physical education department; four students; associate dean of students, *ex officio*.
 - 2) College Concerts Committee — three faculty, three students.
 - 3) College Lectures Committee — three faculty, three students.
 - 4) Curriculum and Calendar Committee — registrar, *ex officio*; librarian or associate librarian, *ex officio*; four faculty, one from each of the divisions of natural sciences, humanities, and social sciences, and one from interdisciplinary program; two students. Student members will be selected according to the guidelines spelled out in Article V, Section 1(i).
 - 5) Educational Policy Committee — six faculty, three students, dean of the faculty, *ex officio*.
 - 6) Extracurricular Activities and Residential Life Committee — dean of students or associate dean of students, *ex officio*, vice president for finance and administration, *ex officio*, two faculty members who are advisors of major student organizations, two faculty members at large, and six students.
 - 7) First-Year Seminar and Writing Committee — six faculty members, at least one coming from each academic division, two students.
 - 8) Honors Committee — four faculty, one student.
 - 9) Library Committee — six faculty, three students, librarian, *ex officio*.
 - 10) Off-Campus Study Committee — three faculty, the director of off-campus study, *ex officio*, dean of students or associate dean of students, *ex officio*, two students. student members of this committee shall not be present for discussion of and shall not vote on cases involving individuals.
 - 11) Student Conduct Committee — five full-time teaching faculty, five students.
- e) Faculty-Administrative Staff-Student Committees.
- 1) Information Services Advisory Committee—three faculty members, two students, the information services management team, *ex officio*, and two *ex officio* administrative members chosen by the vice president for academic affairs.
 - 2) Martin Luther King, Jr. Day Planning Committee — three faculty members, one student, the chaplain, *ex officio*, the dean of the students, *ex officio*, and three college administrators chosen by the vice president for academic affairs in consultation with the chair of the committee.
- f) Faculty-Staff-Student Committees.
- 1) Budget and Finance Advisory Committee — four faculty members, three students, the president, the dean of faculty, and treasurer, *ex officio*, and four other staff members chosen by the president.
 - 2) Committee on Environmental Responsibility — three faculty members, three students, the environmental coordinator, *ex officio*, and additional staff and administrators appointed by the president or his/her designee in consultation with the environmental coordinator and chair of the committee.
- g) Faculty-Staff-Community Committees.

- 1) Institutional Animal Care and Use Committee — at least three members, one a faculty member involved in animal research, one a doctor of veterinary medicine, and one a public member who is not involved in animal research, affiliated with the College, or related to anyone affiliated with the College.
- 2) Institutional Review Board — at least five members with varying backgrounds, one a faculty member whose primary concerns are in scientific areas, one a faculty member whose primary concerns are in nonscientific areas, and one person who is not affiliated with the College or in the immediate family of anyone affiliated with the College.

ARTICLE V, SECTION 4: BOARDS

In addition to the procedural and standing committees, there shall be the following boards of the faculty. Unlike other committees, boards do not meet regularly and, in some cases, never meet as a board.

- 1) Examiners — four tenured members of the faculty, elected for three-year, overlapping terms, as stipulated in Article I, Section 7 of the *Rules and Procedures*.
- 2) Faculty Review — nine tenured members of the faculty, elected for five-year terms, as stipulated in Article VII, Section 6(b) of the *Rules and Procedures*.
- 3) Judicial Educators — two members of the faculty, chosen from among former members of the Student Conduct Committee.

Article VI: Amendments

SECTION 1: METHOD OF INITIATION

Proposed amendments to these *Rules and Procedures of Faculty Governance* shall be first initiated at a regular faculty meeting.

ARTICLE VI, SECTION 2: METHOD OF VOTING

Notice of such proposed amendment shall be included in the notice of the next regular faculty meeting. Passage of the amendment shall require two-thirds of those voting.

Standing Committees of the Faculty: Charge of the Committees

This section of the *Handbook* is not part of the *Rules and Procedures of Faculty Governance*, but serves as a description of faculty committees based on the various legislative actions of the faculty that established the committees.

Faculty committees are constituted according to Article V of the *Rules and Procedures of Faculty Governance*. Standing committees may be classified as (1) elected (and including or not including students), (2) appointed faculty, (3) appointed faculty-student, (4) appointed faculty-administrative staff-student, and (5) appointed faculty-staff-community.

Elected Committees

COMMITTEE ON FACULTY GOVERNANCE. The duties of this committee are given in Article V, Section 1(c) of the *Rules and Procedures of Faculty Governance*.

COMMITTEE ON PERSONNEL The duties of this committee are given in Article V, Section 1(d) of the *Rules and Procedures of Faculty Governance*.

