

Bowdoin College Archives

INSTITUTIONAL SELF-STUDY OUTLINE

prepared for the

Commission on Institutions of Higher Education
NEW ENGLAND ASSOCIATION OF SCHOOLS AND COLLEGES, INC.

by
BOWDOIN COLLEGE

August 1986

Institutional Characteristics

(This form is to be completed and placed at the beginning of the report.)

Date August 12, 1986

1. Corporate name of institution Bowdoin College
2. Address (city, state, zip code) Brunswick, Maine 04011
Phone: 207-725-3000
3. Date institution was chartered or authorized 1794
4. Date institution enrolled first students in degree programs 1802
5. Date institution awarded first degrees 1806
6. Type of control: (check)

Public

State _____
City _____
Other _____
(Specify) _____

Private

Independent, Non-Profit X
Religious Group _____
(Name of Church) _____
Proprietary _____
Other _____
(Specify) _____

7. By what agency is the institution legally authorized to provide a program of education beyond high school and what degrees is it authorized to grant?
Copies of the Charter and of the By-Laws are attached.

(Attach a copy of the by-laws, enabling legislation, and/or other appropriate documentation to establish the legal authority of the institution to award degrees in accordance with applicable requirements.)

8. Level of postsecondary offering (check all that apply)

Less than one
year of work

At least one but
less than two years

Diploma or certificate
programs of at least two
but less than four years

Associate degree-granting
program of at least two years

4 or 5 year baccalaureate
degree-granting program

First professional degree

Master's and/or work beyond
the first professional degree

Work beyond the master's
level but not at the
doctor's level (e.g.,
Specialist in Education)

A doctor of philosophy
or equivalent degree

Other (Specify)

Honorary

9. Type of undergraduate programs (check all that apply)

Occupational training at the
craftsman/clerical level
(certificate or diploma) _____

Liberal arts & general X

Occupational training at the
technical or semi-professional
level (degree) _____

Teacher preparatory _____

Two-year programs designed for
full transfer to a baccalaureate
degree _____

Professional _____

Other (Specify) _____

10. The calendar system at the institution is:

X Semester

Quarter _____

Trimester _____

Other _____

11. What constitutes a "normal" credit-hour load for students each semester?

a) Undergraduate 16 credit hours

b) Graduate _____ credit hours

c) Professional _____ credit hours

12. Student Population:

a) How many full-time students in degree programs?

Headcount: Headcount M/F:

1. Undergraduate 1,405 811/596

2. Graduate _____

b) How many part-time students in degree programs?

Headcount: Headcount M/F:

1. Undergraduate 6 4/2

2. Graduate _____

c) How many full-time-equivalents (total student population)?

1. Undergraduate 1,407

2. Graduate _____

d) How many students (headcount) in non-credit, short-term courses? _____

13. List all programs accredited by a nationally recognized, specialized accrediting agency. List the name of the appropriate agency for each accredited program.

14. List by name and title the chief administrative officers of the institution.
(Use the form provided on page ____.)

15. Supply a table of organization for the institution. While the organization of any institution will depend upon its purpose, size, and scope of operation, institutional organization usually includes four areas. Although every institution may not have a major administrative division for these areas, the following outline may be helpful in charting and describing the overall administrative organization:

- Organization of academic affairs, showing a line of responsibility to president for each department, school, division, library, admissions office, and other units assigned to this area;
- Organization of student affairs, including health services, student government, intercollegiate activities, and other units assigned to this area;
- Organization of finances and business management, including plant operations and maintenance, non-academic personnel administration, auxiliary enterprises, and other units assigned to this area;
- Organization of institutional advancement, including fund development, public relations, alumni office, and other units assigned to this area.

16. Record briefly the central elements in the history of the institution.

Bowdoin College was established by Charter of the General Court of Massachusetts in 1794 and named for a prominent family of the Commonwealth.

James Bowdoin II had been a distinguished governor and his son James Bowdoin III was a benefactor for the College. In 1802, the first building was completed in Brunswick and the College opened with eight students, one faculty member and the President, Reverend Joseph McKeen.

Throughout the first half of the nineteenth century a rigorous curriculum was offered, emphasizing the classics and science. A medical school, established in 1820, trained Maine doctors for 101 years until it was discontinued in 1921.

Many Bowdoin students and graduates served in the Army during the Civil War. Following that war, Maine's distinguished general and governor, Joshua Chamberlain, became President of the College and served until 1883.

A new era began in 1885 with the inauguration of William DeWitt Hyde, an

16. Continuation of History of Institution

energetic individual who helped the College to grow in enrollment, physical facilities, endowment and recognition.

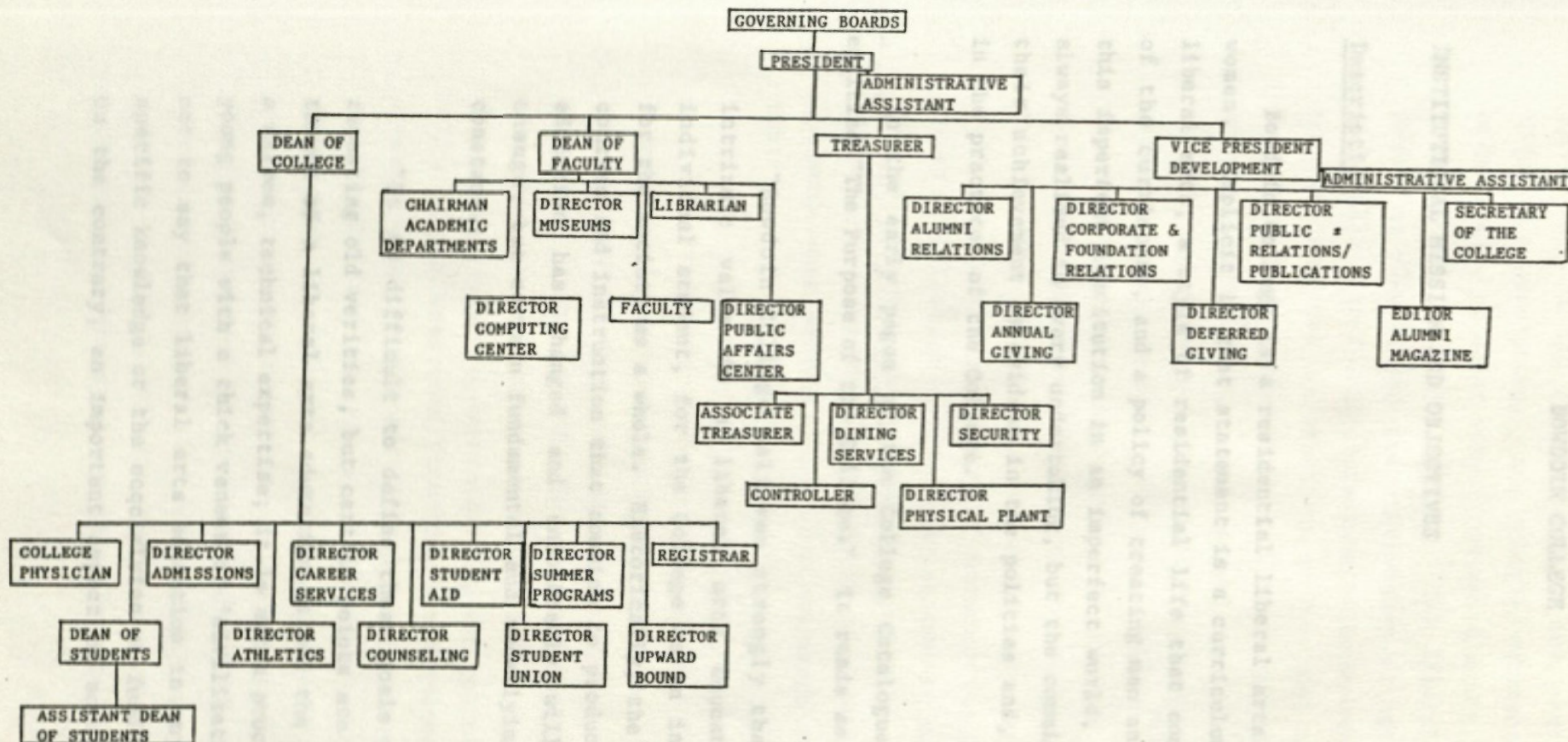
Kenneth Sills succeeded President Hyde in 1917 and guided the College in a period of growth and expansion through World War II and until James Stacey Coles became president in 1952. Under his leadership, the campus was modernized with several new buildings and the curriculum was considerably enlarged. Roger Howell was president in 1970 when Bowdoin became coeducational, probably the most significant change in this century. Today, the Collège is led by President A. LeRoy Greason, who has been a member of the faculty, as well as the Dean of Students, and Dean of the College.

	Vice President for Development
	Librarian
	Director of Cooperative Extension
	Director of Administration
	Registrar
	Director of Student Aid
	Director of Public Relations
	Director of Alumni Relations
	Chairman, Board of Trustees
	Dean of the College
	President, Board of Governors

CHIEF INSTITUTIONAL OFFICERS

FUNCTION OF OFFICIAL	NAME	EXACT TITLE
PRESIDENT/DIRECTOR	A. LeRoy Greason	President
EXECUTIVE VP - PROVOST		
CHIEF ACADEMIC OFFICER	Alfred H. Fuchs	Dean of the Faculty
CHIEF BUSINESS OFFICER	Dudley H. Woodall	Treasurer
CHIEF STUDENT SERVICES OFFICER	Kenneth A. Lewallen	Dean of Students
PLANNING		
INSTITUTIONAL RESEARCH		
DEVELOPMENT	John L. Heyl	Vice President for Development
LIBRARY	Arthur Monke	Librarian
CONTINUING EDUCATION		
GRANTS/RESEARCH	Walter J. Sperling	Director of Corporate & Foundation Relations
ADMISSIONS	William R. Mason	Director of Admissions
REGISTRAR	Rhoda Z. Bernstein	Registrar
FINANCIAL AID	Walter H. Moulton	Director of Student Aid
PUBLIC RELATIONS	Richard A. Mersereau	Director of Public Relations
ALUMNI ASSOCIATION	Anne W. Springer	Director of Alumni Relations
CHAIR, BOARD OF TRUSTEES	Everett P. Pope	Chairman, Board of Trustees
DEANS OF SCHOOLS AND COLLEGES	Robert C. Wilhelm	Dean of the College
OTHER	Norman P. Cohen	President, Board of Overseers

ADMINISTRATIVE ORGANIZATION CHART OF BOWDOIN COLLEGE



AUGUST 1983

BOWDOIN COLLEGE

1. INSTITUTIONAL MISSION AND OBJECTIVES

Description

Bowdoin College is a residential liberal arts college for men and women. Implicit in that statement is a curriculum appropriate to the liberal arts, a style of residential life that complements the values of the curriculum, and a policy of treating men and women equally. In this imperfect institution in an imperfect world, these goals are not always realized in every undertaking, but the commitment to work toward their achievement is evident in the policies and, so far as possible, in the practices of the College.

In the early pages of the College Catalogue appears a section entitled "The Purpose of the College." It reads as follows:

"Bowdoin College believes strongly that there is an intrinsic value in a liberal arts education, for the individual student, for the College as an institution, and for the society as a whole. Historically, the arrangement of courses and instruction that combine to produce liberal arts education has changed and undoubtedly will continue to change, but certain fundamental and underlying goals remain constant.

"It is difficult to define these goals without merely repeating old verities, but certain points are critical. The thrust of a liberal arts education is not the acquisition of a narrow, technical expertise; it is not a process of coating young people with a thick veneer of 'civilization.' That is not to say that liberal arts education in any way devalues specific knowledge or the acquisition of fundamental skills. On the contrary, an important aspect of sound liberal arts

education is the development of the power to read with critical perception, to think coherently, to write effectively, to speak with force and clarity, and to act as a constructive member of society. But liberal arts education seeks to move beyond the acquisition of specific knowledge and skills toward the acquisition of an understanding of man, nature, and the interaction of the two and toward the development of a characteristic style of thought which is informed, questioning, and marked by the possession of intellectual courage. When defined in terms of its intended product, the purpose of the College is to train professionally competent people of critical and innovative mind, who can grapple with the technical complexities of our age and whose flexibility and concern for humanity are such that they offer us a hope of surmounting the increasing depersonalization and dehumanization of our world. The College does not seek to transmit a specific set of values; rather, it recognizes a formidable responsibility to teach students what values are and to encourage them to develop their own.

"Liberal arts education is, in one sense, general, because it is concerned with many different areas of human behavior and endeavor, many civilizations of the world, many different aspects of the human environment. It seeks to encourage the formation of habits of curiosity, rigorous observation, tolerant understanding, and considered judgment, while at the same time fostering the development of varied modes of communicative and artistic expression. This concern for breadth and for the appreciation of varying modes of perception is combined with a commitment to study some particular field of learning in sufficient depth to ensure relative mastery of its content and methods. In short, a liberal arts education aims at fostering the development of modes of learning, analysis, judgment, and expression which are essential both to subsequent professional training and to

the ongoing process of self-education by which one refines one's capacity to function autonomously as an intellectual and moral being.

"To achieve these goals, the individuals who teach at the College must strive constantly to live up to their commitment in their course offerings; likewise students must have an equal commitment to do so in their course selections. The commitment is a collective one on the part of the entire college community. Each of the academic components of the College is under a heavy obligation to make its field of study accessible in some manner to the entire study body and to satisfy the needs of the nonmajor as well as those of the specialist.

"The College is not and should not be a cloister or monastic retreat from the problems of the world. Rather, the College is a collection of people deeply and passionately involved in their community, their nation, and their world. When liberal arts education is faithful to its mission, it encourages and trains young people who are sensitive to the crucial problems of our time and who have the kind of mind and the kind of inspiration to address them fearlessly and directly. This is its goal and the standard by which it should be judged."

This mission grew out of discussions held by the Curriculum and Educational Policy Committee, a faculty committee on which there is student membership. The statement was ultimately approved by the faculty.

Academically, the objectives of this mission are realized through a curriculum in which some 20 departmental majors are offered as well as interdisciplinary majors and self-designed majors. At the request of the faculty, the Committee recently reviewed the requirements whereby students engaged the curriculum. Of particular concern to the

faculty was the proficiency of students in writing and in foreign languages. The discussions of the Committee took place in the context of reading To Reclaim a Legacy, a report sponsored by the National Endowment for the Humanities, and Integrity in the College Curriculum, a report sponsored by the Association of American Colleges. The Committee's report is included in this section because it develops the latest thinking at the College relative to realizing its mission.

Report to the Faculty

Curriculum and Educational Policy Committee - February 1986

At the request of the faculty, the CEP Committee has investigated the possibility of a foreign language requirement and/or a writing proficiency requirement. After considering these issues in the context of the Bennett report on education and Integrity in the College Curriculum by the Association of American Colleges, we submit the following conclusions:

Proficiency in Writing. Proficiency in writing is an essential element of a liberal arts education. For that reason, the faculty has collective responsibility for maintaining standards, providing assistance for those students who need it, and exploring ways to address the problem of writing proficiency in appropriate courses. Wherever possible, faculty should provide students with opportunities for the improvement of writing, especially through the provision of opportunities for follow-up consultations about written assignments. The committee prefers this collective acknowledgment and assumption of responsibility to the instituting of any specific requirement, since neither examinations in writing proficiency nor required courses in composition insure that a student will write well in any particular course. Implicit in the Committee's response is an awareness that maintenance of standards in individual courses may be difficult if there are not adequate opportunities for students to take freshman seminars throughout the curriculum.

Foreign Language Proficiency. The faculty has recently spent a great deal of time developing a distribution requirement system which does not include a specific reference to the languages. Although the committee recognizes familiarity with a second language as an important part of a liberal arts education, it does not see that a compelling case can be made for a system of required courses, or for a system of college-wide proficiency testing other than the tests administered by individual departments for purposes of determining placement. The negative impact of compulsion on the tenor of a language course is especially strong, and learning for all students is hampered. More effective is an institutional commitment to language study through sound advising. The committee recommends, therefore, that individual departments encourage the study of foreign languages and literatures among their majors, and that individual advisors encourage students early in their college careers to explore the study of foreign languages.

The committee hopes that one of the ways faculty will address the issues of writing proficiency and foreign language study is through the advising system. To this end, we submit the following information for students and advisors:

Requirements. The requirements for the Bowdoin bachelor of arts degree are:

1. Course requirement: a total of at least 32 course credits.
2. Major requirement: completion of at least one departmental major, an interdisciplinary major, or a student-designed major.
3. Residence requirement: four semesters (passing at least 16 courses) in residence at least two of which (eight courses) are in the junior and senior years.
4. Distribution requirements: completion of at least

two semester courses in each of the three divisions (natural sciences and mathematics, social and behavioral sciences, humanities and fine arts) and at least two semester courses in foreign studies.

The purpose of the major requirement is to insure serious concentration in at least one subject area. The distribution requirements are intended to broaden the undergraduate academic experience and to introduce students to the various approaches and modes of thought represented in the curriculum. The foreign studies requirement, specifically, is an attempt to encourage students to enlarge their understanding of the peoples of the globe by studying traditions and cultures which are fundamentally different from those of their own heritage.

Guidelines for Course Selection. The College encourages students to engage the curriculum broadly and to study as many diverse areas as possible. The distribution requirements provide a beginning, but there are additional objectives beyond the requirements that students should consider as they select specific courses. These include the following:

1. To practice and develop skill in writing as a means of effective communication and as an expression of personal thoughts and ideas.
2. To develop skills in oral communication.
3. To develop the ability to read critically and perceptively, to analyze content, to reason, and to think logically.
4. To attain both a reading and speaking facility in at least one foreign language.
5. To develop the ability to analyze numerical data and to understand their significance and application.

Appraisal

6. To gain an historical perspective and an understanding of various cultural heritages.
7. To understand the scientific method and the means by which information about the physical world can be deduced.
8. To study human behavior and interaction and the structure of human social institutions.
9. To develop a sense of moral values and a sensitivity to ethical concerns, both at the individual and societal levels.
10. To study and appreciate human creative expression both in the world's great literature and in the arts.

Even with distribution requirements, students at Bowdoin retain considerable latitude and flexibility in their course selection. The freedom to plan one's own program carries with it an obligation to engage the curriculum and to make selections which will best develop personal skills, broaden perspectives, and prepare one for the enjoyment and responsibilities of life. All of the categories listed above are important components of a liberal arts education. Given the diversity of our students and the widely different experiences that they bring to the campus, it does not make sense to translate these objectives into specific course requirements. As students plan their programs with their advisers, however, they are urged to consider these guidelines and to involve themselves in particular areas where they may be weak or have limited experience. Strong representations in all of these areas, together with a solid major program, should help to provide students with the preparation and experience needed to lead lives of fulfillment, whatever their eventual choices for careers.

End of Report

Appraisal

2. EVALUATION The College believes that its mission is appropriate to a liberal arts institution, but it realizes that by the very nature of the liberal arts there may well be some ambiguity and some ambivalence in its statement. Such is inevitably the case when addressing values that may be good in themselves but in varying degrees in conflict with one another. More specifically, a liberal arts college must be concerned with both the good of the individual and the good of society, and the inevitable tensions between these values precludes unambiguous clarity. Indeed, part of the purpose of a liberal arts college is to explore and understand — and learn to live with — these ambiguities. reflects and reinforces the values of a liberal arts education.

In assessing how well Bowdoin fulfills its mission, the College has begun a series of questionnaires to alumni to determine their activities and their attitudes and the roles that alumni play in society at large. The College has also inquired among a group of alumni who are in business what aspects of their liberal arts education they found most helpful. These inquiries, however, are at best beginnings. Our efforts to understand better how effectively we realize our mission is perhaps addressed more appropriately in the next section. *social life of the faculty. Other committees of the Board such as those concerned with Financial Planning and with Physical Plant work with long range as well as short range projections.*

Two documents have played important roles in recent planning. One is the report of the Strategic Planning Committee, a committee established by the President in 1982 to respond to a paper of the President on the needs of the College. One of the Strategic Planning Committee report gave a list of priorities to be addressed in a Capital Campaign currently under way to raise \$30 million for additional faculty, scholarships, an athletic facility, a science facility, improvements to several buildings, and general endowment. In the preparation of the Strategic Planning Committee's report, students, faculty, alumni, and Board members were involved.

2. EVALUATION AND PLANNING

Bowdoin is committed in a variety of ways to an ongoing review of itself. For the distant view, there is the Long Range Planning Council, a group that meets twice a year and is composed of representatives of the Governing Boards, the alumni, the faculty, the students, and the administration. Currently the Council is examining the size of the College and the effective use of resources were the College to contract or expand. Also of concern to the Council is the quality of student life and the degree to which it reflects and reinforces the values of a liberal arts education.

At the policy level, the meetings of the various committees of the Governing Boards involve constant reporting and reviewing of the various activities and programs of the College. For example, the Committee on Student Affairs looks systematically at student life, counseling, medical services, career counseling, admissions, and other general aspects of the College. The Committee on Academic Affairs hears reports relative to the curriculum, to research, and to the professional life of the faculty. Other committees of the Boards such as those concerned with Financial Planning and with Physical Plant work with long range as well as short range projections.

Two documents have played important roles in recent planning. One is the report of the Strategic Planning Committee, a committee established by the President in 1982 to respond to a paper of the President on the needs of the College. Out of the Strategic Planning Committee report grew a list of priorities to be addressed in a Capital Campaign currently under way to raise \$56 million for additional faculty, scholarships, an athletic facility, a science facility, improvements to several buildings, and general endowment. In the preparation of the Strategic Planning Committee's report, students, faculty, alumni, and Board members were involved.

The other document of importance in the long-range planning of the College is a report of the Curriculum and Educational Policy Committee prepared in 1981 and approved by the faculty and received by the Governing Boards. This document highlights the new role that interdisciplinary studies should play at the College and urges an ongoing review of the curriculum. This report has provided the basis for successful proposals to the Pew Memorial Trust, the William and Flora Hewlett Foundation, the Andrew W. Mellon Foundation, and the Charles A. Dana Foundation. It is also the basis for a new proposal in process to the Pew Memorial Trust. Collectively these proposals will enable the College to move increasingly toward more interdisciplinary programs, more integrated courses, reduced class size, stronger programs in several fields such as Environmental Studies and Computer Science, and the strengthening of Asian Studies.

Two other types of ongoing reviews are especially important to the institution. Each semester, the Curriculum and Educational Policy Committee reviews two academic departments or programs. Each review is undertaken by an ad hoc subcommittee of the Curriculum and Educational Policy Committee. To assist the subcommittee, outside evaluators are brought to campus to provide a fresh and objective view. Included in the process is a self-evaluation by the department or program. At the end of the process, the Curriculum and Educational Policy Committee meets with the department to discuss the recommendations of the subcommittee and to prepare a final set of recommendations to the administration.

The other evaluation program that bears strongly on the quality of the curriculum is a systematic scheme of faculty evaluation. Junior members of the faculty are reviewed at the end of two or three years to determine whether an appointment should be continued. In general, departmental considerations have weighed heavily. There is some concern that a more systematic and precise way of determining merit for faculty members should be found. There is some evidence that the base should be broader in fairness to the teacher and the department. This is a matter the College is currently working on.

3. ORGANIZATION AND GOVERNANCE

The next review is a tenure review that involves student evaluations, professional evaluations, both by the department and by outside reviewers, and an institutional evaluation recognizing that institutional service as well as research and teaching are important roles for a professional teacher.

In addition, faculty members with tenure are reviewed by the Dean of the Faculty every five years. This review involves a self-evaluation and a discussion of ways in which the individual teacher and the institution might be mutually helpful to one another in the years ahead. The reviews are intended to be conducted in a non-threatening fashion in order to evoke the most positive and constructive responses possible.

The characteristics of the membership of the boards are described in the appendix. The committees and their duties are described in the By-Laws, also appended to the report.

The Administration

The chief officers of administration are the President, Treasurer, Vice President for Development, Dean of the College, and Dean of the Faculty. A detailed description of each of their responsibilities is given in the appendix. These officers meet regularly to review matters related to their areas of responsibility.

An administrative staff group is in the early stages of organization. This group, composed of all members of the

3. ORGANIZATION AND GOVERNANCE

The Governing Boards

Bowdoin is governed by two Boards, a Board of Trustees and a Board of Overseers. All business is initiated by the Trustees and must be confirmed by the Overseers. Overseers are eligible to serve two six-year terms; Trustees may serve two eight-year terms. Trustees are elected by the Trustees; Overseers are nominated alternately by Alumni ballot and by the Overseers and elected by the Overseers.

All committees of the Governing Boards are joint committees, with an equal number of chairmen from the Trustees and Overseers. Both students and faculty serve and vote on most Boards committees. Much of the business of the Governing Boards is carried on through its committees. When the Boards meet, as they do, three times a year on campus, the opening meeting is always a joint meeting to hear the report of the President, the report of the Chairman of the Trustees and committee reports. Following the joint meeting, Trustees and Overseers adjourn to their own meetings to debate and take action.

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An administrative staff group is in the early stages of organization. This group, composed of all members of the

administrative staff, will meet at least quarterly to consider matters of common interest and concern. The formation of the group came about as a result of regular meetings of women administrators and subsequent meetings with a few male administrators. At least some of the administrative staff felt the need for a forum for discussion of topics unrelated to faculty or student issues.

Governing Boards and Administration

The chief officers of administration serve as liaisons to the committees of the Governing Boards. Other administrators serve as resources for studies initiated by the Governing Boards. The large number of Governing Boards members, all of whom serve on committees, insures continuing interaction between the Governing Boards and the administration. A cooperative and productive relationship has resulted.

Department chairmen direct descriptions of proposed new courses to the President, who chairs the CEP. The proposal is referred to a subcommittee, whose membership consists of the Dean of the College, the secretary of the committee, and one student and one faculty member from the committee. This subcommittee reviews all proposals for new courses and makes recommendations to the committee at large. The recommendations of the CEP then go to the faculty for final action.

Departments may propose courses which, if approved, require the appointment of adjunct faculty to teach them. Such courses depend upon the approval of the course by the curriculum committee and the faculty, the assessment by the Faculty Affairs Committee of the qualifications of the instructor, and the cooperation of the Dean of the Faculty, who must insure that the budgetary resources are available for teaching the course.

All courses at Bowdoin are offered within academic departments. Interdisciplinary major programs are overseen by faculty committees; for example, the biochemistry program is listed as a department in the catalogue, but a committee serves in place of a department to oversee

4. PROGRAMS AND INSTRUCTION

Responsibility for the curriculum rests with the faculty and administration, who exercise that responsibility through the Committee on Curriculum and Educational Policy (CEP). Members of the faculty are appointed to the CEP upon recommendation from the Committee on Committees, a committee elected by the faculty and on which the Dean of the Faculty serves ex officio.

Curricular proposals are initiated by members of the faculty through academic departments, faculty committees, and administrators. New appointments often provide the opportunity for changes in course offerings. There is no written policy governing such matters, but the procedures are well understood on campus.

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the major. Similar examples are to be found in the Afro-American Studies and Environmental Studies programs.

Although the many changes in course offerings are not reported regularly to the Governing Boards' Committee on Academic Affairs, the new programs are reported. Changes in curricular direction are of interest to the committee, well beyond the budgetary support which must be provided for them. Their discussions about particular programs, and curriculum in general, often provide encouragement for new directions within the curriculum; for example, recent discussions of a program in Asian Studies have provided encouragement and impetus to its further definition and development.

The larger overview of the curriculum, including such concerns as general education requirements, distribution requirements, or particular course requirements, is the province of the CEP. In recent years, a combination of presidential, committee, and individual faculty concerns have led to a review of the College's policies, adopted in the 1960's, which eliminated all course and distribution requirements. A review of the consequences of this policy, as evidenced in student transcripts of the period, was undertaken by the curriculum committee. Their report to the faculty advocated modest distribution requirements. After faculty debate and amendment, the present distribution requirements were adopted.

More recently, the committee has refined the definition of these requirements, supported the introduction of a minor, examined what constitutes a departmental major, and drafted statements on writing and foreign language proficiency. It has proposed a statement to advisors to remind the faculty of the basis and goals of the distribution requirements.

The curriculum undergoes constant examination. The vigorous program of sabbatical and research leaves and faculty turnover through retirements and non-reappointments regularly require academic departments to assess course needs. In this way, priorities within

disciplines are reassessed as appointment opportunities become available. Review under these circumstances is conducted by the Dean of the Faculty and the academic department. A more systematic review procedure was adopted in recent years for academic departments and programs and is described elsewhere.

As a matter of policy, no course description appears in the College Catalogue unless there is also listed a particular date for teaching the course. Several course titles are listed in brackets in the Catalogue because the department in question hopes to give the course again at some unspecified future date.

The programs of the College are designed to serve a coeducational college-age constituency. The College, however, has given special students from the community the opportunity to take courses at the rate of one or two per term for about half of the normal tuition. All employees and their spouses may take courses for \$50 per course. Students who perform well may apply for regular matriculated status after one to four semesters. Recently, we have had about 12 special students, of whom one or two per year have been admitted to regular student status.

The Recording Committee of the faculty may be asked to approve degree credit for students who study away; students petition the committee with the approval of the student's major department. The College recognizes approximately 125 approved study abroad programs and also permits students to attend certain special programs in the United States. These programs have been examined and recommended by the appropriate academic departments and approved by the Recording Committee.

When the transcript for the study away work is received, the Registrar determines the amount of general credit to be awarded, consulting with departments when there is a question as to whether a particular course should be given credit. The student's major department is solely responsible for determining whether a course taken

at another institution will satisfy a major or minor department requirement. A grade of C- or better must be received in order to transfer credit for a course to Bowdoin. Academic administrators with faculty members to deal with the curriculum.

During the 1985-86 academic year, 49 students studied away for the fall semester only, 66 students for the spring semester only, and 68 for the entire year. Of these, 132 studied abroad, 47 studied in the United States, and four students spent one semester each in the United States and abroad. Curricular review, resulting in distribution requirements, may be viewed in retrospect as only partially successful.

Bowdoin participates in the Advanced Placement and International Baccalaureate Programs and grants both advanced standing in courses and credit toward graduation to qualified students. In most departments, a score of three, four, or five in the AP examination results in placement for one or two semesters of college-level work in the subject; if students elect to continue that subject in college, they are given appropriate credit. The judgment on an entering student's departmental placement will be made during the course registration period through personal conferences with appropriate faculty members according to standards on file in the Registrar's Office. Candidates not offering AP examinations may secure advanced placement by passing a placement examination at the College. As a consequence, we now have International Studies and Environmental Studies programs, both of which

A minimum grade of five is required to receive credit for the International Baccalaureate Program. In addition, to receive credit, students must take a higher level course in the appropriate department and cannot take a lower level course. Law Studies programs, building in

Assessment and Projections: Program

By virtue of its role in course approval and departmental reviews, the CEP insures that course offerings and departmental programs serve the general mission of the College. The CEP is linked through the Dean of the Faculty to decisions about departmental recruitment and resources and through the Dean of the College to the Registrar's Office

and the Recording Committee, which monitor course enrollments and accept and approve study away programs. This is the one committee on campus that brings together the chief academic administrators with faculty members to deal with the curriculum.

As the College looks ahead five years, its first priority is to build. Among the most difficult issues for any college are the general coherence of its curriculum and its ability to meet the educational needs of its students. With regard to the first, the College's five-year-old curricular review, resulting in distribution requirements, may be viewed in retrospect as only partially successful. The changes it brought were modest, and it is not clear to what extent the present requirements reflect a shared vision of common curricular purpose. A renewed effort at review of the general curriculum should follow the completion of the first series of departmental reviews several years hence. At that point, the faculty should be able to turn to general curricular concerns with some confidence that it is building on strong departmental programs.

Bowdoin has been partly successful in mounting interdisciplinary programs that engage faculty across departments. The College has been reluctant to proliferate programs, believing instead that it should choose to do a few things well. As a consequence, we now have Afro-American Studies and Environmental Studies programs, both of which depend almost exclusively upon contributions from academic departments for most of their offerings. Both programs have had only partial success in insuring a regular offering of a wide range of courses. Under consideration are Asian and British Studies programs, building in part on courses already offered in our curriculum. Whether we can develop such programs will depend in part upon the College's ability to find incentives to induce departments and individual faculty members to offer courses for such programs and in part on some support from outside funding.

Faculty rules do not permit majors in fields where there are fewer than two full-time faculty members offering courses. The College still has a single-person Education Department and a one and one-half-person

Geology Department, neither of which offers majors. Even without majors, however, there is considerable doubt about whether the College devotes sufficient resources to these fields.

As the College looks ahead five years, its first priority is to build on its strength in the natural sciences by drawing together both faculty members and programs in a new science facility. The process of planning -- as well as the new science building itself -- should enhance the coherence of programs in the natural sciences. Housed now in several different buildings, the science faculty members and students have less contact with one another than should be the case. In addition, the College is committed to further modest increases in faculty size to meet needs identified through departmental reviews and the adoption of cross-disciplinary programs.

Instruction

Description

The response of students to individual courses is gathered each semester through a student opinion form. Some academic departments supplement student opinion on instruction with classroom visits by the chairperson or other members of a department.

At the recommendation of the Faculty Affairs Committee, a sharply divided faculty agreed to try a student opinion form for four semesters. Subsequently, in the fall of 1985, the faculty voted to continue the form on the basis of a two-thirds vote in favor. (Reports to the faculty supporting the college-wide student opinion form are available in the committee's file.) Each member of the faculty reviews his or her own forms, but responsibility for reviewing all results each semester rests with the Dean of the Faculty.

In addition, in 1980, 1981, 1982, and January of 1984, the Studies in Education Committee of the faculty sponsored a teaching institute

each summer under the leadership of Kiyo Morimoto of Harvard University. These institutes drew some 60 voluntary participants from senior and junior members of the faculty who discussed a variety of issues in teaching over a three-day period. Also included in the institutes were Bowdoin students, who took an active part in the proceedings. The institutes have not been held in the last year or two because most faculty members who wanted to participate had already done so. That committee is currently testing the interest of the faculty in further institutes or in lectures or seminars on particular issues or techniques in teaching.

Approximately a decade ago, funding was made available to support efforts by faculty members to develop new courses or to redesign existing courses. The Faculty Research Committee now administers a "fund for course improvement" which provides support for summer travel and per diem expenses for faculty members who wish to gather materials for a new course or improve an existing course by visiting libraries, laboratories, or programs elsewhere. During the initial years of this program, a wide variety of new courses was introduced by senior and junior faculty. In addition, by making funds available, the importance of time spent in developing new courses and refurbishing existing courses was accorded a status more comparable to that of time spent in scholarship and research.

Perhaps the single biggest innovation in teaching in the sciences has been the project of the Chemistry Department to develop micro-scale laboratory techniques in organic chemistry. Scientists and educational reviewers have hailed this development as a revolutionary idea in the teaching of chemistry. A micro-scale textbook has been published (copy available in the Work Room) and has been adopted by a number of other colleges and universities.

Assessment and Projections: Instruction

Although we believe that Bowdoin faculty members have achieved a

high standard of teaching excellence, we are committed to rewarding exceptional teaching and to encouraging teacher development. The approval by a two-thirds faculty vote of continuation of a college-wide student opinion form is evidence of this commitment. The systematic collection of student views about faculty performance provides tangible institutional recognition of the importance of teaching in our professional lives. It also gives the Dean of the Faculty information beyond rumor and student complaints to identify faculty members who appear to be having difficulty in the classroom, and it provides the basis for further discussions about teaching. This information is also used to allocate merit salary increases that reward excellent teaching as well as scholarly productivity. It is essential that, in an institution in which standards of scholarly productivity are increasing, we maintain a clear set of expectations with regard to teaching excellence as well.

Each year the College is the host for about 50 such programs, which are scheduled so they will not interfere with student activities or the educational mission of the College.

During the summer, educational programs are conducted on campus between the end of the academic year in May and the opening of the College in late August. Some of the programs are sponsored by the college -- such as hockey clinics and chemistry courses in infrared spectroscopy -- with Bowdoin personnel designing and conducting the programs. For others, the College provides support services but not program content or management. Conferences, seminars, and similar events have been part of the campus for at least 27 years, but the volume has grown considerably in the past nine.

In 1983-84, 40 programs or about 5,500 individuals came to campus, in addition to the 15,000 to 20,000 who attended a three-day Maine Festival of the Arts. Through these programs, we were able to provide income to maintain buildings, provide employment for employees -- who would otherwise be laid off or relegated to jobs incompatible with those they perform during the academic year -- and purchase equipment used by students, faculty, and staff during the academic year. Summer programs are completely self-supporting.

5. SPECIAL ACTIVITIES

Office of Special and Summer Programs

The general mission of the office is to support all off-campus programs which come to Bowdoin College, either during the academic year (Special Programs) or during the summer. The office also schedules facilities and assists with special events such as Parents Weekend and Commencement.

During the academic year, Special Programs supports educational programs conducted on campus by groups not affiliated with Bowdoin, although Bowdoin personnel may be involved either as members of the organization or as hosts. Each year the College is the host for about 50 such programs, which are scheduled so they will not interfere with student activities or the educational mission of the College.

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with Trinity University in San Antonio, Texas. The program is self-sustaining. The staff consists of a director, an administrative secretary, and a scheduler, supplemented during the summer by Bowdoin student assistants. A full-time audio-visual technician, assisted by two part-time employees and part-time Bowdoin students, reports to the director.

Breckinridge Public Affairs Center

The Breckinridge Public Affairs Center was given to Bowdoin in 1974 by Marvin Breckinridge Patterson, who retains lifetime use for six weeks each year. Situated on a 23-acre estate on the York River in southern Maine, the Center includes a 25-room house, formal garden, gymnasium, tennis court, loggia, and 110-foot circular saltwater swimming pool. Bowdoin uses the Center for classes, seminars, and meetings of educational, cultural, and civic groups. Business and professional organizations also schedule the Center for planning sessions, management training, and staff development activities. Open from April 1 through July 25 and from September 20 through Thanksgiving each year, the Center's programs are self-supporting. An endowment from the donor supports general maintenance of the property.

Murlo Summer Program

The Murlo Summer Program is located at the Etruscan site of Poggio Civitate near Siena, Italy. The program is designed to introduce interested students to both practical and theoretical aspects of archaeology. Students participate in excavations as well as in documentation and conservation. The work is supervised by a professional staff of archaeologists, conservators, an architect, an illustrator, and a photographer.

This program was conducted with Bryn Mawr for many years, in the past four years by Bowdoin alone, and beginning in 1986 in conjunction

with Trinity University in San Antonio, Texas. The program is self-sustaining, except for a contribution of \$30,000 a year from the College.

Intercollegiate Sri Lanka Educational Program (ISLE)

Bowdoin, acting as the agency college, and five other private liberal arts colleges (Bates, Carleton, Colby, Hobart and William Smith, and Swarthmore) have organized a study program in Sri Lanka. Each year, on a rotating basis, a professor from one of the colleges acts as director of the program. About 20 students from the various colleges attend classes taught by professors of the University of Peradeniya in Kandy. In addition, the program brings one professor from the University of Peradeniya to the United States to stay at one of the colleges each year, and four of the Colleges have offered full financial aid to allow an exchange student to study for a year. This program is the only one-semester U.S. program operating in Sri Lanka at the present time, and the College is seeking to extend its involvement with the University of Peradeniya. All aspects of the program are self-supporting, either through student fees, outside grants, or, in the case of Sri Lankan students in this country, scholarship funds.

Upward Bound

Although not specifically serving Bowdoin students, Bowdoin's Upward Bound Program is of general importance to the campus. This program was begun in 1966. It serves 90 low-income high school students from three areas in Maine: Northern Aroostook County, a largely French-speaking area on the Maine-Canadian border; Washington County, the easternmost section of the state; and specifically targeted areas in Southern Maine. The primary goal of the program is to identify potentially talented students and to provide them with the skills necessary for successful completion of high school and admission to a college or university.

Upward Bound consists of two closely linked components: a fully residential six-week summer session on the Bowdoin campus and an academic-year follow-up. Students are hired as counselors over the summer and work for the program during the academic year. Professors become involved on an advisory committee and also help in various ways with the summer program.

About 80% of those going through the program move on to higher education, with an occasional student coming to Bowdoin. It is important to stress that the areas that this program services are also areas in which Bowdoin has traditionally looked for qualified students.

Appraisal

All of these special activities clearly function within the overall objectives of the College. We believe the programs are adequately financed. None of the programs seems overextended. During the past few years, we have cut back on the number of programs during term time because of potential conflicts with educational activities on campus. Summer programs have grown to the point where we are at maximum capacity. While we do not anticipate significant future growth, we are constantly striving to increase the academic nature of these programs. From time to time, there has been some interference by summer programs with normal maintenance of the campus, but, through careful planning, this has been kept to a minimum.

The criteria and procedures used in the evaluation of faculty for promotion to tenure are described in the Faculty Handbook. Excellence in teaching is the primary standard against which faculty members are

6. FACULTY

Description

Chapter 7 of the By-Laws of Bowdoin College accords membership in faculty to the President, Deans, Professors, Associate Professors, Assistant Professors, Instructors, and those administrative officers whom the Boards may designate. The faculty is given the responsibility for developing regulations, not inconsistent with the Charter and the By-Laws, to meet when called by the President, and to provide appropriate instruction to students.