COMMITTEE ON PERSONNEL FOR PHYSICAL EDUCATION. The duties of this committee are given in Article V, Section 1(f) of the *Rules and Procedures of Faculty Governance*.

COMMITTEE ON CURRICULUM AND CALENDAR. The committee has the functions of reviewing and approving curricular proposals that come within the structure of established educational policy and practice, and reporting these to the faculty in writing once a semester; of preparation of the annual academic calendar for presentation to the faculty; and of the review and approval of class and examination schedules, as presented to the committee by the registrar. The Committee on Curriculum and Calendar assists faculty in the development of general education concentration courses for General Education and certifies these courses for annual publication in the *College Catalog* on line or in print.

COMMITTEE ON FACULTY SCHOLARSHIP. This committee has the following responsibilities: 1) to encourage success in scholarly and professional work by facilitating discussions and solutions of problems related to the campus environment in which professional work is carried out, the acquisition of individual and institutional grant funds, and the development of strategies for establishing successful and sustainable research and professional activities programs; 2) to serve as a liaison between the faculty and administration, including the president, dean of the faculty, and the Office of College Advancement, in matters of financial, infrastructure, and time resources required for the faculty's scholarly and professional work; 3) to immediately assume the responsibility of distributing those funds designated as the Bates Faculty Development Fund. The distribution of funds from additional institutional granting programs may be tasked to the committee in the future by the dean of the faculty.

COMMITTEE ON ADMISSIONS AND FINANCIAL AID. The committee works with the vice president and dean for enrollment and external affairs to establish and evaluate admissions and financial aid policies; facilitate and coordinate the direct involvement of the faculty in student recruitment, admission, and retention.

Appointed Faculty Committees

ACADEMIC STANDING. The committee has these broad responsibilities: (1) to recommend to the faculty policy concerning academic standing, probation and dismissal, and related matters of the grading system; (2) to hear on appeal individual cases of students placed on probation or dismissed by failure to meet legislated criteria for good academic standing; (3) to hear petitions for readmission from students once academically dismissed; (4) to report statistical summaries concerning academic standing to the faculty after the close of the fall and winter semesters; (5) in conjunction with the Educational Policy Committee to recommend to the faculty policy concerning registrations and the assignment of credit; (6) to hear on appeal individual petitions concerning irregular registrations and credits, including underloads, overloads, late registrations, late withdrawals, rescheduled final examinations, deferred course grades, changes in course grades, and transferred credits; (7) to review the administrative exercise of specified authorities as delegated by the committee to the dean of students and the associate dean of students according to faculty legislation.

AFRICAN AMERICAN STUDIES AND AMERICAN CULTURAL STUDIES. This committee shall design and oversee these major programs, having the same authority over the programs and their student participants as normally is held by academic departments in regard to their major programs. In its design and oversight of the major programs, the committee shall insure that the following curricular arrangements are fulfilled: (1) introductory courses, one in African American studies and one in American cultural studies, shall be offered each year and be required of respective majors; (2) an upper-level methods seminar on topics in race, gender, class, and cultural analysis shall be offered each year and be required of students in both majors; (3) in both majors each student shall be required to complete satisfactorily a senior thesis; (4) appropriate courses taught within the several academic departments shall be cross-listed in the *Catalog* as offerings in one or both of these majors, and these cross-listings shall be with permission of the instructors; (5) the requirements in American cultural studies shall include no fewer than three courses in African American studies, as determined by the committee.

ASIAN STUDIES. This committee, established by faculty legislation in 1996, is responsible for the interdisciplinary program in Asian studies, which offers majors in Chinese, Japanese, and East Asian studies and minors in Chinese, Japanese, and Asian studies. Its duties include designating the major and minor requirements, overseeing student majors, approving thesis programs, recommending any general education contributions from the Asian curriculum, and evaluating colleagues teaching in Asian studies.

BIOLOGICAL CHEMISTRY. This committee oversees all aspects of the biological chemistry program. It assumes the obligations and exercises the prerogatives which characterize the collective staffs of departments.

CLASSICAL AND MEDIEVAL STUDIES. This committee, established by faculty legislation in 1982, has responsibility for overseeing the interdisciplinary Program in Classical and Medieval Studies. This responsibility includes designating the major requirements, overseeing student majors and their thesis advisors, recommending any General Education contributions from the classical or medieval curriculum. Responsibility also includes participation by some committee members in the evaluation of faculty colleagues holding teaching appointments in classics.