Faculty members are expected to instruct students through regularly scheduled classes or independent study, contribute to scholarship within an academic discipline, and participate in the life of the College. These duties are articulated in discussions with candidates for faculty positions and in reviews for reappointment and promotion to the tenured ranks. The Faculty Handbook, adopted by the faculty in 1974 and reaffirmed through various revisions, outlines the expectations of the faculty for its members. Institutional regulations regarding the meeting of classes and other rules as voted by the faculty are provided through annual memoranda from the Registrar and the Dean of the College.

Members of the faculty participate in the formulation of academic policy through their work within academic departments, committees of the faculty, and faculty meetings. Members of the faculty are elected to serve as representatives to the Board of Trustees and the Board of Overseers, and they are also elected or appointed to committees of the Governing Boards with the right to vote. Faculty participation is active and not without influence.

The criteria and procedures used in the evaluation of faculty for promotion to tenure are described in the Faculty Handbook. Excellence in teaching is the primary standard against which faculty members are

measured, but professional engagement in the life of an academic discipline is a close second; involvement in the life of the College also plays a part.

Appointments to positions which may result in tenure are for three years, with an evaluation and departmental review during the second year. Standards for reappointment are the same as for tenure, except that expectations regarding the amount of professional publication are in accord with the short period of time which most faculty members have had since completing their dissertation. The evaluation during the second year of the first three-year appointment is the only formal procedure involving academic departments prior to the tenure review.

There is also a review by the Dean of the Faculty to determine annual salary. This evaluation utilizes information regarding teaching, professional engagement, and contribution to the College provided by faculty members on an annual self-report form. More recently, institutional information regarding student opinion of teaching has been gathered and is available to the Dean in assessing classroom performance, under procedures developed and approved by the faculty.

Support for the faculty is provided in a number of ways. In the Computing Center, for example, the College has established the position of Academic User's Service Coordinator to help provide information about the use of mainframe computer programs and micro-computers in data processing and word processing. In recent years, the College has helped faculty members purchase their own micro-computers by making available interest-free loans. Many have availed themselves of this opportunity.

In recent years there has been an increase in faculty interest in audio-visual support, especially in the use of video materials to supplement classroom instruction. In response to this need, the College has created a Media Center to provide access to modern video facilities and language instruction materials.

obtained to start several new faculty positions now while the Campaign proceeds to build and maintain the College.

Specific departmental needs have dictated particular kinds of support. For example, there are three and one-half Teaching Fellows in the Department of Biology, four in the Department of Chemistry, and one Teaching Associate in the Department of Physics. The Department of Art utilizes assistants to prepare and catalogue slides and a librarian to manage the department's library for staff and students. In the Department of Music, there is an administrative assistant to coordinate the adjunct faculty who offer instruction in musical instruments, to coordinate the scheduling of recitals and performances, and to assist with scheduling and administrative tasks involved in orchestral and choral groups. Assisting faculty members in providing opportunities for students to speak foreign languages are two French Teaching Fellows, one Spanish Teaching Fellow, one German Teaching Fellow, and one Russian Teaching Fellow. These Teaching Fellows work with small groups of students to help them gain more practice outside the classroom in speaking foreign languages. A Director of the Audio Center provides assistance in the language laboratory.

Also supporting the work of the faculty is the departmental student assistants' budget. Faculty members may hire students as research assistants or to assist with such tasks as xeroxing, gathering materials from the library, and the like. Funds to hire tutors to assist fellow students having academic difficulty is provided through the Office of the Dean of Students.

Appraisal

A persistent concern has been the size of the faculty. When the College became coeducational, faculty size did not increase proportionately with an enrollment increase of 400 students (950 to 1,350). The faculty absorbed this significant increase in its workload but has pressed for an increase in its number. The need has received attention through the reviews of academic departments and through the current Capital Campaign, which seeks to add the endowment necessary to support new faculty positions. Initial funding from foundations has been

obtained to start several new faculty positions now while the Campaign proceeds to build endowment support.

Another concern has been to insure that women are represented on the faculty at this fully coeducational institution. Much of this concern centers on the tenured ranks, in which there is only one woman Professor and six women Associate Professors. Since the College did not increase the size of the faculty when the student body grew through the addition of women, there were few opportunities to appoint senior women in the early 1970's; in the absence of a high retirement rate in following years, few women were appointed to tenure-track positions. Such circumstances have recently changed, with increased retirements and creation of new positions. As a result, there are now 18 women in the Assistant Professor ranks and 25 men. Nevertheless, with sabbatic leaves and grant-supported leaves for women, there are often too few tenured women to play the appropriate roles as chairs of departments or of college committees. In recent years, the elected tenure subcommittee of the Faculty Affairs Committee, which passes on tenure decisions, has been an all-male committee; concern has been expressed over that imbalance, given the number of women candidates for tenure who will be reviewed in the coming years. Solutions being discussed include making adjustments in the rules regarding committees to insure that women will be represented on the tenure subcommittee and in exploring opportunities to appoint senior women to the faculty. A subsidiary tenure issue is the role of the President in the informational discussions which occur in the review of candidates by the tenure subcommittee. Consideration is being given to having the President attend these discussions so that he has a fuller understanding of the candidates than is possible through the summaries with which he has worked in the past.

An issue related to tenure is the opportunity for scholarly and professional development on the part of untenured faculty. At Bowdoin, sabbatic leaves have not been available to untenured members of the faculty, although opportunities for leaves of absence, supported by external funding or by College funds, have always been extended to

them. In recent years, faculty members have applied to the Faculty Research Fund to secure a grant to permit a semester's absence to pursue scholarly work in preparation for the tenure review. One difficulty with such applications is that the untenured must compete with senior faculty members for these grants; in addition, there are not sufficient funds to meet the needs of all the untenured faculty. As a result, a proposal has been developed for the consideration of the Governing Boards to offer a one-semester sabbatic leave, with pay, to untenured faculty members in their fourth year of appointment at the College.

Discussion has occurred on campus about the role of scholarship and publication in tenure reviews and in the life of the faculty in general. Such discussions have been initiated by those who value scholarly activity highly and want the College to do so as well. Without denying the importance of scholarly involvement, others are concerned that over-valuing such activity may impair the quality of education in the classroom and attention to students. In response, a report was prepared which attempts to address the issue of professionalism on the campus in relationship to professionalism elsewhere. While a full range of comparative data was not available, comparisons have been made (copy of the report available in the Work Room) which suggest that there is a reasonable level of scholarly activity among the faculty but that it could achieve higher levels. Discussion will undoubtedly continue on these issues.

Retirement and fringe benefit issues have also been matters of recent discussion. The College provides a faculty and staff children's tuition benefit in the amount of \$1,500 per year; those who face tuition comparable to Bowdoin's point to the inadequacy of this grant and its modest size in relation to that provided by other colleges. At the same time, there is concern that this benefit is uneven, i.e., not available to those without children and of greater benefit to those with larger families. Deliberations on this issue have not moved forward because the issue was placed in context with other fringe benefit issues, particularly considerations of changing the retirement

program.

Bowdoin's contributions to the retirement program are based on a percentage of salary below the Social Security base and a different percentage on the excess of salary over the base. The problem with this formula is that the Social Security base has continued to increase in such a fashion that many members of the faculty, even after years of service, have failed to have a salary which equals or exceeds that of the Social Security base. The College has examined whether such individuals will be at a disadvantage at the time of retirement and finds no strong disadvantage present, although the differential percentage does provide greater benefits to those faculty members and administrators now at the upper end of the scale. Issues of equity suggest that a revision of the contribution formula may be appropriate; explorations in that direction have begun.

Salary policies which attempt to match average salaries within a comparison group have been successful in moving salaries to the one-star AAUP rating for 1985-86 for Professors and Associate Professors and failed to achieve one-star for Assistant Professor by only \$200. There appears to be reasonable satisfaction with the salary policy and with the place of Bowdoin's salaries among our peer groups.

Recent concerns about the status and employment arrangements for untenured faculty and for those with less than full faculty status were expressed in an amendment to the Faculty Handbook defining various categories of such employment. The Handbook articulates what has been implicit but not often specified and adds new understandings about the relationship of such individuals to the institution. With a recent invitation for such individuals to attend and participate in faculty meetings, without a vote, the faculty has helped to integrate part-time faculty more fully into the work of the College.

Projection

The issues of concern to the faculty are addressed through the normal mechanisms of committees. Issues related to tenure considerations, salary and fringe benefits, scholarly and professional development, affirmative action, and all concerns of full-time and part-time faculty members are a matter of concern of the Dean of the Faculty, the Faculty Affairs Committee, and the Governing Boards Committee on Academic Affairs. While the Dean and the committees serve as a focal point for such discussions, they extend to the President, the Assistant Dean of the Faculty, the Affirmative Action Officer, and the faculty itself. Mechanisms for communication, discussion, and decision-making are in place and well understood by administration and faculty.

7. STUDENT SERVICES - GENERAL

Admissions

The Bowdoin Admissions Office has a professional staff of seven, a secretarial staff of eight, and 13 part-time students. The office is housed in a two-story facility containing offices, interviewing rooms, a waiting room, and a conference room. The office has word-processing equipment and is connected to the mainframe computer. Parts of student application information can be accessed from the Financial Aid Office and the Registrar's Office.

Student applications are generated by school visits, selected mailings, an alumni network of 700, a video cassette located in 600 high schools, and referrals from parents, alumni and friends. Over 35,000 copies of the viewbook were distributed last year along with special booklets relating to minority students, careers after Bowdoin, athletics, specialized programs. About 10,000 people visit the Admissions Office annually, many taking tours of the campus. About 3,000 interviews are conducted by the admissions officers and ten specially selected seniors. During the last decade, the office has processed between 2,800 and 3,500 applications for the freshman class each year. There has been a 25% increase in applications over the past two years to 3,550. During the last ten years, the freshman class has remained between 375 and 400 students, as a result of the College offering admission to between one quarter and one fifth of its applicants, and a yield of approximately 50%.

Special Policies

Since 1969, the submission of SAT scores has been optional. Between 30% and 35% of each entering freshman class has withheld the SATs. Last year, after an extensive study, the decision was made to continue the policy.

Students are sought from across the country, but there is a

special focus on attracting able students from small, disadvantaged schools in Maine, as part of the College's historic commitment to the State. Special emphasis on programs to attract black and other minority students dates back to the early 60's. Even with substantial outreach programs, in a typical year only six to 15 black students enroll. Each year new programs are tried, but the results have not been satisfactory.

With 30 intercollegiate athletic teams, there are pressures to include outstanding male and female athletes in each class. In recent years, Bowdoin coaches have been actively recruiting athletes with high academic ability. There are no quotas for athletes, and academic standards are not compromised. The acceptance rates of legacies is about twice that of others. Foreign nationals comprise only 2-3% of the student body. We have chosen not to travel abroad, and it is difficult for undergraduate colleges to be known in other countries.

Appraisal

In spring 1984, the Director studied the procedures and policies of colleges with which we compare ourselves while on a three-month sabbatical. The Faculty Committee on Admissions and Financial Aid, which reviews individual policies, recently has been concerned with minority and foreign student admissions. A proposal for special funds to increase our pool of minority students is underway.

Financial Aid

It is a College goal to admit all freshmen without regard to need and to fund their calculated need. With family support, the student who is enrolled at Bowdoin and is making normal progress toward a degree will not have to leave the College for financial reasons. (Only once in the past 15 years has it been necessary to consider financial need when making final adjustments to the admitted class.)

Description

The Student Aid Office administers all financial aid programs. This includes Bowdoin's own aid programs as well as state and federal programs, both in direct aid and in loans to students and parents. The office oversees student employment on campus during the academic year and in summer, including advising students and employers about student assistant budgets, jobs, hours, wages, etc. It also coordinates the student payroll with the federal College Work Study Program. The office is also responsible for all aspects of Bowdoin student loan programs, including collection. The office administers graduate and medical school scholarships which benefit Bowdoin graduates and graduates of other Maine schools.

The professional staff consists of a Director of Student Aid and one student fellow, who serves for one year after graduation. Many aspects of aid processing have been computerized. There is a direct connection to the College's mainframe computer, and all appropriate aid programs are now on line.

Statistics

In the academic year 1985-86, 34% of Bowdoin students received aid. This included 520 awards for 1,526 enrolled students. This number includes about 50 recipients who were studying away from Bowdoin. Grants totaled \$3,190,000 and loans \$870,150. The average grant was \$6,254 and the average loan \$1,693. Grants totaling \$465,500 were awarded from government sources, \$2,024,500 from college scholarship funds, and \$700 from unrestricted college funds. The average award including grants was \$7,808. No qualified student was denied financial aid.

Appraisal

Financial aid policies and the official application of those policies have been reviewed frequently. A major review was conducted

in 1979-80 by a committee of Trustees, Overseers, administrators and faculty. A policy which devotes an amount equivalent to 22% of tuition and fee income to financial aid grants was established at that time. During the 1982-83 academic year, an ad hoc committee reviewed policies concerning the level of loans. It was decided to increase the loan expectation by \$150 a year. The base loan expected during the 1985-86 academic year was \$1,800. Because these policies would have produced a "short fall in grant money for the 1986-87 budget, extra funds beyond the 22% were allocated by the Boards, and a committee is now reviewing the general policy.

In order to increase the work opportunities for students, a special job locator office was created within Career Services to locate and develop paid internships either for summer employment or for students on leave.

The Office of Career Services (OCS) complements the academic mission of the College. Recognizing that inaccurate assumptions about specific courses or majors and career options influence academic decisions, the OCS works to correct these

Description

The Registrar's Office maintains records, manages registration, schedules classes and examinations, issues transcripts, implements established or new academic policies, and generally responds to needs of the faculty, students, and administration. Computer terminals connected to the College mainframe computer are located in the Registrar's Office. Personnel are able to generate and run most of the data required for internal operations and to provide other offices with reports on a regular basis. (Reports are found in the work room).

Over the past ten years, enrollments have remained constant, and there has been no grade inflation. In the classes of 1984 and 1985, 90-91% of students who entered as freshmen graduated. The number of students studying away has increased. During the 1985-86 academic year, 68 students studied away for the year, and 113 students studied away for one semester. About 90% of those were juniors.

interviews. In addition, a computerized network allows the staff to refer students to alumni and parents in locations and professions of

Appraisal and Projection

The office consists of the Registrar and one part-time and two full-time employees. Student help is used during registration and pre-registration. Increased computer capacity and the movement to larger quarters during summer 1985 have provided adequate facilities and space for the foreseeable future.

Description

Office of Career Services

The Office of Career Services is located in the Moulton Union. The career counselor is located in Sills Hall. Premedical advising is done by the Director of the Health Center with

General Overview

The Office of Career Services (OCS) complements the academic mission of the College. Recognizing that inaccurate assumptions about the connection between specific courses or majors and career options influence academic decisions, the OCS seeks to correct these misconceptions. By increasing students' awareness of the skills they are developing through a liberal arts education, the office reinforces the academic focus of students' experience at Bowdoin.

A staff of four is available for individual career counseling. Workshops and presentations throughout the academic year offer assistance in identifying skills, selecting a major, locating internship and summer job prospects, and refining job-hunting techniques. Each year, more than 50 companies, 60 graduate schools, and several secondary schools participate in on-campus recruiting programs.

Alumni and parents are regularly involved both on and off campus in special programs designed to enhance students' understanding of the job market and to broaden their awareness of career options. These programs include a fall Career Day, programs on specific fields or career-related topics, on-site informational interviews, and campus job

interviews. In addition, a computerized network allows the staff to refer students to alumni and parents in locations and professions of particular interest to them.

The office continually updates two resource centers, located in the Moulton Union and in the Department of Education, which house materials on specific careers, companies, organizations, graduate schools, and internship opportunities. A weekly newsletter publicizes all OCS events and programs in addition to internship and job openings.

Description The Coordinator for Educational Programs and Placement and Service Programs encourages and assists students and alumni interested in careers in education or social programs. Through this

The Office of Career Services is located in the Moulton Union. The educational career counselor is located in Sills Hall. Premedical advising is done by the Director of the Health Center with organizational secretarial help provided by the Office of Career Services. Pre-law advising is organized by Career Services in conjunction with a faculty committee. There are seven student assistants, each of whom has a specific area of responsibility.

Members of the professional staff attend educational workshops each year. This year they will serve as hosts of the annual gathering of the Small College Career Counselors. The director and assistant director are active leaders in the Eastern College Personnel Officers Organization.

Special Outreach Programs

Outcomes

Determining the career intentions of graduating seniors and the actual career paths of alumni has not proven easy. Surveys of seniors upon graduation have indicated that about 80% plan further study. As many as 30% have no idea what they will do. Between 10% and 15% attend medical school, 15% to 20% attend law school, and 10% to 15% business school. We are attempting through alumni questionnaires to do a careful survey of the classes of 1979 and 1984. Surveys and two follow-ups have been completed.

The staff acts as a special assistant to the Dean of Students for the counseling of black students. There are

Appraisal

In 1984, an evaluation team from the Eastern College Personnel Officers Organization visited the campus to review the service. We were pleased with the comments received. (The report is available in the work room.)

Educational Careers

The Coordinator for Educational Programs and Placement and Volunteer Service Programs encourages and assists students and alumni interested in careers in education or social programs. Through this office each year, 300-400 students are registered for Volunteer Service Programs. In recent years seven to nine have been placed as student teachers in the Brunswick community. In recent years between 85 and 100 students have registered for the service. Each has had two or three appointments with the counselor during the year. Last year 11 schools came to campus to interview. In recent years about 30 students each year have been offered positions in education or social service, most of them in secondary education.

STUDENT SERVICES — SUPPORT SERVICES

Special Outreach Programs

Students with special problems, (i.e., dyslexia, physical handicaps, etc.) are dealt with on an individual basis. They have access to special tutors when needed and are monitored by a member of the administration. Although there have only been a handful of such students attending Bowdoin, those students have received considerable individual attention.

A member of the Admissions staff acts as a special assistant to the Dean of Students for the counseling of black students. There are

several student groups on campus which, in part, act as a peer support network. Examples include the Afro-American Society, the Bowdoin Gay/Lesbian Straight Alliance, the Bowdoin Jewish Organization, and the International Club.

Foreign students, as well as having access to the resources of the International Club, look to the Assistant Dean of Students for visa and immigration assistance.

Pre-Orientation

In 1985, 12 separate trips were offered. Each trip was four days and three nights. There were six hiking trips with routes into wilderness areas of New Hampshire and Maine.

Orientation

New students to Bowdoin (freshmen, exchanges and transfers) take part in a one-week orientation prior to the start of classes in the fall. The program serves several roles: to introduce new students to Bowdoin's intellectual environment, to expose them to resources from all aspects of the College community, and to raise questions and discuss pertinent issues informally.

Dean of Students Office

The Dean of Students is the primary officer responsible for the organization of academic support. Through individual conferences the dean counsels students on such matters as tutorial referrals, learning skills refinement, faculty and/or Counseling Center referrals, academic monitoring, dropping classes below the normal course level, and career advice. Individual counseling is shared in part with the Dean of the College.

Upon arrival students are assigned a faculty adviser for two years by the Dean of Students. Advisers include faculty members and members of the administration who have an interest and the expertise to advise. First-year faculty members are not chosen. Students may change advisers upon request in the Deans' Office. Most students seek out faculty advice, whether through their adviser or other faculty members they have met. There is one three-hour training session for advisers at the beginning of each year. Extensive written information is supplied to the advisers.

Because about 40% of the junior class studies elsewhere, either for a term or a year, considerable effort is made to advise those students. The basic responsibility for this lies with the Assistant Dean of Students, who keeps current literature available and speaks to most students considering going away. All questions concerning credit or more technical matters are directed to the Registrar.

The Dean of Students Fellow monitors the academic progress of all freshmen. Comment cards are sent by the faculty to the Dean's Office as warnings against potential academic problems. If learning and study skills need improvement, a tutor may be assigned. The Fellow administers the Bowdoin tutorial program, which is used primarily by freshmen. With the assistance of a student coordinator and four head tutors in the subjects of mathematics, economics, physics and chemistry, the program provides assistance to students who are struggling with courses. Tutors are recommended to the Fellow by each department at the beginning of the term. All tutors are paid through the Dean of Students Office.

In 1986, Learning Skills, Inc., presented a Reading and Study Skills Course to all students who were interested. Forty students participated.

Counseling Service

Description

The primary mission of the Counseling Service is to provide psychological services to undergraduate students, through individual counseling and a limited number of outreach programs. The Service acts as a consultant to the administration concerning general situations on campus and to individual students while maintaining professional confidentiality.

Offices of the Counseling Service are located on the third floor of the Coe Health Center. There are two permanent employees, a full-time director, and a half-time counselor. When demand indicates, individuals from the community have been hired on a part-time basis to help.

During each of the last three academic years, between 170 and 200 individual students have been seen. Approximately twice as many female students seek help from the Service as do males.

Appraisal

In fall 1983, the Service was criticized for not providing adequate service to minority students and, in some cases, women. Dr. Ferdinand Jones, the Director of Psychological Services at Brown University, evaluated the program. His charge was to consider (1) minority student problems, (2) problems of women, and (3) the overall Service. His report was quite helpful. The Service has been particularly effective in dealing with students in a major crisis. When situations could have become very serious, students were treated by the director and were able to continue in residence.

Health Services

Description

The Dudley Coe Health Center provides comprehensive medical care and health-related information to Bowdoin students.

The Health Service personnel consist of a full-time physician, a full-time physician's assistant, a 24-hour per week gynecological nurse practitioner, a receptionist/x-ray technician, a half-time secretary, and seven registered nurses. The Center is open 24 hours a day, seven days a week.

General out-patient treatment is offered. Facilities include a waiting room, a reception office, a conference room, a large triage area, and two well-equipped examination rooms connected by a small laboratory. There is a large x-ray room with state-of-the-art equipment. Gynecological services are offered in a second-floor suite which includes a separate waiting area, examination room, and consultation room. There are four in-patient rooms to accommodate eight patients.

In-patient care is offered for a variety of problems, including post-operative recuperation, orthopedic injury and mental health (in consultation with the counseling staff). Most laboratory tests are done in-house. Some testing is done at the local hospital. The medical staff works closely with the physical therapist and the athletic training staff. Orthopedic clinics are held weekly by a local orthopedic surgeon.

There are no charges to students for services at the Health Center, but x-rays, laboratory tests, and some other functions are charged to the students' insurance. All Bowdoin students are required to have health insurance either privately or through a student policy available at a minimal charge.

The most commonly prescribed medications are dispensed free to students. The physician and the physician's assistant share on-call duty throughout the week.

Health Education

The Health Center actively pursues a health education program. The Center sponsors speakers and forums on such topics as eating disorders, alcohol on campus, AIDS, drugs (particularly cocaine), and sexuality.

Particularly successful has been the organization of a committee concerned with the use and abuse of alcohol and the organization of an alcohol peer adviser group. The students have been well trained, and we are hopeful that they will be heard within the community.

Leaflets and pamphlets from various sources are permanently displayed in the Health Center. Patient instruction sheets for specific problems have been written by the Physician's Associate and are given to appropriate students on discharge from the Health Center.

Health Statistics

A complete listing of health statistics is available in the work room. In the year 1985-86, 6,758 out-patients were treated. There were 90 in-patients, who stayed a total of 140 days. Three hundred and fourteen students were x-rayed at the Health Center, 23 elsewhere. Seven hundred and thirty-one students visited the gynecological nurse practitioner. There were 731 throat cultures, 177 students requiring allergy shots, and 153 students requiring other sorts of immunizations.

Appraisal

In 1977 and 1979 outside reviews were done of the service. At that time the committees were very positive about the high level of

sports medicine practices, the Center's central location, and its good continuity of care. The outside committees also commented positively on the gynecological services provided by the nurse practitioner. There were negative comments relating to physical aspects of the building, the care of women, and medication. All the concerns of the Committee have been met.

In the future, the physician would like to use a major basement space for the physical therapist. Major new facilities are being constructed for athletics, including space for the trainers and the physical therapist. When these changes are completed, the Health Center needs will be reevaluated.

Residential Program

Freshmen live in nine dormitories, six of which house between 70 and 100 students. The remaining three dormitories are smaller houses located on the periphery of campus. Although most occupants are freshmen, upperclassmen also reside in the units.

After the freshman year, there is a range of housing options. About 215 students live in fraternities, and another 200 reside in Coles Tower, where students have single bedrooms (four sharing a living room). Five college-owned apartment complexes are within walking distance of the College. In addition, there are three small upperclassmen houses. One of these has served as a theme house (Russian House) for the past few years. About 200 students live off campus.

Freshmen dormitories are supervised by appropriately trained proctors selected by the Assistant Dean of Students. Proctors assume a range of responsibilities, including liaison between administration and students and initiating dorm social functions. They act as peer counselors within their dormitories and often deal with roommate problems, homesickness, and other minor personal matters.

have the positive aspects of the fraternities continue." It noted, however, that substantial upgrading of the physical plants and the good service would have to be accomplished in a relatively short time if the fraternities were to successfully compete for members.

The admission of women to Bowdoin in 1971 created new opportunities and challenges for the College's fraternity system. Some fraternities, committed to coeducation, moved quickly to admit women. Some, already facing financial pressures caused by declining fraternity populations and escalating costs, saw women as a needed source of new members. Through the early 1970's, fraternities established individual and quite different practices regarding the role of women in their respective houses. All ten eventually permitted women to join, but several placed restrictions on the right of women to live in the house, vote on house policies, or even attend house meetings.

In May 1979, the Governing Boards extended to women "full and equal participation in the affairs and governance of the chapters of Bowdoin fraternities." The statement was later clarified in a letter from the Governing Boards stating that, "the College does not approve single sex chapters of the fraternities on campus." A clear set of guidelines was agreed upon by the fraternities and other student groups. After extensive discussions, nine fraternities agreed to comply with the guidelines and one, Chi Psi, decided it would not. Sanctions were taken against the house which served to separate it from the College. Since that time, Chi Psi has continued to operate as an independent, non-recognized fraternity, and a sorority of women, also unrecognized by the College, has formed. During the 1984-85 academic year, the "single sex" policy of the Boards was again reviewed and reaffirmed by the Boards. At present seven fraternities clearly are adhering to the established guidelines, and the policies of two are under discussion with the Dean of Students and the Student Life committee.

In the summer of 1982, a Commission on Student Life, consisting of Boards members, faculty, students and administrators, affirmed the importance of the fraternities on campus and expressed its desire to

have the positive aspects of the fraternities continue. It noted, however, that substantial upgrading of the physical plants and the quality of food service would have to be accomplished in a relatively short time if the fraternities were to successfully compete for members and participate in a constructive way in the activities of the College.

Previous to the Commission Report, a cooperative effort between the fraternities and the College was established by the Dean of the College. The Dean sponsored a series of meetings from 1980 through 1983 with officers of the Alumni Boards of the various fraternities to encourage cooperative efforts among the fraternities and to strengthen communication between the various fraternities and the College. College policies and existing cooperative efforts were explained and in some cases redesigned. The President and the Dean of the College have encouraged and helped establish new intellectual activities within the fraternities.

During the past two years, most of the houses have been able to make substantial investments in their physical plants. Whether the fraternities will once again make substantial contributions to the life of the College remains to be seen.

STUDENT SERVICES - SPECIAL SERVICES

Bookstore

The College bookstore, located in the Moulton Union, is an educational enterprise with an emphasis on the sale of books. Textbooks as well as an impressive range of other books are available to students. In addition, toiletries, desk supplies, and some clothing are sold. Textbooks are sold through the bookstore in a basement location next door at the beginning of each term.

For the past 15 years, the bookstore has been an excellent resource for students and faculty alike. The store carries about

14,000 volumes on display, some 300 of which are references, 600 are children's books, and the rest are in various academic areas. The store is professionally run and has operated within expectations that it would meet cost of operation but would not necessarily operate at a profit.

Women's Resource Center

Bear Necessity's Resource Center, consisting of a library and office, was established in 1980. The library contains books and journals of

In 1981, a basement dining room in the Moulton Union was opened evenings as a campus pub. Beer and wine are served along with non-alcoholic beverages and food. A one-year fellow manages the pub. The fellows have brought various events to the pub on an average of three to four evenings a week. Students seem comfortable there, whether they drink alcoholic beverages or not, and it is an important meeting place on campus. All state laws are enforced, and there have been no disciplinary problems during the last five years. Of concern is the increased cost of third-party liability insurance. Our premium went from about \$700 to \$20,000 this past year. A committee of students is working to determine ways the facility might be changed to accommodate the new drinking laws and still continue its important place on campus.

Athletics

Afro-American Center

Bowdoin believes that physical education is an important part of the The John Brown Russwurm Afro-American Center was established in 1970. The offices of the director of the Afro-American Studies Program and her secretary are located in the building. There is also an extensive library of African, Afro-American, and Caribbean research materials. In addition to these academic functions, the house serves as a gathering place for Afro-American students and those interested in the activities sponsored there. The Afro-American Society, a student organization, sponsors both social and cultural activities. Minority students frequently have found this to be a comfortable place to discuss general problems and also to sponsor get-togethers with the

faculty and administration and the community in general. In addition to the director of the academic program, a member of the admissions staff acts as a part-time counselor to black students.

About 33% of the student body participates in a varsity sport, the percentage being slightly higher for men. Twenty-three percent of the men and 63% of the women participate in more than one sport. Many teams have been particularly successful in spite of Bowdoin's small size.

Women's Resource Center The Women's Resource Center, consisting of a library and office, was established in 1980. The library contains books and journals of particular interest to women. Many volumes are not available in the general library and are catalogued in the Center itself. The Center has been very helpful in bringing students and faculty together to discuss women's issues and to act as a resource for anyone doing research on women's issues. Several classes, receptions for speakers, general discussions, and social events take place each year in the Center. The Center is run and maintained by a group of undergraduates and faculty members. This year, a faculty member was appointed part-time coordinator in order to bring more continuity to the facility.

STUDENT ACTIVITIES physical education and recreation program was reestablished on a voluntary, non-credit basis in 1982. Mini-courses are taught, and the department strives to offer "carry over" activities based on STUDENT ACTIVITIES Typically, 300 to 600 students take part yearly.

Athletics 384 one of our full-time coaches took responsibility for advising the Outing Club and a number of other clubs associated with the Bowdoin believes that physical education is an important part of the total educational program. The Department of Athletics provides students with opportunities for the achievement of good health and physical fitness.

The Athletic Department staff consists of a director, 11 full-time coaches, ten part-time coaches, two full-time trainers, one half-time trainer, and a part-time physical therapist-trainer.

The athletic program encompasses intercollegiate sports, intramural sports, physical education, and recreation. There are 30

varsity sports, 14 for men, 14 for women, and two which are coeducational. The College adheres to NCAA, ECAC, and particularly NESCAC (New England Small Colleges Athletic Conference) rules. About 35% of the student body participates in a varsity sport, the percentage being slightly higher for men. Twenty-nine percent of the men and 68% of the women participate in more than one sport. Many teams have been particularly successful in spite of Bowdoin's small size, non-compromising academic admissions standards, large number of teams, difficult academic program, and the fact that many of the teams are now coached by part-time coaches.

At the time of the last self-study, there was considerable concern about In 1981 the student-run intramural fraternity leagues were reorganized into a program administered by the Athletic Department with three levels of ability (expert, novice and beginner). This change allowed the participation of women and non-fraternity members. Participation increased 250% during the first year, and now 105 teams compete in three seasons involving approximately 970 students.

The physical education and recreation program was reestablished on a voluntary, non-credit basis in 1982. Mini-courses are taught, and the department strives to offer "carry over" activities based on student interests. Typically, 500 to 600 students take part yearly.

In 1984 one of our full-time coaches took responsibility for advising the Outing Club and a number of other clubs associated with the out-of-doors. Membership in the Bowdoin Outing Club has grown from 40 to 186. Activities included 38 trips during fall and spring 1985. In fall 1985, 316 students took part in activities, and we expect that number to grow substantially. The Outing Club has initiated an outdoor training program and canoe skill classes, rock climbing, windsurfing, and an outdoor leadership program to provide skilled leaders for the trips. Programs in backwoods medicine, mountaineering, and winter camping are included.

In 1982 the Athletic Department developed a system of student evaluations. At the same time, a procedure for major and minor reviews

of all coaches and a term of employment based on those reviews were established. The new system provides for an initial three-year appointment followed by a review using a set of published criteria. A second three-year contract is followed in the fifth year by a major review, first by the department and then by a review board. Thereafter, major reviews are scheduled every five years. The system was phased in over a period of three years.

Coeducation

Student Government and Organizations

At the time of the last self-study, there was considerable concern about the coeducation of the athletic department. We now have equivalent percentages of men and women in sports, and in every way we can measure the teams have equal privileges. Locker rooms, uniforms, field time, quality of transportation, overnight accommodations, and access to trainers seem to be equivalent. The training room used in the winter for women is smaller than that for men, but a new field house under construction will have a large coeducational training room. Some women's teams still have problems arranging as competitive a schedule as they would like because they cannot find enough teams to play. This situation is improving, however. The only concern we have at the moment is that we have only two women on the coaching staff. We have made serious efforts to hire women coaches, particularly when a woman resigned. The men coaching women's teams are very competent and popular, but we would be more comfortable if there were more women on the staff.

Along the funds fairly. This process has not always been smooth, and a clearer understanding of the by-laws is needed. The Facilities is working to this end.

Facilities

The athletic facilities are, with two exceptions, in good condition and function well. The field house and swimming pool are clearly outmoded, but a new facility is under construction. A new field house will provide excellent indoor track facilities, four indoor tennis courts, and indoor practice space for early practice for the spring sports. The track will allow us to host NCAA, Division II, and ECAC championships. academic and intellectual endeavors and are

The pool design allows for up to 16 lanes of 25-yard lap swimming or eight lanes of competitive swimming when the diving area is in use. We expect use to increase by a factor of four. The construction of six new playing fields and the reorganization of space has given us a net of five new fields after some field space was taken up by the field house.

General Policies and Discipline

Student Government and Organizations

The 15-member Executive Board is elected by students at large. A chair, a vice-chair, a recording committee/treasurer, and a public relations officer are elected by the members. The board meets weekly and acts as a forum for student opinion. The board also appoints student representatives to faculty and Governing Boards committees. Students serve on all Governing Boards committees on which faculty also serve and on most faculty committees. The Board also oversees student organizations by granting charters and reviewing constitutions and activities of the organizations from time to time. The procedures are described in the Constitution of the Student Assembly. These student organizations are funded through a Student Activities Fee of \$90 per year. The money is distributed by the Student Activities Fee Committee. Funds are considered adequate for the student organizations; the committee exercises considerable judgment in apportioning the funds fairly. This process has not always been smooth, and a clearer understanding of the by-laws is needed. The committee is working to this end.

Student organizations seem to prosper in spite of their large number and the small size of the student body. Four or five seem to form each year as interests in the student body shift. The greatest participation in the organizations is by freshmen and sophomores. With 40% of the junior class studying away, participation decreases. Seniors, particularly those who have been away, seem to take an increased interest in academic and intellectual endeavors and are

involved only in a few student organizations. Particularly strong organizations include the College newspaper, the radio station, Masque and Gown, the Bowdoin Women's Association, Struggle and Change, the Student Union Committee (college social committee), the Bowdoin Jewish Organization, the Bowdoin Film Society, the Outing Club, and the Afro-Am Society.

General Policies and Discipline

The Bowdoin Student Handbook, revised yearly and distributed at fall registration, explains behavioral policy. This information is reinforced in the College Catalogue. The College Social Code outlines the conduct expected of students and their guests, details the administration of the Social Code, and provides for appropriate penalties in instances of misbehavior. Bowdoin maintains a student-administered Honor Code, which is clearly explained in the Handbook. Like the Social Code, academic misconduct is defined and administrative procedures outlined. The Student Judiciary Board is empowered by the student body (Student Assembly) to adjudicate possible cases of social and intellectual misconduct, introduce disciplinary procedures to new students, and insure that students formally commit themselves to academic integrity by signing the Honor Code pledge.

Special disciplinary concerns are included in the Handbook and are reinforced through periodic campus mailings. The College's sexual harassment policy is printed in a pamphlet as well as the Handbook and is distributed to students. Extra copies are available at various points on campus. Hazing information is distributed in the fall in combination with a general meeting of fraternity leaders and the Dean of Students. The comprehensive alcohol policy is scheduled for individual distribution in pamphlet form this fall.

Student disciplinary misconduct procedures are outlined in the Student Handbook. An officially charged student receives more specific information regarding his/her rights and responsibilities at a

judiciary hearing. Students are strongly encouraged to meet with the Dean of Students as often as necessary for additional discussion of the formal disciplinary process. Appeals remain the prerogative of a faculty committee chaired by the President of the College.

able books, periodicals, and audio-visual materials required by the curriculum.

Settling student/faculty disputes involves both formal and informal approaches. Problems of a sexual nature are handled unofficially by a number of individuals (Dean of Students, Dean of the College, Assistant Dean of Students, Dean of the Faculty, Assistant Dean of the Faculty, etc.) as are matters involving alleged discrimination against the handicapped. In the event informal communications are unsuccessful, formal institutional measures -- generally through the College's Grievance Committee -- are available. The Student Handbook outlines official procedures for the resolution of complaints arising from sexual and handicap discrimination.

now hold about 700,000 volumes.

Departmental collections for biology, chemistry, mathematics, music, and art are located in rooms near departmental offices. Videotapes, which are acquired and catalogued by the library, are housed and serviced in a facility outside the library building. Special recordings are kept in the Music Department library. Special interest reading collections that are not part of the library are housed in the Afro-American Center and the Women's Resource Center.

The library's shelves will be filled to capacity in three to five years. The construction of a science facility that will include a library is one of two future projects that will relieve the pressure on existing space. The science library, with room for 120 readers and 50-75,000 volumes, will combine the existing departmental collections in the sciences and relieve the main library of approximately 30,000 volumes. The new science facility will also permit the College administrative staff to vacate its offices in the Hawthorne-Longfellow building, adding 20,000 square feet to library space. It is estimated that the additional space will provide for the library's growth through the next 2000.

8. LIBRARY

To support the educational mission of the College, the Bowdoin College Library acquires, organizes and makes available books, periodicals, and audio-visual materials required by the curriculum. Materials identified by faculty and library staff as appropriate and useful for undergraduate courses offered by the College are added to the library's collections. Faculty research needs are accommodated as much as possible within budgetary limitations.

The physical facility includes the Hawthorne-Longfellow Library building and the stack wing of Hubbard Hall, which are linked by an underground area and passageway. The 85,000 square feet of floor space provides room for more than 500 seats at individual study tables and carrels, multiple-place tables, and informal seating and stacks that can hold about 700,000 volumes.

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The library staff numbers 9.3 FTE professionals and 15.25 FTE support staff, with 16-17,000 hours of student help each year. The staff is organized according to functions: public services, cataloging, acquisitions, documents, special collections, and periodicals.

The Faculty Library Committee reports annually to the full faculty. Its membership includes five faculty members, two student representatives, and the Librarian of the College. The committee acts in an advisory capacity to the Librarian and in turn conveys to the faculty matters of concern to the library. It hears requests from departments for increases in a department's allocation of book funds and, if appropriate, recommends changes. It also passes on the assignment of library studies to individual members of the faculty. During the past year, the committee conducted a survey of the faculty to identify areas of concern. The results of the survey were shared with the library staff, and the committee met with various members of the staff to discuss the survey. The committee's annual report summarizes its conclusions.

Each fall, freshmen and transfer students are scheduled for an orientation to the library, conducted by library staff. The tours are not mandatory, and about 40 percent of the freshmen turn out for them. The Reference Librarian invites instructors to meet their classes in the library for an orientation to library materials and research methods, and several instructors regularly make use of the opportunity. A reference librarian is scheduled for the reference desk daily during term time except Saturday and Sunday and during evenings on Sunday through Thursday. It is clear that more reference staff is needed to expand the library orientation program and to extend reference services when the library is open.

The College is engaged in the planning and implementation of a combined automated library system with Bates and Colby. The project will bring the efficiencies of automation to the individual libraries,

and it will also nearly double the library resources available to students and faculty of the three institutions. Staff members from the three libraries are drafting specifications for the system and determining costs so that the funds necessary to implement it can be sought.

As a result of the faculty survey conducted by the Faculty Library Committee, the library staff is engaged in several activities. The survey indicated that some of the faculty are unaware of many library procedures and policies and, in some cases, misinformed about them. The staff is drawing up brief descriptions of library functions to be distributed to the faculty, especially those who are new to the College. The summaries will describe services and resources that are available and list the names of staff who can be helpful to them for particular services.

The staff has also undertaken a self-study project that will continue for the indefinite future. The aim of the project is to clarify goals, to formulate library objectives, and to develop a method for continuous review. The self-study involves both professional and support staff. Specific projects in the immediate future will be the problem areas identified in the faculty survey.

Statistics showing the growth of the library over the past five years are appended, as well as a compilation of statistics comparing the Bowdoin College Library with other private college libraries, and the Annual Report of the Faculty Library Committee. (See Appendix)

Campus Master Plan

Campus master plans were developed in 1979 and 1980 and recently updated in association with major building projects (library extension and the athletic complex construction). The master plan consists of a series of working documents which are reevaluated prior to each major construction project.

9. PHYSICAL FACILITIES AND SECURITY

Physical Facilities

Description

The mission of the Physical Plant Department is to plan, provide and maintain facilities which support the programs of the College. This requires a skilled staff and an appropriate inventory of materials and equipment. Sensitivity to internal and external standards and to changing program needs is fundamental. The department is large and complex in structure. A complete description and discussion of its facilities, organization, and staffing is on exhibit in the Work Room.