ENVIRONMENTAL STUDIES. This committee, established by faculty legislation in 1995, has responsibility for overseeing the interdisciplinary Program in Environmental Studies. Normally comprised of no more than seven faculty, its membership is drawn from throughout the faculty. Its duties include designating the major requirements; developing

the core curriculum; overseeing the academic program of student majors, including senior thesis, student internships, and independent study; recommending General Education contributions from the environmental studies curriculum; and evaluating faculty colleagues teaching in environmental studies.

EVALUATION OF TEACHING. The committee has the responsibility to study procedures involved in the evaluation of teaching and, in consultation with the Committee on Personnel: (1) to compose and, as necessary, to revise the student rating form necessary to implement Article IV, Section 5(b), of the *Rules and Procedures Governing Faculty Appointment, Reappointment, Tenure, and Promotion*; (2) to recommend acquisition of any necessary scoring apparatus and to consult on the computer programs necessary for statistical analysis of completed forms; (3) to consult on the proportion of all courses offered to be evaluated by such ratings; (4) to assist the Committee on Personnel in carrying out its responsibilities as defined in Article IV, Section 2; (5) to recommend to the Committee on Personnel procedures for the selection of student letter-writers according to the provisions of Article IV, Section 2; (6) to perform on behalf of the Committee on Personnel whatever tasks of selection are necessitated by the provisions of Article IV, Section 2; (7) to recommend and, as necessary, to revise the design and the language of the call letters necessitated by Article IV, Section 2; (8) to recommend procedures for the evaluation of advising as an expected part of the teaching obligation. The committee has full access to completed rating forms and statistical summaries, but it must respect the confidentiality essential in personnel matters.

GRADUATE FELLOWSHIPS. This committee serves as the screening committee for all fellowship applicants who must be nominated or recommended by the College. In cooperation with the academic departments and programs and the Office of Career Services, it also undertakes to encourage qualified students to consider graduate study upon completion of their college work. It serves also as the screening committee for all fellowship applicants who must be nominated or recommended by the College.

LEGAL STUDIES. In cooperation with the Office of Career Services, this committee serves as an advisory and coordinating body to those students interested in legal careers.

MEDICAL STUDIES. This committee shall serve as an advisory and coordinating body to those students interested in medical careers, and is responsible for the preparation of evaluations and recommendations of students to the medical schools.

NEUROSCIENCE. This committee has responsibility for overseeing the interdisciplinary Program in Neuroscience. Its duties include development and oversight of the major, including the requirements for the major; academic and thesis advising of majors; selection and supervision of staff; mentoring and evaluating of faculty members in the program.

SCIENTIFIC REASONING AND QUANTITATIVE LITERACY. This committee assists faculty in the development of courses that meet the scientific reasoning, laboratory experience, and quantitative literacy (SLQ) requirements of General Education and certifies these courses annual publication in the *College Catalog* online or in print.

TEACHING DEVELOPMENT. This committee shall promote excellent teaching at Bates College by: (1) sponsoring workshops and seminars on teaching development, (2) developing a collection of materials on pedagogy for faculty use, (3) serving as a resource group for faculty members seeking to develop their teaching, and (4) developing such other methods for promoting excellent teaching as the committee deems appropriate. The committee may also provide information about technical and other resources at the College that are available to faculty and communicate with the Committee on Evaluation of Teaching about modifications of the evaluation process that would enhance teaching development.

WOMEN AND GENDER STUDIES. This committee shall design and oversee the major program, having the same authority over the program and its student participants as normally is held by academic departments in regard to their major programs. In its design and oversight of the major program, the committee shall insure that each year (1) an introductory course on women and gender studies and an upper-level seminar integrating such studies are taught exclusively as part of the major program, and (2) appropriate courses taught within the several academic departments are cross-listed in the *Catalog* as offerings in women and gender studies. The committee shall sponsor a faculty development seminar, which shall assist members of the faculty who wish to integrate women and gender studies into their curricular offerings or who wish to introduce new courses with a women and gender studies focus.

Appointed Faculty-Student Committees

ATHLETICS. This committee shall "(1) give careful attention to all matters pertaining to noncurricular athletics, and report to the faculty any information and recommend any legislation it shall deem advisable; (2) serve as an advisory committee to the physical education department on any matters pertaining to noncurricular policy and practice of that department. It is assumed that the unique perspectives of men's and women's athletics will be reflected by balanced representation on the committee."

COLLEGE CONCERTS. This committee is responsible for the arrangement and presentation of an annual College concert series.

COLLEGE LECTURES. This committee is responsible for the arrangement and presentation of an annual College lecture series.

EDUCATIONAL POLICY. This committee has the broad responsibility of review of the educational policy of the College, and of initiation of proposals to the faculty for changes in policy. The Educational Policy Committee is responsible for the oversight of the development and implementation of the College's General Education requirements.