Between 1974 and 1979, the College deferred maintenance of certain facilities, primarily in response to the energy crisis. Beginning in 1980, the practice of deferring maintenance was eliminated, and energy conservation measures begun in the mid-1970's were further emphasized. In the last five years the College has spent over \$3,500,000 to improve the condition of the physical plant and conserve energy.

Future building plans, in addition to a 100,000-square-foot athletic complex now in construction, include improvements to student lounges, dormitory renovations, additions to central dining facilities, conversion of replaced athletic facilities, and a new science complex. Additional housing units are also a consideration.

Campus Master Plan

Campus master plans were developed in 1979 and 1980 and recently updated in association with major building projects (library extension and the athletic complex construction). The master plan consists of a series of working documents which are reevaluated prior to each major construction project.

Ten-Year Planning

Capital projects and major maintenance items are identified on a ten-year plan. This plan provides for necessary improvements and sets a program which precludes the build-up of deferred maintenance.

The Physical Plant Department

The department is organized along traditional lines. The Physical Plant Director reports to the Associate Treasurer of the College and ultimately to the Treasurer, who reports to the President and then to the Governing Boards. (Refer to the Organizational Chart in section on Institutional Characteristics.) The department consists of the Engineering Division, Buildings and Grounds Division, Mechanical Services Division, and the office support staff and administrative group. All divisions report directly to the Director of Physical Plant. Each superintendent is responsible for the operations of his or her area, which includes daily personnel adjustments, assignment and distribution of work, training, contract services, and budget management.

Staffing

The Physical Plant consists of 89 full-time employees. At various times during the year it also employs between ten and 30 part-time employees to cover special activities and summer programs.

The department is staffed at a level to maintain existing facilities and to avoid build-up of deferred maintenance. It does not provide staffing for construction and major renovation and repair work.

Safety

The Director of Physical Plant is responsible for the administration of the safety programs on the campus and is designated as the campus safety officer. He is responsible for overseeing the

disposal of hazardous wastes, removal of asbestos, monitoring of air, investigation of accidents, reporting of accidents to the Workmen's Compensation insurer, and insuring that the College complies with local, state, and federal building and safety codes, including the OSHA regulations for both construction and on-the-job safety. He has overall responsibility for job safety programs, training, documentation, and reporting.

Appraisal

The matter of deferred maintenance has been referred to earlier. It is believed that adequate programs are in place to preclude any new build-up.

Productivity has also been a concern. Various steps taken to make major improvements have been:

- reorganization
- strengthened management and supervision
- investment in tools and equipment
- reassignment of personnel
- closer working relations to staff

Master planning, multiple year maintenance, and capital project budgets have provided further discipline for the setting of priorities. Skill levels and quality of work have not been a problem.

Adequate control of work in progress has been a problem. There has been too much reliance on judgment backed inadequately by reports, analyses, and other data. The opportunity for improved and more sophisticated reporting is addressed in the FY 1986/87 budget and other ongoing projects.

There is one notable facility inadequacy. A centralized warehouse is needed. Current planning, involving an outside third party, will formulate a specific solution.

Security

Staffing, until the last two years, has been both stable and adequate. Recent building additions and modifications plus more intense use of many facilities have strained the effectiveness of the Physical Plant staff. This has been rectified in staffing authorizations budgeted for FY 1986/87.

Handicap access to the campus, while adequate, is relatively modest. The budget each year provides for additional improvements. This practice will continue.

Projection

In looking ahead, the following steps are planned:

- The department is improving its computerized systems for control and reporting.
- There is a commitment to continue the program of improving accessibility.
- Certain fire and safety systems will be upgraded.
- A major improvement to walks and roads is budgeted for FY 1986/87.
- Planning for a centralized warehouse is under way.
- Increased staffing is budgeted for FY 1986/87.
- Other longer term potential problems (student housing, parking, renovation and additions to certain facilities) are being studied, with Physical Plant participation.

Security Fourteen private emergency phones at various locations on campus.

Description

a. All calls from emergency phones are received at the

The protection of college students, faculty, staff, and visitors while on campus as well as protection of the facilities themselves is the objective of Bowdoin Security. Officers trained and qualified in police and security sciences at the University of Maine or by the State of Maine Criminal Justice Academy provide the staff required for that purpose. Campus security is significantly different from municipal law enforcement, in that a great deal of emphasis is placed on protection, rather than enforcement. However, it is necessary to establish a close working relationship with local and state law enforcement agencies. High visibility is an important deterrent to crime, but other low-key approaches are utilized as well.

Bowdoin security provides these services:

1. Security coverage, Coles Tower.
2. Security coverage, Museum of Art, during public hours and events.
- a. Sophisticated alarm system when closed.
- b. Closed-circuit television.
3. Security coverage for all sports and special events.
4. Walking patrol, 3 a.m. to 7 a.m.
5. Cruiser patrol, 24 hours a day, seven days a week.
6. Shuttle service for students from dusk until 2 a.m.

7. Fourteen private emergency phones at various locations on campus.

8. Daily radio and telephone log of activities, as required

- a. All calls from emergency phones are received at the Communications Department.

9. Records of vehicle registrations in the State of Maine.

- b. Phones equipped with digital readout, giving location of the individual private emergency phone.

10. Records of mileage, gas, and oil use of all College

8. Off-campus private emergency phone number; received at the Communications Department.

Appraisal

9. Bank escorts.

The department appears to be achieving its objectives. Audits in

10. Parking and planning control.

professional training is substantial. The relationships with students,

In addition, the Communications Department provides these services:

At the technical level, response time is never more than three

1. Energy control.

and fire departments. Serious crime and related incidents are

2. Telephone receptionist for Physical Plant and Security.

review. They show an effective and positive presence. Without being

3. Switchboard coverage 12 midnight to 7:30 a.m.

4. Radio dispatching for Security and Physical Plant.

5. Communications link between Security and local, state, and county police and fire departments.

presence. Specialized training (museums, rape prevention, and so

6. Monitoring of closed-circuit television.

and with outsiders are planned. In balance, although protection of

- a. Museum of Art

- b. Physical Plant

- c. Athletic Facility

7. Answering all emergency lines and dispatching as needed.

8. Daily radio and telephone log of activities, as required by law.

9. Records of vehicle registrations in the State of Maine, as well as for Bowdoin College.

10. Records of mileage, gas, and oil use of all College vehicles.

Appraisal

The department appears to be achieving its objectives. Bowdoin is studied by others as a model for their campuses. The level of professional training is substantial. The relationships with students, faculty, staff, the town, and others is positive and self-reinforcing.

At the technical level, response time is never more than three minutes. Direct and immediate communication is made with local police and fire departments. Serious crime and related incidents are relatively rare. Records of security activities are available for review. They show an effective and positive presence. Without being intrusive, security is clearly evident on campus.

Projection

Continued emphasis on training and professional development is the main focus. Additional staff is less important than an effective presence. Specialized training (museums, rape prevention, and so forth) is also featured. Even closer working relationships on campus and with outsiders are planned. In balance, although protection of facilities and property is important, the main focus is upon a safe and secure environment for students and staff within an open and informal campus.

11. ETHICAL PRACTICES

The second page of the Bowdoin Catalogue states:

"In its employment and admissions practices Bowdoin is in conformity with all applicable federal and state statutes and regulations. It does not discriminate on the basis of age, race, color, sex, marital status, religion, creed, ancestry, national and ethnic origin, physical or mental handicap."

To insure that these principles are realized, the rights of employees are spelled out in Employee Handbooks, the rights of faculty in a Faculty Handbook, and the rights of students in a Student Handbook. All of these books contain procedures whereby individuals feeling that they have been unfairly treated may seek recourse.

Further, to insure that all of the constituencies of the College may be heard, students serve on faculty committees, and students and faculty serve on the committees of the Governing Boards. The only exceptions are the Audit Committee of the Boards, on which only Board members serve, and the Executive Committee of the Boards, on which students and faculty serve but cannot vote.

Whenever decisions affecting an individual are made, there is an effort to spell out the appeal process. For example, students subjected to disciplinary recommendations by the Student Judiciary Board have an appeal to the Administrative Committee of the faculty. Faculty members who have not received a favorable recommendation for tenure from the tenure committee may address the President at the time the President receives the committee's recommendation. To highlight the need for treating men and women appropriately, there exists a faculty Committee on Grievance (Sex). To insure equitable treatment in employment of men and women and of minorities, the College has appointed an Affirmative Action Officer, who is a member of the President's staff, thereby insuring the support of the President.

Insofar as admissions is concerned, freshmen classes of late have contained roughly equal numbers of men and women. On the whole, we try to have the same percentage of men and women from the two applicant pools. As for minorities, the College has assigned a member of the admissions staff to the responsibility for our minority recruitment. The results have not been good, for a variety of reasons, and renewed and revised efforts are being made. To the extent that scholarship aid may reflect discrimination, the College, by policy, tries annually to vote sufficient funds for scholarships to permit the Admissions Committee to admit the most qualified students without regard to financial need. This is a policy that the College has been able to carry out successfully since the late '70's, with the exception of one year. That year, the College was not able to admit a few students with scholarship needs.

In spite of the efforts of the College to act in an ethical manner, the conduct of the College is not always perceived as fair. In particular, some women students have rightly complained of sexual harassment almost exclusively by other students in varying degrees. Efforts to identify offenders have been strong but mostly unsuccessful. It is increasingly clear that the College must undertake a much stronger educational role in this respect.

Also of concern is the relatively low number of women and minority groups on the faculty and in the administration. There is probably not unanimity on the effort the College has made to right these balances. Like all institutions of higher education, Bowdoin is handicapped by the relatively small number of women in some disciplines and the small number of minority teachers in most disciplines. Further, the location of the College in a small town in a rural area is something of a handicap in recruiting minority teachers and single women teachers. Efforts to address these problems through appropriate research support, leave incentives, and other forms of recognition continue. It is the intention of the College to strengthen these recruitment efforts and to welcome whatever helpful counsel is available from the Visiting Committee.

10. FINANCIAL RESOURCES

DescriptionFinancial Information

For the five year period (1982/83 through 1986/87), current fund revenues have provided and continue to provide funds in excess of current fund expenditures.

In summary:

(000s Omitted)	<u>1982/83</u>	<u>Actual</u> <u>1983/84</u>	<u>1984/85</u>	<u>Estimated</u> <u>1985/86</u>	<u>1986/87</u>
	1982/83	1983/84	1984/85	1985/86	1986/87
Revenues	\$ 24,702	\$ 27,024	\$ 31,849	\$33,203	\$39,749
Expenditures	<u>23,831</u>	<u>26,094</u>	<u>30,209</u>	<u>31,009</u>	<u>35,322</u>
Net excess	\$ 871	\$ 930	\$ 1,640	\$ 2,194	\$ 4,427

Fund balances (actual and projected) for the same five year period as of June 30:

(000s Omitted)	<u>Actual</u>			<u>Projected</u>	
	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
<u>Funds</u>					
Current-Restricted	\$ 1,277	\$ 2,034	\$ 2,836	\$ 2,379	\$ 2,991
Student Loan	3,151	3,411	4,281	3,661	4,636
Endowment	45,705	51,997	57,581	63,828	70,086
Life Income	5,629	5,642	5,546	6,355	6,618
Quasi-endowment:					
Unrestricted	814	312	359	0	831
Restricted	4,780	4,184	5,826	6,537	9,509
Plant Reserves	742	858	545	395	677
	<u>\$ 62,098</u>	<u>\$ 68,438</u>	<u>\$ 76,974</u>	<u>\$83,155</u>	<u>\$95,348</u>
Invested in Plant	30,460	32,233	33,624	33,700	35,120
Unrealized Appreciation	<u>14,314</u>	<u>5,529</u>	<u>18,161</u>	<u>*</u>	<u>*</u>
Total Funds	<u>\$106,872</u>	<u>\$106,200</u>	<u>\$128,759</u>	<u>N/C</u>	<u>N/C</u>

*Unrealized appreciation (depreciation) was not projected, thereby making the total funds not comparable (N/C)

The fund balances continue to grow as the result of a progressive alumni fund annual giving program as well as currently increased giving in response to the College's Capital Campaign (goal - \$56 million). Nonetheless, the unrestricted reserves (quasi-endowment) have been

substantially decreased in recent years.

One of the largest uses of these reserves has been to fund capital projects necessitated by a period of deferred maintenance during the energy crisis and high inflationary period. Capital expenditures (planned and actual) for the five-year period are:

<u>Projects</u>	(000s Omitted)				
	<u>1982/83</u>	<u>Actual 1983/84</u>	<u>1984/85</u>	<u>Projected 1985/86</u>	<u>Projected 1986/87</u>
Campus & Buildings	\$ 949	\$1,300	\$ 753	\$ 484	\$ 267
Fixtures, Appurtenances, and Equipment	<u>218</u>	<u>401</u>	<u>1,101</u>	<u>624</u>	<u>759</u>
	<u>\$1,167</u>	<u>\$1,701</u>	<u>\$1,854</u>	<u>\$1,108</u>	<u>\$1,026</u>

(Refer to Exhibits 1, 12, 13 and 14 in Work Room for further information.)

Budgeting

Educational programs, need for support services, and limits of resources all help to determine the institutional budget -- an itemized, authorized, and systematic plan of operation expressed in dollars.

Individual budgets are developed by department heads with appropriate contributions by faculty and staff. Senior administrative officers have the responsibility of reviewing the departmental budgets for final development of the annual budget within guidelines approved by the Governing Boards. The Boards are also responsible for final approval of the comprehensive annual budget.

The budget is designed for fiscal operation and control in that it is constructed along organizational lines, with each departmental budget providing for personnel compensation, supplies and expenses, and capital expenditures.

Budget control starts with those responsible for each budgetary unit. The President's staff consisting of the President and four

senior administrative officers has responsibility for overall budget control, including responsibility to call attention to major departures from approved budget estimates and to take appropriate follow-up action.

The department chairman, however, has the primary responsibility for control of expenditures within his budgetary unit. Therefore, he must see that salaries involved in his department do not exceed approved contractually budgeted sums. He must restrict expenditures for supplies and expenses to amounts allocated for these purposes. He must also restrict his expenditures for capital items to the amounts allocated and the specific items approved. He cannot divert funds among the three major divisions of his departmental budget -- i.e., (1) compensation, (2) supplies and expenses, and (3) capital items -- without approval from the appropriate senior administrative officer on the President's staff.

(Refer to Exhibits 2 and 11 in Work Room for structure, schedules, budget details, and so forth).

Investments

1. Jurisdiction

Under the By-Laws of Bowdoin College, the Committee on Investments (a joint standing committee composed of three trustees, six overseers, one member of the faculty, and one student) is established each year for the ensuing year.

The By-Laws further specify that "The Committee on Investments shall have special charge, oversight, and control of the investment and reinvestment of the funds and monies of the College; shall direct the purchase, sale or exchange of securities and property of the College, excepting land and buildings used for College purposes. The Committee may employ one or more investment counsel and may delegate authority to purchase and sell securities for the account of the College to such

investment counsel or to any officer of the College subject to such limitations as the Committee may impose."

In carrying out its responsibilities, the Committee holds a regular meeting following the end of each calendar quarter. In addition, informal meetings are held as needed, and the Chairman and the Treasurer are in frequent contact with the investment managers. Securities' custody and trading services are provided by the State Street Bank and Trust Company of Boston. Cambridge Associates, Inc., of Boston acts as a third-party consultant and provides investment performance indices in order to monitor more effectively how well the Committee's investment objectives are being achieved and to provide a comparison with the performance of other endowment funds.

2. Objectives

The primary objective of the Committee is to provide an increasing stream of income to support the college's educational and operating budget, while at the same time insuring that endowment assets and future income therefrom at least keep pace with the rate of inflation.

Investment Performance (Five Years)

(000s Omitted)

<u>Fiscal Year</u>	<u>Investments Market Value</u>	<u>Appreciation (Depreciation)</u>	<u>Yield</u>	<u>Total Return</u>	<u>Spending</u>
1980/81	\$55,303	\$ 5,448	\$ 4,036	\$ 9,484	\$ 2,387
1981/82	50,237	(6,977)	3,859	(3,118)	2,611
1982/83	72,391	17,875	4,522	22,397	3,500
1983/84	69,324	(3,062)	4,467	1,405	3,780
1984/85	89,682	15,318	5,138	20,456	4,082
Cumulative			\$22,022		\$16,360

3. Spending Rate

Effective July 1, 1974, the College adopted the total return concept for its Endowment and Other Fund Investments. Under the program approved by the Governing Boards, the College may use a prudent portion of the total return, which comprises yield (dividends and interest) and appreciation, as income to help meet current operating expenses.

Since its inception (7/1/74) through the year which ended 6/30/85, the portfolio's market value has increased from \$37,085,000 to \$89,682,000 with a cumulative yield of \$34,924,000 and spending of \$29,225,000.

4. Other Similar Investment Assets

In addition to the managed portfolio aggregating \$89,682,000, there are a number of additional assets which might be considered similar to the endowment of the College but which are not wholly under the jurisdiction of the Committee. They are:

Pooled Life Income Funds	\$5,138,000
Funds Held by Independent Trustees	9,232,000
Irrevocable Charitable Remainder	
Unitrusts	2,000,000

5. Social Responsibility

The Committee is strongly committed to an investment policy which takes into account social and moral responsibility in investing as well as the College's financial requirements.

A subcommittee of the Committee on Investments, whose members are drawn from various constituencies of the College as well as the Committee on Investments itself, studies the investments in the context of social responsibility and reports to the full Committee quarterly.

6. Selection of Investment Managers

increased by about 50% over the premiums shown in the April 1985

In selecting managers, the Committee recognizes that a mix of various investment styles will be more successful in certain types of markets than in others. The Committee recognizes that investment is an art, not a science, and that some people have the knack of making money in the investment business and others don't. Thus it is necessary to identify the individual who will manage the account and to review his record over a full market cycle. Such an individual must be able to identify the dominant trends that are influencing the financial markets and must have a superior understanding of what makes securities go up and down and have a superior sense of relative values. In giving the individual managers the authority to select investment sectors, the Committee in its review process must be careful to understand the thinking of the manager but not try to dictate it other than through the dynamics of discussion or through asset allocation.

A working group, known as the "Strategic Planning Committee," was

Indebtedness to sharpen the definition and priority of College needs.

The College has a total short-term and long-term indebtedness, exclusive of trade payables, of approximately \$15,353,000. (Refer to Exhibit 17 in Work Room for details).

Insurance

The report dated April 1985 (Exhibit 16 in Work Room) describes accurately, with certain exceptions noted below, the College's overall insurance program.

Dramatic changes have taken place in the insurance markets over the past year, particularly in the property and liability markets. The College was fortunate in having been able to renew all coverages which were deemed essential. There was a brief period during which it didn't seem possible that liability coverage of the Student Pub was renewable, but as the College reopened for the fall semester (1985) that particular coverage became available (although the premium increased thirtyfold). Costs of property and general liability coverages

increased by about 60% over the premiums shown in the April 1985 report.

The College continues to participate in a study of a captive insurance program as discussed in the April 1985 report. The results of that study may well have been reported prior to the forthcoming accreditation review. Information now in hand is insufficient for predicting whether this approach will offer any significant advantages to the College.

Capital Campaign

Early in 1983 the College undertook a feasibility study in anticipation of a Capital Campaign. The study suggested that Bowdoin could expect to raise \$35,000,000 in a campaign with five-year pledges. A working group, known as the "Strategic Planning Committee," was established to sharpen the definition and priority of College needs.

By the fall meeting of the Governing Boards, a formal proposal for \$56,000,000 was in hand. This proposal was presented despite Counsel's recommendation of a smaller goal and with the assumption that the Alumni Fund would not be counted in the Campaign, but could independently reach \$1,400,000 on an annual basis -- up from \$900,000 -- and maintain it through 1989, thus offsetting an additional need for \$10,000,000 of endowment.

Board solicitation began during the academic year 1983/84. In fall 1984, the Campaign was publicly announced and alumni solicitation initiated. A year and three-quarters after the announcement, the Campaign has received pledges of approximately \$34,000,000, and annual giving, which exceeded its quota in 1984/85, again set a record in 1985-86 of \$1,800,000.

While officially the Campaign, which is based on a five-year reunion giving cycle, will continue until December 1989, the present staffing will be dismantled by December 31, 1986. With nine more

months (from March '86 to December '86) to work within the present framework, and an additional three years to continue reunion giving under a new model of office staffing, as well as three years to solicit corporations, foundations, friends, and parents, the College is more than optimistic that the \$56,000,000 goal will be reached. (Refer to Exhibit 15 for a definition of specific Campaign goals).

Appraisal

The College has enjoyed financial stability and been able to meet its planned programs because of the availability of ample resources from its student body, alumni, friends, investment income, and unrestricted funds reserved from prior years' excess of revenues over requirements. There has been full control of financial reserves and the budgetary process free from any undue influence or pressure from external funding sources or agencies. The budgetary process itself is clearly defined and consistently implemented so that financial resources are prudently and economically managed with due regard for legal and contractual requirements. The College's budget and annual audited report are reviewed by the appropriate individuals and responsible groups within the institution. And, finally, financial reports (internal management reports and Price Waterhouse "Financials") have been available for any constituencies upon request.

Projection

Bowdoin's major financial concern is one of under-capitalization. It faces a challenge to rebuild its unrestricted reserves; reserves that will establish ample funds not only to handle contingencies that may arise but also to provide a strong base for the future. This is both an implicit and explicit target of the Capital Campaign. The Campaign, of course, addresses other issues (themselves specific concerns -- such as improved student facilities), but the overall thrust is to bring Bowdoin's capitalization up to a level which more adequately funds faculty chairs, student aid, and general endowment. Although buildings frequently receive much of the attention, it is

12. capitalization through endowment which is central. With substantially improved endowment levels, the rebuilding of unrestricted reserves (from modest operating surpluses and from unrestricted gifts, including the alumni fund) will be possible. Fiscal years 1985/86 and 1986/87 will see progress in that regard.

Other concerns, some shared with educational institutions generally, are:

- The ability to price adequately but competitively an educational package.
- Obtaining scholarship funds, which in Bowdoin's case means the retention of an "aid blind" admission policy.
- Tax reform's affect on charitable giving.
- Inflation.

Many of these are related. Fundamental to all, though, is the need to build the independent capital base of the institution.

For an overall review of the College's condition and a discussion of the FY 1986/87 budget, refer to Exhibit 14 in the Work Room, which is a recent presentation by the chairman of Bowdoin's Financial Planning Committee to the Governing Boards. While somewhat lengthy, it is a useful summary of the outlook for Bowdoin.

All recruitment materials are prepared by the Office of Public Relations and Publications with the assistance of the Admissions Office. Material is checked by academic departments and administrative officers as appropriate.

Materials prepared for current students, such as the Student Handbook, are subject to the same process of careful review, with both the administrative supervisor and the Office of Public Relations and Publications responsible for the accuracy of all statements.

12. PUBLICATIONS AND ADVERTISING

Bowdoin College produces a full range of publications complementing the work of the various divisions of the College. A comprehensive list follows this section. The Office of Public Relations and Publications is responsible for production of all official College publications, with the exception of alumni publications and undergraduate publications.

Within that office, particular responsibility for publications rests with the Associate Director and her assistant, under the supervision of the Director of Public Relations and Publications.

Bowdoin undertakes very little advertising. Occasionally, a brief general advertisement is placed, usually as part of a town-wide promotion for summer visitors.

Employment advertising is prepared by individual departments under the supervision of the officers of affirmative action and personnel.

The Catalogue and Other Publications

The Catalogue and other published materials of the institution correctly portray its mission and objectives. All required data are published in appropriate form, and great care is taken to present material in an accurate fashion.

All recruitment materials are prepared by the Office of Public Relations and Publications with the assistance of the Admissions Office. Material is checked by academic departments and administrative officers as appropriate.

Materials prepared for current students, such as the Student Handbook, are subject to the same process of careful review, with both the administrative supervisor and the Office of Public Relations and Publications responsible for the accuracy of all statements.

Where changes are likely or possible, a statement to that effect is printed. All materials used for recruitment or hiring carry an official statement of affirmative action.

Projection

Bowdoin College provides the necessary organization, staff, budget, and procedures to insure full compliance with the Standard on Publications and Advertising. The college continues to review all materials as they are produced and makes changes as necessary to maintain accuracy from year to year.

List of Publications

Bowdoin College Catalogue

Admissions:

Viewbook

Facts About Bowdoin

Blacks at Bowdoin

Athletics at Bowdoin

Careers and the Liberal Arts

Guide to Financing a Bowdoin Education

Application Forms

Student Services:

Student Handbook

Freshman Directory

Student Telephone Directory

Health Services

Career Services

Sexual Harassment

Alcohol Awareness

Orientation Schedule
 Sri Lanka ISLE Program
 Payment Options (IPP, BEPP)

Reports:

Report of the President
 Report of the Treasurer
 Report of Gifts to Bowdoin

Programs:

James Bowdoin Day program
 Parents Weekend program
 Commencement Luncheon
 Baccalaureate program
 Commencement program
 Other programs and invitations as needed

Directories:

Faculty-Staff Telephone Directory
 Governing Boards Directory
 New Faculty

College Calendar (bi-monthly)

Museum Publications:

Exhibition catalogues
 Exhibition posters
 Exhibition invitations
 Occasional Papers (scholarly)
 Museum Newsletter

External Publications (Alumni and others):

Alumni Magazine

Campaign Reporter

Bowdoin/West (alumni newsletter)

Bowdoin/New York (alumni newsletter)

Parents Newsletter

Association of Bowdoin Friends Newsletter

Whispering Pines (alumni newsletter)

Fund-raising Publications

Annual Giving direct mail brochures

Campaign for Bowdoin materials

Public Relations and Community Programs:

Bowdoin: A Guide to the Campus

Experts: A Guide to the Faculty

Posters for lectures and concerts

Breckinridge Public Affairs Center brochure

Summer Programs and Conferences

Summer Music School materials

In addition to the above, the College publishes scholarly works, anniversary publications and programs, handbooks, forms, and other materials as required. A portfolio of representative publications has been prepared for the accreditation review. Additional copies of any materials are available upon request from the office of Public Relations and Publications.

REQUIREMENTS OF AFFILIATION

The institution: regularly awards the B.A. degree. Occasionally M.A. programs have been offered.

1. Has formally adopted a statement of mission, which demonstrates that the fundamental purposes of the institution are education, and which is also appropriate to a degree-granting institution, and appropriate to those needs of society it seeks to serve.
 - a. See pages 1-3. as the means for achieving them, including a designated course of studies acceptable for meeting degree
 - b. The College Catalogue. guidance to degree candidates in the satisfaction of requirements, and adequate grading or evaluation
 - c. This statement of mission was adopted in 1976 by the faculty and received by the Governing Boards.
 - d. Program objectives and curricula are established and maintained by
2. Offers one or more educational programs, at least one year in length and consistent with its mission.
 - a. The variety of liberal arts courses permit the student, working with an academic advisor, to determine a pattern of courses appropriate to the student's interests and the requirements for the B.A. degree. pages 39-41.
 - b. A detailed description of the requirements for the degree are found beginning on page 76 in the College Catalogue.
High Honors indicates excellent work
3. Has students enrolled in and pursuing its principle educational programs at the time of the Commission's evaluation.
Credit, passing work in a course elected by student to be
 - a. All students are liberal arts students working for the Bachelor of Arts degree. satisfactory work
 - b. See student profiles in Appendix.
4. Awards the bachelor's, master's, or doctor's degree or, if it grants only the associate's degree, includes programs leading to degrees in

liberal arts or general studies.

a. Bowdoin regularly awards the B.A. degree. Occasionally M.A. programs have been offered.

b. The College Catalogue on page 77 describes the details of the

b. Requirements for the degree are found on page 76 of the Catalogue.

5. Has for each of its educational programs, clearly defined and published objectives appropriate to higher education in level, standards, and quality, as well as the means for achieving them, including a designated course of studies acceptable for meeting degree requirements, adequate guidance to degree candidates in the satisfaction of requirements, and adequate grading or evaluation procedures.

a. Program objectives and curricula are established and maintained by the faculty, which receives monthly reports from its Curriculum and Educational Policy Committee.

b. Individual program objectives and curricula are published in the College Catalogue.

c. See Section on Student Services, pages 39-41.

d. (From the College Catalogue, see page 77). Course grades:

High Honors indicates excellent work

Honors, good work

Pass, Satisfactory work

Credit, passing work in a course elected by student to be

Pass/Fail

Fail, unsatisfactory work

6. In addition to study of the areas of specialization proper to its principal educational programs, requires a coherent and substantive program of liberal studies at the postsecondary level, as either a

prerequisite to or a clearly defined element in those programs.

a. All courses at Bowdoin are liberal arts courses. in the appendix.

Statements on potential conflicts of interest will be available in

b. The College Catalogue on page 79 describes the details of the distribution requirement.

7. Has adopted a statement specifying the potential students it wishes to serve, and admits qualified students to its programs under admission policies consistent with this statement and appropriate to those programs.

is to the institution and who possesses the requisite authority.

a. See Student Services - Admissions, page 33 of Self-Study.

See appendix relating to Administration.

8. Awards only degrees appropriate to each graduate's level of attainment.

Devotes all, or substantially all, of its gross income to the support

a. See pages 76-78 in the College Catalogue.

9. Has available to students and the public a current and accurate catalog or comparable official publication setting forth purposes and objectives, entrance requirements and procedures, rules and regulations for student conduct, programs and courses, degree completion requirements, full-time and part-time faculty and degrees held, costs, refunds, and other items related to attending or withdrawing from the institution.

Has financial records that relate clearly to the institution's

a. See the College Catalogue these records externally audited on a

regular schedule by an independent certified public accountant or a

10. Has a charter and/or other formal authority from the appropriate governmental agency authorizing it to grant all degrees it awards, has the necessary operating authority for each jurisdiction in which it conducts activities, and is operating within its authority.

Has graduated at least one class in its principal educational programs

a. See By-Laws in Appendix. Charter will be available in Work Room.

institution has graduated its first class not more than one year before

11. Has a governing board that includes representation reflecting the public interest and that has the authority to carry out the mission of

a. N/A

the institution.

- a. The members of the Governing Boards are listed in the appendix. Statements on potential conflicts of interest will be available in the Work Room.
 - b. See Governing Boards section.
12. Has a chief executive officer whose full-time or major responsibility is to the institution and who possesses the requisite authority.
- a. See appendix relating to Administration.
13. Devotes all, or substantially all, of its gross income to the support of its educational purposes and programs.
- a. See Appendix, Section on Financial Statement.
14. Documents a funding base, financial resources, and plans for financial development adequate to carry out its stated purposes.
- a. See Appendix, Section on Financial Statement.
15. Has financial records that relate clearly to the institution's educational activities and has these records externally audited on a regular schedule by an independent certified public accountant or a state audit agency.
- a. See Appendix, Section on Financial Statement.
16. Has graduated at least one class in its principal educational programs before the Commission's evaluation for accredited status. If the institution has graduated its first class not more than one year before the Commission's evaluation, the effective date of accreditation will be the date of graduation of that first class.
- a. N/A

GOVERNANCE

Trustees

Bernstein, Rosalyne S., A.B..

Brountas, Paul P. '54
A.B., B.A., M.A., LL.B., J.D.

Cronkhite, Leonard W., Jr. '41
A.B., M.D., LL.D., L.H.D.

Drake, William P., '36
A.M., LL.D.

Greason, A. LeRoy
A.B., A.M., Ph.D.

Henry, Merton G. '50
A.B., LL.B., LL.D.

Hupper, John R. '50
A.B., LL.B.

Ingalls, Roscoe C., Jr. '43
B.S.

Magee, John F. '47
A.B., M.B.A., A.M.

Pope, Everett P. '41
B.S., A.M., Chairman of the
Board of Trustees

Sampson, Jean, B.A.

Thorne, Frederick G. P. '57
A.B.

Wiley Richard A. '49
A.B., B.C.L., LL.M.

Principal Affiliation

Community Programs

Senior Partner, Hale and Dorr,
Boston, MA

President, MCW Foundation,
Milwaukee, WI (Retired)

Chairman & President,
Pennwalt Corp. (Retired)

President of Bowdoin College

Senior Partner, Jensen, Baird,
Gardner & Henry, Portland, ME

Partner, Cravath, Swaine &
Moore, New York, NY

Senior Partner, Ingalls & Snyder,
New York, NY

President & CEO, Arthur D. Little,
Inc., Cambridge, MA

Chairman, Workingmens Co-operative
Bank (Retired)

Consultant Community Programs

President, Harbor Capital Management
Co., Inc., Boston, MA

Partner, Csaplar & Bok
Boston, MA

President, Garlin & Co., Inc.,
Peabody, MA

President, L.L. Bean, Inc.,
Freeport, ME

GOVERNANCE

Overseers

Allen, Thomas H. '67
A.B., B.Phil., J.D.

Barnard, Peter C. '50
A.B., A.M., Secretary

Becker, David P. '70
A.B., M.A.

Brodie, Theodore H. '52
A.B.

Butcher, George H., III '72
A.B., J.D.

Cartland, John E., Jr. '39
A.B., M.D.

Chenault, Kenneth I. '73
A.B., J.D.

Cohen, Norman P. '56
A.B., J.D., Vice President of the
Board of Overseers

Farley, William F. '64
A.B., J.D.

Farquharson, Robert M. '64
A.B., J.D.

Farrington, Frank J. '53
A.B., M.S.

French, Herbert S., Jr. '46
A.B., M.B.A.

Gardent, Paul E. '39
B.S.

Gorman, Leon A. '56
A.B., L.L.D.

Principal Affiliation

Partner, Drummond, Woodsum, Plimpton
& MacMahon, Portland, ME

Director of Development, Maine
Medical Center, Portland, ME

Art Consultant
Boston, MA

President, National Energy, Inc.
Canton, MA

Salomon Brothers Inc.
New York, NY

Pediatrician, Hartford, CT

Senior Vice President & General
Manager/Merch. Services, American
Express Travel Related Services
Co., Inc., New York, NY
Partner, Palmer & Dodge,
Boston, MA

Chairman and CEO,
Farley Industries,
Chicago, IL

Partner, Sonnenschein, Carlin, Nath
and Rosenthal, Chicago, IL

Principal, Farrington Financial
Group, Bangor, ME

Senior Vice President, Advest, Inc.
Boston, MA

President, Garlin & Co., Inc.,
Peabody, MA

President, L.L. Bean, Inc.
Freeport, ME

GOVERNANCE

Overseers

Greason, A. LeRoy '78
A.B., A.M., Ph.D.

Green, Jonathan S. '60
A.B., M.B.A.

Green, Marvin H., Jr. '57
Nicholson, Norman C., Jr. '35

Grimes, Gordon F. '71
A.B., B.A., J.D.

Hawkes, Laurie Anne '77
B.A., M.B.A.

Hazen, William H. '52
A.B., J.D.

Herter, C. Lee
Herter, Robert C. '34

Herzlinger, Regina E.
B.S., D.B.A.

Hoehler, Rev. Judith L.
A.B., M.Div.

Hutchinson, Dennis J. '69
A.B., M.A., LL.M.

Isaacson, Judith M. '67
A.B., A.M.

Kurtz, Donald R. '52
A.B., M.B.A.

Lilley, Albert F. '54
A.B., LL.B.

Lord, Herbert M. '39
A.B., LL.B.

Lund, Diane '45
A.B., LL.B.

MacKenzie, G. Calvin '67
B.A., M.A., Ph.D.

Principal Affiliation

President of the College
Graduate School of Journalism Media
and Society Seminars, New York, NY

The Eastern Pilots Retirement
Plan, Boston, MA

Chairman & President, Reeves
Communications Corp., New York, NY

Vice President, Bernstein Shur
Sawyer and Nelson, Portland, ME

Vice President, Salomon Brothers
Inc., New York, NY

President & CEO, J. & W. Seligman
Trust Co., New York, NY

Community Programs
Chairman, The First Parish in Weston, MA

Professor of Control, Harvard
Graduate School of Business,
Boston, MA

Pastor, The First Parish in Weston,
Weston, MA

University of Chicago Law School
Chicago, IL

Former Dean, Bates College,
Lewiston, ME

Chairman & CEO
Equitable Investment Management
Corp., New York, NY

Partner, Milbank, Tweed, Hadley &
McCloy, New York, NY

Partner, Burlington, Underwood &
Lord, New York, NY

Partner, Healy, Lund and Fiske,
Cambridge, MA

Vice President for Development
and Alumni Relations, Colby
College, Waterville, ME

GOVERNANCE

Overseers

McFadden, Cynthia G. '78
B.A., J.D.

Morrell, Richard A. '50
A.B.

Nicholson, Norman C., Jr. '56
A.B.

Niven, Campbell B. '52
B.A.

Olsen, David A. '59
A.B.

Porteous, L. Robert, Jr. '46
A.B., LL.D.

Porter, Robert C. '34
A.B., LL.B., President of
the Board of Overseers

Slayman, Carolyn W.
A.B., Ph.D., Fc.D.

Snow, John I. '57
B.A., M.B.A.

Sprague, Phineas '50
A.B.

Stenberg, T. Douglas '56
A.B., Ed.M., Ph.D.

Swiss, Deborah J. '74
A.B., Ed.M., Ed.D.

Troubh, Raymond S. '50
A.B., LL.B.

Warren, Timothy M. '45
A.B.

Woodcock, Elizabeth C. '76
A.B., A.M.

Principal Affiliation

Executive Producer, Columbia
Graduate School of Journalism Media
and Society Seminars, New York, NY

Treasurer, Brunswick Coal &
Lumber Co., Brunswick, ME

Vice President, Boston Company
Financial Strategies, Boston, MA

Publisher, The Times Record,
Brunswick, ME

Executive Vice President, Director,
Johnson & Higgins, New York, NY

Chairman & Treasurer, Porteous
Mitchell & Braun Co., Portland, ME

Chairman, Chemical Fund, in care of
Alliance Fund Mgmt, New York, NY

Chairman, Departments of Human
Genetics & Physiology, Yale School
of Medicine, New Haven, CT

President, BankEast Corporation
Manchester, NH

Private Financial Activities

Headmaster, Hawken School,
Gates Mills, OH

Director Academic Services, Harvard
University Graduate School of
Design, Cambridge, MA

Troubh & Co., New York, NY

President, Warren Publishing
Corp., Boston MA

Former Dean of Students, Bates
College, Lewiston, ME; student
University of Maine Law School,
Portland, ME

1985-87

BOARD OF TRUSTEES

1986-87

Name	Class	Expiration of 1st Term	Expiration of 2nd Term	Geographical Location	Field of Employment
Bernstein	'57	1989		Maine	Law
Brontas	'54	1992		Massachusetts	Law
Cronkhite	'41		1994	Maine	Medicine/Education
Drake	'36		1988	Pennsylvania	Business
Henry	'50		1990	Maine	Law
Hupper	'50	1990		New York	Law
Ingalls	'43		1989	New York	Investment Management
Magee	'47	1987		Massachusetts	Business
Pope	'41		1993	Maine	Banking
Sampson	'45	1994		Maine	Consulting
Thorne	'57	1990		Massachusetts	Investment Management
Wiley	'49	1989		Massachusetts	Banking
Green, J.	'60		1987	New York	Banking
Green, M.	'57	1991		New York	Business
Grimes	'71	1992		Maine	Law

BOARD OF OVERSEERS

1986-87

Name	Class	Expiration of 1st Term	Expiration of 2nd Term	Geographical Location	Field of Employment
Allen	'67	1991		Maine	Law
Barnard	'50	ex officio		Maine	Development
Becker	'70	1992		Massachusetts	Art
Brodie	'52	1989		Massachusetts	Business
Butcher	'72	1991		New York	Investments/Law
Cartland	'39		1988	Connecticut	Medicine
Chenault	'73	1992		New York	Business
Cohen, N.	'56		1989	Massachusetts	Law
Farrington	'53	1990		Maine	Insurance
Farley	'64		1992	Illinois	Business
Farquharson	'64	1989		Illinois	Law
French	'45		1988	Massachusetts	Investment
Gardent	'39		1987	Massachusetts	Business
Gorman	'56	1989		Maine	Business
Green, J.	'60		1987	New York	Banking
Green, M.	'57	1991		New York	Business
Grimes	'71	1992		Maine	Law

BOARD OF OVERSEERS

1986-87

Name	Class	Expiration of 1st Term	Expiration of 2nd Term	Geographical Location	Field of Employment
Hawkes	'77	1992		New York	Investments
Hazen	'52	1987		New York	Investments/Banking
Herter			1988	Massachusetts	Development
Herzlinger		1989		Massachusetts	Education
Hoehler		1992		Massachusetts	Ministry
Hutchinson	'69		1987	Illinois	Education (Law)
Isaacson	MA '67	1990		Maine	Education
Kurtz	'52	1990		Connecticut	Insurance/Investments
Lilley	'54		1988	New York	Law
Lord	'39		1992	New York	Law
Lund		1991		Massachusetts	Law
MacKenzie	'67	1992		Maine	Development/Education
McFadden	'78	1992		New York	Business
Morrell	'50		1991	Maine	Business
Nicholson	'56		1991	Massachusetts	Investment Sales
Niven	'52	1992		Maine	Publishing

BOARD OF OVERSEERS

1986-87

Name	Class	Expiration of 1st Term	Expiration of 2nd Term	Geographical Location	Field of Employment
Olsen	'59	1992		Texas	Business
Porteous	'46	1988		Maine	Business
Porter	'34		1987	New York	Investment Management
Slayman			1988	Connecticut	Education
Snow	'57	1992		New Hampshire	Business
Sprague	'50	1991		Maine	Business
Stenberg	'56	1989		Ohio	Education
Swiss	'74	1989		Massachusetts	Education
Troubh	'50		1990	New York	Investment Management
Warren	'45	1991		Massachusetts	Publishing
Woodcock	'76	1991		Maine	Law School Student

Ministry

Publishing

Other

GOVERNING BOARDS MEMBERS

1986-87

Employment

Geographical Distribution

	<u>Trustee</u>	<u>Overseer</u>		<u>Trustee</u>	<u>Overseer</u>
Banking	2	1	Connecticut		3
Business	2	12	Illinois		3
Development		2	Maine	5	11
Education		6	Massachusetts	4	12
			New Hampshire		1
Insurance		2	New York	2	11
Investments	2	7	Ohio		1
Law	4	7	Pennsylvania	1	
Medicine	1	1	Virginia		
			Texas		1
			Washington, D. C.		
Ministry		1			
Publishing		2			
Other	1	2			

BY-LAWS

OF

BOWDOIN COLLEGE

(Revised March, 1986)

BY-LAWS OF BOWDOIN COLLEGE

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The governing organization of the College is vested by its Charter in two corporations, namely: -- The Board of Trustees of Bowdoin College, hereinafter sometimes called Trustees, and The Overseers of Bowdoin College, hereinafter sometimes called Overseers. Each corporation is hereinafter sometimes referred to as Board and together as Boards.