FIRST-YEAR SEMINAR AND WRITING. This committee has the following responsibilities: (1) to work with participating faculty in seeing that proposed seminars reflect the purposes of the First-Year Seminar Program; (2) to present each year's program to the Committee on Curriculum and Calendar; (3) to offer an annual evaluation of the program to the program to the Committee on Educational Policy; (4) to assist faculty in the development of writing courses for General Education (W) and to certify these courses for annual publication in the *College Catalog* online or in print; (5) to consider, in consultation with the dean of the faculty, requests for exceptions; (6) to supervise the Writing Workshop, and serve as an information resource on teaching writing.

HONORS. This committee shall: (1) set standards and procedures for the granting of honors; (2) admit students to honor study upon recommendation of department and program chairs.

LIBRARY. This committee shall sit as an advisory body to the librarian, who shall be an *ex officio* member. It shall also serve the faculty as the committee of first referral in all matters concerning the library.

OFF-CAMPUS STUDY. This committee has the following responsibilities: (1) to evaluate off-campus study programs other than those within the curriculum of the academic departments and to recommend any of them to the Committee on Educational Policy for possible approval by the faculty as programs available to students in the College; (2) to establish procedures for the selection of student applicants to such off-campus study programs; (3) to approve students for participation in off-campus study programs other than those within the curriculum of the academic departments and programs, including the junior year abroad.

STUDENT CONDUCT. This committee has the responsibility to make policy recommendations to the faculty regarding matters of student conduct; and to make decisions in student conduct cases referred or appealed to it under the faculty's "Judicial Procedures." The Committee consists of six faculty members and six students. The committee is co-chaired by a faculty member and a student. The faculty co-chair shall be one of the six full-time teaching faculty members appointed to the committee. The co-chair shall report to the faculty at the last regular faculty meeting of each semester on all action taken by the committee since the preceding report.

Appointed Faculty-Staff-Student Committees

BUDGET AND FINANCE ADVISORY. This committee reviews information, offers advice to the president and the administration, and communicates with the community concerning (1) the development of both annual and multi-year budgets and (2) general issues relating to the College's finances and the economics of higher education.

ENVIRONMENTAL RESPONSIBILITY. This committee's charge is to assist the environmental coordinator as he/she: (1) raises environmental awareness among all constituents of the College; (2) keeps abreast of research and developments that pertain to institutional sustainability; (3) recommends policies for adoption by the College that promote conservation, energy efficiency, and sustainable use of resources; (4) designs and coordinates events that encourage environmentally sound practices throughout the College; and (5) assesses the environmental state of the College on a regular basis. The committee will also communicate regularly with the faculty and other relevant campus groups.

EXTRACURRICULAR ACTIVITIES AND RESIDENTIAL LIFE. This committee brings together students, faculty, and staff to discuss issues of extracurricular activities and residential life. The committee is charged with monitoring and

recommending changes in College policies affecting student life outside of the classroom. This responsibility includes: oversight of Bates College Student Government procedures for establishing new student clubs; meeting with members of the Bates community to discuss issues of extracurricular activities and residential life; fostering and coordinating the faculty's role in student residential life.

INFORMATION SERVICES ADVISORY. This committee advises the information services management team on operations, programs, and priorities concerning the information services needs of the Bates community. It aids in the review of strategic and operational Information Services plans and provides a forum to discuss problems and needs that should be addressed. The committee can propose legislation to the faculty on matters specially touching faculty concerns in computing and information technology, and it can discern faculty opinion on other technology and information policy issues through discussion at faculty meetings.

MARTIN LUTHER KING, JR. DAY PLANNING. This committee acts as the organizing body for the activities connected with the College's official annual commemoration of Dr. Martin Luther King, Jr.'s birthday.

Appointed Faculty-Staff-Community Committees

INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE. This committee reviews classroom and research use of vertebrate animals to assure that animals involved are handled properly and humanely. The committee also inspects the animal colony.

INSTITUTIONAL REVIEW BOARD. This committee composed of faculty members and a psychiatrist from the local community, oversees research projects involving human participants. All faculty and student research projects supported by research grants involving human participants, all projects where individuals are not allowed to withdraw from participation, all projects where the research procedure poses any mental or physical risk to the participant, all projects where the anonymity/confidentiality of the participants cannot be guaranteed, all projects where deception is a part of the research design and all projects involving children under the age of 18 must be reviewed by the Institutional Review Board. The committee maintains guidelines on research protocol, fair and respectful treatment of subjects, issues of confidentiality, and informed consent.