All Trustees except ex officio Trustees shall be elected for a term of eight (8) years, and no Trustee except ex officio Trustees shall be elected for more than two (2) terms as a Trustee. All Overseers except ex officio Overseers shall be elected for a term of six (6) years, and no Overseer except ex officio Overseers shall be elected for more than two (2) terms as an Overseer. In any event, no Trustee or Overseer shall serve after the end of the fiscal year of the College in which such Trustee or Overseer shall reach his seventy-fifth (75th) birthday. All Trustees and Overseers shall serve until the annual meeting during the year in which their term shall expire.

The Trustees shall elect, subject to the concurrence of the Overseers, a Chairman of the Board of Trustees from among their number who shall preside at meetings of the Trustees, shall be Chairman of the Executive Committee, shall preside at joint meetings of the Boards, and shall be responsible for the conduct of the Boards and for the orientation of new members of the Boards, in cooperation with the Chairman of the Nominating Committee. In the absence of the Chairman of the Board of Trustees, the President of the Overseers shall preside at meetings of the Executive Committee, and at joint meetings of the Boards. The Chairman of the Board of Trustees shall serve for a term of three years and shall be eligible to serve for no more than two non-consecutive terms.

There shall be three regular meetings of each Board in each year, the date, time and place for each meeting to be as established from time to time by the Boards, provided that one such meeting shall ordinarily be held during Commencement Week in May

BY-LAWS OF BOWDOIN COLLEGE

Chapter 1

The Governing Boards

Section

1.1

The government and regulation of the College is vested by its Charter in two corporations, namely: -- The President and Trustees of Bowdoin College, hereinafter sometimes called Trustees, and The Overseers of Bowdoin College, hereinafter sometimes called Overseers. Each corporation is hereinafter sometimes referred to as Board and together as Boards.

All Trustees except ex officio Trustees shall be elected for a term of eight (8) years, and no Trustee except ex officio Trustees shall be elected for more than two (2) terms as a Trustee. All Overseers except ex officio Overseers shall be elected for a term of six (6) years, and no Overseers except ex officio Overseers shall be elected for more than two (2) terms as an Overseer. In any event, no Trustee or Overseer shall serve after the end of the fiscal year of the College in which such Trustee or Overseer shall reach his seventy-fifth (75th) birthday. All Trustees and Overseers shall serve until the annual meeting during the year in which their term shall expire.

The Trustees shall elect, subject to the concurrence of the Overseers, a Chairman of the Board of Trustees from among their number who shall preside at meetings of the Trustees, shall be Chairman of the Executive Committee, shall preside at joint meetings of the Boards, and shall be responsible for the conduct of the Boards and for the orientation of new members of the Boards, in cooperation with the Chairman of the Nominating Committee. In the absence of the Chairman of the Board of Trustees, the President of the Overseers shall preside at meetings of the Executive Committee, and at joint meetings of the Boards. The Chairman of the Board of Trustees shall serve for a term of three years and shall be eligible to serve for no more than two non-consecutive terms.

1.2

There shall be three regular meetings of each Board in each year, the date, time and place for each meeting to be as established from time to time by the Boards, provided that one such meeting shall ordinarily be held during Commencement Week in May

Definition
of
Terminology

Special
Meetings

Attendance
at
Meetings

Annual
Meeting

Regular
Meetings

Calendar

or June, one ordinarily during the months of February or March, and one during the months of October or November. The regular meeting held in May or June shall be the annual meeting. At said meetings any or all business which shall be required or permitted under the Charter and these By-Laws may be transacted. Notices of each such meeting, signed by the Secretaries of the respective Boards, shall be mailed to each Trustee and to each Overseer at least ten days before the meeting, but failure to mail or receive such notice shall not invalidate any meeting.

- 1.3 Special meetings of either Board or both Boards may be called by the President of the College or by the Executive Committee of the Boards. Special meetings of either Board shall be called by the Secretary of that Board at the request of three members thereof. Notices of each such special meeting, signed by the Secretaries or by any member of the respective Boards, shall be mailed to each member of the respective Boards at least ten days before the meeting. Such notices shall include a statement of the object or objects for which the special meeting is called.

- 1.4 Any Trustee or any Overseer who shall fail to attend two successive regular meetings of his Board without giving written excuse satisfactory to his Board for his absence (unless in the interval between said meetings he shall have attended either a special meeting of his Board or a meeting of a committee of his Board or of the Boards) shall be considered as having given cause for a determination by his Board that he has vacated his seat. Any vacancy so determined shall be filled in accordance with the usual procedure.

- 1.5 At one of their regular meetings each year, the Boards shall consider and adopt an adequately classified budget of estimated receipts and operating expenditures for the ensuing fiscal year and shall appropriate funds in accordance therewith. Appropriations of funds for expenditures supplementary to or as an addendum to the budget referred to herein may be made at any regular or special meeting of the Boards or at any meeting of the Executive Committee under the authority delegated to that Committee in these By-Laws.

- 1.6 Charges for tuition, room rental for dormitories, full board plan and any other student fees to be assessed against each student regularly enrolled

Special
Meetings

Attendance
at
Meetings

Annual
Budget

Student
Charges

and resident at the College shall be fixed by the Boards; and the President may make adjustments in room rental, board and fees to take into consideration special facilities and programs.

1.7

All bonds, agreements, contracts and other instruments may be executed by any one of the President, the Treasurer, or by such other person as the boards may designate and without the approval of the Boards or the Executive Committee provided that the College shall not be obligated to an amount in excess of \$100,000, in the aggregate for any transaction to which one or more of such bonds, agreements, contracts or other instruments apply, and all such bonds, agreements, contracts and other instruments shall be reviewed and approved by College counsel; and also approved by the President and the Treasurer, and when so made in its corporate name shall be considered in law the act of The President and Trustees of Bowdoin College.

Signing
of Bonds
Agreements
Contracts
and Other
Instruments

1.8

Requirements for the admission of students to the College, the courses of study, and requirements for the award of degrees shall be prescribed from time to time by the Boards.

Admission
Course of
Study
Granting of
Degrees

1.9

All votes, orders and elections by the Trustees which under the Charter of the College must be agreed to by the Overseers shall be presented to the Overseers.

Procedure
for
Conference
and
Initiation
by Overseers

In the case of an election, the Overseers shall either (a) concur, or (b) refuse to concur. In the case of any other vote or order, the Overseers shall either (a) concur, or (b) request the Trustees to send one or more of their members to the Overseers to explain the vote or order. If the Overseers make the request to the Trustees referred to in the preceding sentence, the Trustees shall delegate one or more of their members, as they may determine, to attend on the Overseers, with sufficient copies of the vote or order for each Overseer, to explain the vote or order and to respond to inquiries of the Overseers with respect to the same. After hearing the Trustee representatives, the Overseers may either (a) concur in the vote or order, (b) refuse to concur in the vote or order, or (c) amend the vote or order. If the Overseers amend the vote or order, it shall be considered in its amended form by the Trustees, and if passed in its amended form by the Trustees, shall be presented to the Overseers who may then proceed as in the case of a vote or order

first presented to them. If the Overseers refuse to concur in the vote or order or if the Trustees refuse to pass the vote or order as amended by the Overseers, the Trustees and Overseers shall each appoint from their respective numbers members of a conference committee. The conference committee shall meet promptly, and attempt to resolve the differences of opinion, and the members thereof shall report to their respective Boards. If the conference committee recommends a new vote or order or a further amendment to the vote or order, it shall first be considered by the Trustees, and if passed by the Trustees, the Overseers may proceed as in the case of a vote or order first presented to them.

- 1.10 The Boards shall annually appoint a certified public accountant or a firm that practices certified public accounting as one of its principal services to audit annually the books and accounts of the Treasurer and to report to the Boards on said audit annually.

Appointment
of
Auditor

- 1.11 The College shall indemnify any person who may serve or who has served at any time as a Trustee, Overseer, officer, employee or agent of the College and the respective heirs, executors, administrators, and assigns of said person against any and all expenses (including but not limited to attorney's fees, amounts paid upon judgments, and amounts paid in settlement before or after any litigation is commenced) actually and necessarily incurred by said person in connection with the defense or settlement of any claim, action, suit or proceeding in which said person is made a party or is threatened to become a party or which may be asserted against said person, by reason of serving in such capacity, if said person acted in good faith and in a manner reasonably believed to be in or not opposed to the best interests of the College and with respect to any criminal action or proceeding had no reasonable cause to believe such conduct to be unlawful. Said indemnification shall be in addition to any other rights to which the person indemnified may be entitled under any law, statute, agreement, vote, of the Governing Boards of Bowdoin College, or otherwise.

Indemnifi-
cation

- 1.12 The Trustees and Overseers, either separately or jointly, may meet in executive session upon a vote of two-thirds of the respective Board, for the purpose of considering personnel matters, acquisition or disposition of property, consultation with legal counsel, discussion of

Executive
Session

information the premature disclosure of which would prejudice the College or such extraordinary matters as either Board may determine appropriate for executive session consideration.

1.13

The Trustees and Overseers may adopt such rules for the conduct of the respective Board as each shall deem appropriate, which rules shall not be inconsistent with these By-Laws or the Charter of the College.

Rules

Chapter 2

Committees of the Boards

Section

2.1

Each year the following Joint Standing Committees shall be established for the ensuing year:

Standing
Committees

Executive Committee
Committee on Investments
Committee on Academic Affairs
Committee on Development
Committee on Student Affairs
Committee on Honors
Committee on Physical Plant
Audit Committee
Financial Planning Committee
Nominating Committee

2.2

Membership of each of the Joint Standing Committees shall be as follows:

Membership
of
Standing
Committees

Executive Committee - The President of the College, the Chairman of the Board of Trustees, the President of the Overseers, and the Chairman of the following committees: Investments, Academic Affairs, Development, Student Affairs, Physical Plant, and Financial Planning;

Committee on Investments - Three Trustees, six Overseers, one member of the Faculty, and one student;

Committee on Academic Affairs - Three Trustees, six Overseers, two members of the Faculty, and two students;

Committee on Development - Three Trustees, six Overseers, two members of the Faculty, and two students;

Committee on Student Affairs - Three Trustees, six Overseers, two members of the Faculty, and two students;

Committee on Honors - Three Trustees, four Overseers, one member of the Faculty, and one student;

Committee on Physical Plant - Three Trustees, six Overseers, two members of the Faculty, and two students;

Audit Committee - Two Trustees and three Overseers;

Financial Planning - Three Trustees, six Overseers, two members of the Faculty, and two students;

Nominating Committee - Two Trustees, three Overseers, one member of the Faculty, one student, and one member of the Alumni Council who shall be the President of the Alumni Council or his designate.

2.3

Beginning with the annual meetings of the Governing Boards in 1985, no individual shall serve as a member of a Standing Committee for more than five consecutive years unless that individual is Chairman of that Standing Committee, no individual shall serve as Chairman of a Standing Committee for more than three consecutive years, and no individual shall serve simultaneously as Chairman of more than one Standing Committee.

Term

2.4

The Trustee members of the Joint Standing Committees shall be named by the Chairman of the Board of Trustees, and the Overseer members of such committees shall be named by the President of the Overseers, in each instance after consultation with the President of the College. Except as otherwise provided in these By-Laws, the Faculty members of the Committees shall be elected by, or in accordance with, such procedures as may be approved from time to time by the Faculty, and the student members by, or in accordance with, such procedures as may be approved from time to time by the student body.

Appointment
of
Membership
of
Standing
Committees

2.5

In the event of any vacancy in the membership of any Standing Committee occurring between meetings of the Boards, the Chairman of the Board of Trustees may fill any Trustee vacancy and the President of the Overseers may fill any Overseer vacancy, after consultation with the President of the College. In the event of any vacancy in the

Vacancies
in
Membership
of
Standing
Committees

Faculty or student membership of any Standing Committee, the vacancy may be filled with a member of the Faculty or a student, as the case may be, by or in accordance with such procedures as may be approved from time to time by the Faculty and the student body, respectively. Any such changes in the membership of Standing Committees shall be communicated to the Secretaries of each of the Boards and entered by them on their respective records.

2.6

All Standing Committees shall meet not less often than once in each year. Unless otherwise provided in these By-Laws, a Standing Committee shall meet at the call of its Chairman, or in the event of the absence or disability of its Chairman, a meeting may be called by any Trustee member of the Committee. All meetings of Standing Committees shall be announced to each committee member in writing in advance of each meeting. The existence of a quorum at each committee meeting shall be determined on the basis of members of the Governing Boards in attendance, provided that no quorum shall be established which consists of less than a majority of the Governing Board members eligible to attend. The approval of a majority of those in attendance shall constitute a valid exercise of the powers of the Committee.

Meetings
of
Standing
Committees

In accordance with the statutes of the State of Maine governing non-profit corporations, any action which may be taken at a meeting of the Boards or any Committee may be taken without a meeting if all of the members thereof sign a written consent or consents setting forth the action taken or to be taken.

Members of the Boards or of any Committee may participate in a meeting by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting in such manner by any member who does not object at the beginning of such meeting to the holding thereof in such manner, shall constitute presence in person at such meeting.

2.7

Unless otherwise provided in these By-Laws, the Chairman of the Board of Trustees shall appoint the Chairman of each Standing Committee from among the Trustees or Overseer members of the respective committees after consultation with the President of the College and the President of the Overseers, to ensure that an equal number of Trustees and

Appointment
of
Chairmen
of
Standing
Committees

2.11 Overseers are appointed Chairmen of the Standing Committees. Neither the Chairman of the Board of Trustees nor the President of the Overseers shall serve as the chairman of a committee which is represented on the Executive Committee.

2.8

Unless otherwise provided in these By-Laws each Standing Committee shall submit a report in writing to the President of the College with copies to the Chairman of the Board of Trustees, the President of the Overseers, and the members of the Executive Committee not less often than once each year. Any Committee which has recommendations with a budgetary impact shall submit such recommendations at least two weeks prior to the meeting at which the Executive Committee is to consider its budget recommendations for the ensuing year. The Chairman of the Executive Committee shall inform the Chairman of each of the Standing Committees, and of any other Committees of the Board which may be established as provided by these By-Laws, in writing, of the date, time and place of any regular meeting of the Executive Committee not less than fourteen (14) days in advance of said meeting, and shall provide the Chairman of each of the Standing Committees, and of any other committees of the Board, or a member or members of each such Committee delegated by its Chairman, the opportunity to meet with the Executive Committee at any of its regular meetings.

Report
of
Standing
Committees

Record
of
Proceedings

Review
of
Proceedings

Meetings

2.9

Such reports by a Standing Committee or by a special or other committee shall include any recommendations which that Committee wishes to have considered with respect to policy, including budgetary requests.

Faculty

and

Student

2.10

The EXECUTIVE COMMITTEE, when the Trustees are not in session, shall possess the powers of the Trustees and, when the Overseers are not in session, shall possess the powers of the Overseers, provided, however, that the Executive Committee may not:

Executive
Committee

- (a) elect or remove a President of the College;
- (b) alter the By-Laws of the College;
- (c) sell or agree to sell tax exempt real estate held for College purposes, or locate permanent buildings thereon;
- (d) fill vacancies in the Boards.

Substitute

Attendance

for Trustees

or Overseer

Members

- 2.11 Any vote of the Executive Committee to be a valid exercise of the powers of the Trustees must be concurred in by a majority of the Trustees who are members of the Committee and to constitute a valid exercise of the powers of the Overseers, must be concurred in by a majority of the Overseers who are members of the Committee. The President may vote either as a Trustee or as an Overseer, as he may declare in each instance. Votes
- 2.12 The Executive Committee shall have kept a record of its proceedings, including the vote of each member of the Committee upon all questions carried in the affirmative at meetings of the Committee, and such record shall be the conclusive and only evidence of the concurrence or nonconcurrence of members of the Committee in action taken by it. A copy of the record of its proceedings shall be sent to each member of the Boards as soon as is reasonably possible following each meeting. Record of Proceedings
- 2.13 At each meeting of the Trustees and of the Overseers, there shall be submitted the record, or a copy thereof, of all proceedings of the Executive Committee since the last meeting of the Trustees and of the Overseers. Review of Proceedings
- 2.14 The Executive Committee shall have not less than three meetings a year, at regular intervals to be determined by it, and such special meetings as may be called. The Executive Committee shall meet at the call of the Chairman, the President of the College, or any three members thereof. Meetings
- 2.15 At each meeting of the Executive committee one member of the Faculty, one student, and one member of the Alumni Council shall be entitled to be present, to participate in the meeting, but without right to vote. The member of the Faculty shall be selected by and from the representatives of the Faculty then entitled to attend meetings of the Trustees and Overseers, and the student shall be selected by and from the students then entitled to attend the meetings of the Trustees and Overseers. The member of the Alumni Council on the Committee shall be the President of the Alumni Council, or his designate. Faculty and Student Representation
- 2.16 If any Trustee member of the Executive Committee shall be unable to attend any meeting of the Committee, the Chairman of the Board of Trustees shall have the right to appoint a substitute Trustee member for such meeting, and if any Overseer member of the Committee shall be unable to Substitute Attendance for Trustee or Overseer Members

attend any meeting of the Committee, the President of the Overseers shall have the right to appoint a substitute Overseer member of the Committee for such meeting.

2.17

The Executive Committee shall consider all matters of policy with respect to all activities of the College and shall prepare and submit at each meeting of the Board a written report containing recommendations with respect to such policies including budgets, as, in its opinion, are in the best interests of the College. Copies of such report together with such reports of Standing or Special Committees as the Executive Committee may determine shall be sent to each member of the Boards not less than ten (10) days in advance of each meeting of the Boards. Except as respects the responsibilities of the Committee on Investments as set forth in Section 2.30 the Executive Committee shall have special charge, oversight, and control of all the financial affairs of the College with respect to the receipt, disbursement, deposit and safekeeping of the funds and monies of the College.

Responsi-
bilities
and
Reports

2.18

The Executive Committee may appoint such subcommittees, as it may from time to time deem necessary or advisable to assist it in the discharge of its duties. The membership of such subcommittees need not be limited to members of the Executive Committee.

Subcommittees

2.19

The Executive Committee shall annually present, at a regular meeting of the Boards, a budget of estimated income and recommended appropriations for the ensuing fiscal year.

Annual
Budget

2.20

At any of its regular meetings, the Executive Committee may give hearing to any duly authorized representatives of the faculty or students, upon matters of College policy.

Grant Hearings
to Faculty
and Students

2.21

At any of its regular meetings, the Executive Committee may give opportunities to be heard, if so requested, to the President of the Alumni Council and to the Chairman of the Directors of the Alumni Fund, upon matters of College policy.

Grant Hearings
to Alumni
Council and
Alumni Fund

2.22

The Executive Committee shall establish annually the compensation level for the President, and upon the advice of the President, the levels of the principal administrative officers.

Compensation

2.30

The COMMITTEE ON INVESTMENTS shall have special charge, oversight, and control of the investment

Committee
on
Investments

and reinvestment of the funds and monies of the College; shall direct the purchase, sale or exchange of securities and property of the College, excepting land and buildings used for College purposes. The Committee may employ one or more investment counsel and may delegate authority to purchase and sell securities for the account of the College to such investment counsel or to any Officer of the College subject to such limitations as the Committee may impose.

2.31

The Committee on Investments shall keep a full record of its acts and annually submit the same, or a copy thereof, to the Boards at one of their regular meetings, and it shall annually or more often, in its discretion, make a formal report to the Boards respecting the investments of the College.

Record
of Acts
and Annual
Report

2.32

The Committee on Investments is charged with considering social responsibility in investments. There shall be established a subcommittee, of such of its own members consisting of members of the Committee or other members of the Governing Boards, and at least one representative of each of the faculty, students, and alumni. The Committee shall be appointed in the manner set forth in Section 2.4 above, and after consultation with the Chairman of the Committee on Investments. The Committee on Investments shall report annually to the Executive committee through the President such findings and recommendations on matters of social responsibility in investments as it shall deem advisable.

Social
Responsi-
bility

2.40

The COMMITTEE ON ACADEMIC AFFAIRS shall meet at least twice a year, and at least one meeting shall be held at the College. The Committee shall inquire into and report on, developments and trends in the theory and practice of higher education; it shall consider and make recommendations on all matters relating to the educational program of the College, including requirements for admission, courses of study, methods of instruction, and degree requirements; it shall review and, where appropriate, make recommendations regarding policy on all matters relating to employment of the teaching staff, including appointments, promotions, tenure and salary; and it shall review and make recommendations on all proposed appointments conferring tenure. The Committee shall report to the Executive Committee, through the President, such findings and recommendations as it shall deem advisable.

Committee
on
Academic
Affairs

- 2.41 The Committee on Academic Affairs shall also give careful attention to all matters pertaining to the Library, Walker Art Museum, Peary-MacMillan Arctic Museum, and Computing Center, and shall report to the Executive Committee through the President such findings and recommendations as it shall deem advisable. It may appoint as an advisor to the Committee, without the right to vote, such members of the Officers of Administration as may be designated by the President of the College and the Chairman.
- 2.50 The COMMITTEE ON DEVELOPMENT shall review the financial needs of the College as approved by the Governing Boards and shall make to the Executive Committee through the President such recommendations as it shall deem appropriate and practical for the development and implementation of methods for securing the funds required.
- 2.55 The COMMITTEE ON STUDENT AFFAIRS shall give careful attention to all matters relating to the nature and quality of student life at the College and the methods of promoting the best interests of the College and the students in relation thereto and shall report to the Executive Committee through the President such findings and recommendations as it shall deem advisable. It may appoint as an advisor to the Committee, without the right to vote, such members of the Officers of Administration as may be designated by the President of the College and the Chairman.
- 2.56 The Committee on Student Affairs shall give careful attention to all matters of policy relating to athletics, admissions and financial aid for students, and the infirmary and shall report to the Executive Committee through the President such findings and recommendations as it shall deem advisable. It may appoint as advisors to the Committee without the right to vote, in addition to the Faculty who are members of the committee, such members of the Faculty and Officers of Administration as may be designated by the President of the College and the Chairman.
- 2.60 The COMMITTEE ON HONORS shall give consideration to the policies and practices of the College with respect to the award of honorary degrees and other special recognitions or awards of the Boards; shall consider the names of all persons proposed as recipients of honorary degrees or other special recognitions or awards of the Boards; and shall report such findings and recommendations to the
- Committee on Development
- Committee on Student Affairs
- Athletics, Etc.
- Committee on Honors

Boards as it shall deem advisable.

- 2.61 The President of the Overseers shall, ex officio, Chairman
be chairman of the Committee.
- 2.70 The COMMITTEE ON PHYSICAL PLANT shall give careful Committee
attention to the proper maintenance, improvement, on
security and protection of the College's physical Physical
plant and equipment and shall report to the Plant
Executive Committee through the President such
findings and recommendations as it shall deem
advisable. It may appoint as advisors to the
Committee without the right to vote, and in
addition to the members of the Faculty who are
members of the Committee, such members of the
Faculty and Officers of Administration as may be
designated by the President of the College and the
Chairman.
- 2.80 The AUDIT COMMITTEE shall review the internal and Audit
external audit controls of the College, meet at Committee
least annually with the College's independent
accountants to review the financial statements, and
review the scope and nature of the annual audit
procedures. It shall report annually to the
Governing Boards such findings and recommendations
as it shall deem advisable.
- 2.90 The FINANCIAL PLANNING COMMITTEE shall give careful Financial
attention to the review of annual operating and Planning
capital budgets and to the financial needs and Committee
resources of the College and shall report to the
Executive Committee through the President such
findings and recommendations as it shall deem
advisable. It may appoint as advisors to the
Committee, without the right to vote, such members
of the Officers of Administration as may be
designated by the President of the College and the
Chairman.
- 2.91 The Financial Planning Committee shall also give Personnel
careful attention to all matters pertaining to the and
personnel activities of the College and shall Compensation
review the compensation paid to the Faculty and
Officers of Administration and shall report
annually to the Executive Committee through the
President such findings and recommendations as it
shall deem advisable. It may appoint as advisors
to the Committee, without the right to vote, such
members of the Officers of Administration as may be
designated by the President of the College and the
Chairman.
- 2.95 The NOMINATING COMMITTEE shall present to the Nominating
Committee

Trustees and Overseers nominations for election to the respective Boards, and shall furnish background information and qualifications of all nominees to the Boards. The Committee shall assist the Chairman of the Board of Trustees in administering a program for the orientation of newly-elected Boards members, as well as faculty, student and Alumni Council representatives to the Boards and their committees.

Special
and
Other
Committees

Chapter 3

Visiting Committees

Section

3.0 In addition to the Standing Committees and special and other committees provided for by these By-Laws, the Boards may establish, or authorize the President of the College to establish, such Visiting Committees to serve as advisory committees to any of the Standing Committees as the Boards, upon recommendation of the President of the College and the Chairman of any of the Standing Committees, may from time to time consider to be useful.

Visiting Committees

3.1 The membership of a Visiting Committee so established shall ordinarily include an Overseer member of the related Standing Committee as chairman, an alumnus recommended by the President of the Alumni Council, and such other members of the Boards, other alumni or non-alumni as may be agreed upon by the President of the College and the Chairman of the related Standing Committee.

Membership

3.2 It shall be the duty of a Visiting Committee so established to familiarize itself with the operations of the particular department, activity, or aspect of the general field for which it has been established, to hold not less than one meeting annually at the College for this purpose, and to report its findings and recommendations to the chairman of its related Standing Committee at such time and in such manner as may be determined by the Chairman of its related Standing Committee.

Functions and Responsi- bilities

Chapter 4

Special and Other Committees

Section

Authority
to Fill
Vacancies

4.0

In addition to the Standing Committees and Visiting Committees provided for by these By-Laws, the Boards may establish or authorize the President of the College to establish such special and other committees, the membership of which shall include at least one member of the Trustees and/or the Overseers, as they may from time to time deem advisable; and shall define, or authorize the President to define, the duties and responsibilities and the membership of such special and other committees.

Special
and
Other
Committees

Chapter 5

The President

Section

5.0

The President of the College shall be elected and his term of office determined by the Boards.

Election
of
President

5.1

The President of the College shall be, ex officio, the President of the Faculty.

Ex Officio

5.2

The President of the College shall be the chief executive officer of the College. He shall, as educational and administrative head of the College, exercise general supervision over all the affairs of the College, propose policies and programs, and bring such matters to the attention of the Boards as are appropriate to keep the Boards fully informed to meet their policy-making responsibilities. He shall have power, on behalf of the Boards, to perform all acts and execute all documents to make effective the actions of the Boards or their Executive Committee. Except as otherwise provided in these By-Laws, he shall be ex officio a member of all committees except the Audit Committee. All officers of administration and members of the teaching faculty shall be responsible to the President of the College, or to such officer or officers as he may designate, for the satisfactory performance of their respective duties as set forth by him, or by such officer or officers as he may designate, except as may otherwise be provided in the Charter, these By-Laws, or by vote of the Boards.

Chief
Executive
Officer

5.3

The President shall have the authority, in the interim between meetings of the Boards, to fill vacancies occurring in the membership of the Faculty, and to make temporary additions to such membership in each case, however, subject to ratification by the Boards.

Authority
to fill
Vacancies

5.4

The President shall annually present to the Boards at the regular meeting following the end of the fiscal year a written report of the condition, character, and work of the College during the year then last past, including such details as to the activities of the College as will inform the Boards of the conditions of the College and the administration of its trusts.

Annual
Report

5.5

The President shall present to the Executive Committee at each of its regular meetings, for its consideration and recommendation to the Boards, all regulations affecting College policy adopted since the previous regular meeting.

College
Regulations

5.6

In order to fulfill the Boards' responsibility for the well being of the College, the Executive Committee shall make provision for a periodic evaluation of the President's performance by either the Executive Committee or a special committee created by the Executive Committee for that purpose. The evaluation shall include a review of the President's performance in light of institutional goals and the governance structure of the College.

Evaluation

5.7

In the event of a vacancy in the office of President occurring between meetings of the Boards, or in the event of his absence or disability, (the fact of such absence or disability being determined by the Executive Committee), the duties of his office shall be performed by such person or persons as the Executive Committee shall designate, until such absence or disability is removed, or until action shall be otherwise taken by the Boards, or by the Executive Committee.

Vacancy

Chapter 6

The Treasurer

Section

6.0

The Treasurer of the College shall be nominated by the President and elected by the Boards for such term as the Boards may determine.

Election
of
Treasurer

6.1

The Treasurer shall, subject where applicable as provided in these By-Laws to the direction of the Executive Committee, have charge, custody, and keep an accurate record of all monies, stocks, notes, bonds, securities, and other evidence of property

Custody and
Safekeeping

belonging to or held in trust by the College, and shall cause the same to be kept in some safe place or places of deposit approved by the Executive Committee to which access shall be had only by such person or persons as the Executive Committee may designate, or in banks under custody arrangements approved by the Executive Committee.

6.2

The Treasurer is authorized at his discretion to borrow money to be used for short term operating purposes, each said loan to be limited to a period not in excess of ninety (90) days and all said loans to be limited to a total amount at any one time not in excess of \$500,000. The Treasurer is also authorized to borrow money from time to time for other College purposes, such loans to be unsecured or secured by pledge of collateral, and each such loan to be approved in advance by the Governing Boards or the Executive Committee thereof.

Authority
to Borrow

6.3

The Treasurer shall keep the property and interests of the College covered by insurance of such character and amounts as seem advisable, shall procure and have control over all policies of insurance, and shall submit annually a report and recommendations respecting same to the Executive Committee.

Insurance

6.4

No check or draft shall be binding upon the President and Trustees of Bowdoin College unless it bears the signature or facsimile signature of the Treasurer and/or such other person or persons as may be designated by the Governing Boards or the Executive Committee. It shall be the duty of the Treasurer, as directed by the Governing Boards or the Executive Committee, to establish adequate controls and procedures for the examination and verification of the accounts, bills, or vouchers against which checks or drafts are drawn.

Signing
of Checks

6.5

Following the close of each fiscal year, the Treasurer shall make a report in such form and with such details as shall be prescribed by the Executive Committee. Such report shall be printed and submitted to each member of the Boards, and shall then be presented at the next regular meeting of the Boards.

Annual
Report

6.6

In the absence or disability of the Treasurer, the Associate Treasurer shall perform and exercise the powers of the Treasurer, during such absence or disability.

Vacancy

Chapter 7

The Faculty

Section

- | | | |
|-----|--|---|
| 7.0 | The President, Deans, Professors, Associate Professors, Assistant Professors, Instructors, and such administrative officers and other persons as the Boards may specifically designate shall constitute the Faculty of the College. | <u>Membership
of Faculty</u> |
| 7.1 | The Faculty of the College shall prescribe, from time to time, such regulations, not inconsistent with the Charter and these By-Laws nor with the orders of the Boards, as the interest of the College shall require. | <u>Regulations
by Faculty</u> |
| 7.2 | The Faculty shall hold stated meetings as called by the President of the College. | <u>Meetings</u> |
| 7.3 | The Faculty shall faithfully instruct the students in the languages, arts and sciences from time to time prescribed, in such manner as will best promote a high standard of scholarship, and shall maintain order and discipline. | <u>Instruction
Order and
Discipline</u> |
| 7.4 | Promotion to the rank and title of Associate Professor or Professor shall confer tenure. Tenure shall exist as a safeguard of academic freedom and may be terminated only for reasons of gross neglect of duty, serious misconduct, or physical or mental incapacity. | <u>Tenure</u> |
| 7.5 | A faculty member on tenure, the termination of whose services is under consideration for any of the reasons stated in Section 7.4, shall be entitled to a hearing before the Faculty Affairs Committee. At that hearing said faculty member shall be permitted to be represented by counsel. A full stenographic record of the hearing shall be kept. The Faculty Affairs Committee after considering the case shall report its opinion with a full statement of its reasons to the President who, in turn, shall refer it, together with a presidential recommendation, to the Boards for final action. | |
| 7.6 | Faculty appointments without tenure shall be for such term not to exceed three years as may be voted by the Boards at the time of election or re-election. | |
| 7.7 | Members of the Faculty with rank of Professor, | <u>Sabbatic
Leave</u> |

Associate Professor, or Assistant Professor may apply for a year's leave of absence once in each seven years, the year in question to count as a year of service to the College, for which he shall be entitled to one-half of his annual compensation. It shall be at the option of the individual to request a whole year's leave of absence under the above conditions, or a half year's leave of absence with full compensation for the year.

Chapter 8

General

Section

- | | | |
|-----|---|----------------------------------|
| 8.0 | In connection with its employment and admission practices, the College shall be in conformity with all applicable federal and state statutes and regulations, and shall not discriminate on the basis of age, race, color, sex, marital status, religion, creed, ancestry, national and ethnic origin, physical or mental handicap. | <u>Discrimination</u> |
| 8.1 | These By-Laws may be amended or repealed by vote of the Boards at any of their regular or special meetings, provided that notice of the proposed amendment or repeal is given in the call for the meeting. | <u>Amendments
to By-Laws</u> |
| 8.2 | The fiscal year of the College shall be the twelve months ending June 30 annually. | <u>Fiscal Year</u> |
| 8.3 | Wherever words denoting gender appear in these <u>By-Laws</u> , they shall refer to both the feminine and the masculine. | <u>Gender</u> |

THE HISTORY OF THE

The first part of the history of the world is the history of the human race. It is a history of the progress of the human mind, of the growth of human knowledge, of the development of human civilization. It is a history of the human race, of the human mind, of the human knowledge, of the human civilization.

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A. OFFICE OF THE PRESIDENT

The President of the College, who serves at the pleasure of the Governing Boards, is the chief executive officer of the College and is responsible for administering the policies of the College as established by the Boards. He does so with the aid of a staff of senior officers comprised of the Dean of the College, the Dean of the Faculty, the Treasurer, and the Vice President for Development. He meets weekly with the staff as a whole and three or four times a week with each officer individually. In the daily operation of his office, he is assisted by an administrative assistant, an executive secretary, and a secretary.

He is responsible, as he works with each of the constituencies of the College (the Boards, the Faculty and Staff, the Students, the Alumni, and the Public), for helping those constituencies to clarify their concerns, to see them in the context of the College as a whole, and to further those concerns as appropriate.

The Boards: The President attends the meetings of the Boards, he addresses the joint sessions, and he serves ex officio on all committees of the Boards except the Audit Committee. He reports directly to the Executive Committee, and he is the liaison officer between the administration and the Executive Committee, the Honors Committee, and the Nominating Committee. He meets informally between Board meetings with the Chairman of the Trustees and the President of the Overseers.

The Faculty and Staff: The President chairs all Faculty Meetings, and makes appointments to all committees of the Faculty except those to which the faculty elects the members. He chairs the Administrative Committee, the Curriculum and Educational Policy Committee, and the Faculty Research Committee. He reviews all tenure recommendations from the Faculty Affairs Committee and the Dean of the Faculty and then makes his recommendations to the Boards. In many faculty and staff matters, the President relies on the senior staff officers, although he is always available to individuals to discuss whatever concerns they wish to bring to him.

The President also provides social occasions for faculty and staff to gather, often at dinners before lectures and always at a reception for new faculty and staff at the opening of the College year.

Students: Although students deal with the administration primarily through the Dean of Students, the Registrar, and the Dean of the College, the President welcomes all freshmen as they sign the Matriculation Book, speaks to students on various occasions, receives "delegates" on a variety of matters during the year, and joins students socially at many athletic and other extracurricular events. He meets with the head of student government from time to time, talks with all senior admissions interviewers, and in general tries to remind students of the values underlying the College.

The Alumni: The President meets regularly with the Alumni Council and its Executive Committee. He also assists through correspondence and personal calls the work of the Fund Directors. In the course of the year he visits alumni clubs to talk about the College and to respond to concerns raised by alumni.

The Public: Through the activities of various professional groups such as the Association of American Colleges, the American Council on Education, the National Association of Independent Colleges and Universities, and the Maine Independent Colleges Association, the President engages national issues relevant to higher education. He also speaks before a variety of public groups, and he participates in the concerns of local community groups such as the Brunswick Chamber of Commerce and the Brunswick Rotary Club. He represents the College with the New England Colleges Fund, a group that solicits financial support from private corporations, and he serves as President of the Trustees of WCBB in rotation with the Presidents of Bates and Colby.

together on the resolution of students' academic, personal, and social problems. Although the Dean of Students sees most students who have individual problems and questions, the Dean of the College has appointments with at least 300 students a year to discuss study away, foreign study, special student-designed majors, summer study, special programs, activities of various organizations, scholarships and prizes.

Much of the Dean's work is with those faculty committees for which he has specific responsibility. As Chairman of the Recording Committee, the Dean is involved with academic policies of the faculty, including the grading system, the College calendar, the major and the minor, leave of absence rules, and regulations concerning examinations. The Committee reviews the academic records of students and acts on requests for special programs, special majors, study away and leaves of absence. An ex officio member of the Curriculum and Educational Policy Committee, the Dean chairs the subcommittee which reviews all new courses before presentation to the Committee. The Athletic Committee, the Committee on Admissions and Student Aid, the Committee on Lectures and Concerts and the Upward Bound Committee all discuss policies in their respective areas of concern.

The Dean of the College is also involved with various Governing Boards, committees and is the liaison officer with the Student Affairs Committee. Recently, the Dean has served on a special ad hoc Committee on Financial Aid and on the President's Commission on Student Life.

The Dean's responsibility for graduate scholarships and fellowships includes chairing committees which grant scholarships and select Watson Fellows, James Bowdoin Scholars and recipients of other awards such as the Chase Award and the Franklin Delano Roosevelt Award, are chosen by a special committee chaired by the Dean. Pre-medical, pre-law, and pre-business advising also have been reorganized recently through the Dean's Office.

B. DEAN OF THE COLLEGE

The Dean of the College reports directly to the President and formally is responsible for acting for the College in the President's absence.

The Dean oversees the functioning of many activities of the College including curricular, social, and co-curricular functions. The following offices report to the Dean: Dean of Students, Registrar, Admissions, Student Aid, Athletics, Career Planning, Health Center, Counseling Service, Summer Programs, Special Programs, Moulton Union, and the Upward Bound Program. The Dean meets with the directors of the offices as a group but supervises most of the policy development, budgeting and hiring on a one to one basis.

The offices of the Dean of the College and the Dean of Students work closely together on the resolution of students' academic, personal, and social problems. Although the Dean of Students sees most students who have individual problems and questions, the Dean of the College has appointments with at least 500 students a year to discuss study away, foreign study, special student-designed majors, summer study, special programs, activities of various organizations, scholarships and prizes.

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C. DEAN OF THE FACULTY

The Dean has a special interest in, and responsibility for, special students including the admission and advising of non-traditional age students, exchange students from other colleges, the Twelve-College Exchange Program, the Exchange Program with the University of Dundee, and most recently, the development and administration of a special program in Sri Lanka.

The Dean represents Bowdoin in a number of programs relating to other colleges. Currently he is the representative to the Consortium of Premedical Education funded by the Macy Foundation and the Twelve College Exchange Group as well as administrator for the ISLE Program. He attends meetings of the New England Deans Conference and with other senior officers goes to the Association of the Colleges of New England.

As resident of the Dean's house, the Dean has a special role in social occasions at the College. In recent years he has been the host for receptions for the Governing Boards, dinners and receptions for visiting Woodrow Wilson Fellows, James Bowdoin Day speakers and seminar guests. Other functions held at the Dean's house include staff dinners, faculty brunches and receptions for the senior class, the casts of large musicals, the College Chorale and athletic groups.

Relationships with the academic departments are maintained by the Dean. Recommendations for reappointment are made to the Dean by the academic departments, as are recommendations for promotion to the rank of Associate Professor, with tenure. In that regard, the Dean, academic departments, Faculty Affairs Committee, the Academic Affairs Committee of the Governing Boards, and the President play a role. After obtaining information for such decisions, the Dean of the Faculty forwards a recommendation, independent of the recommendations of the department and Faculty Affairs Committee, to the President for action. The President makes his recommendations to the Academic Affairs Committee of the Governing Boards who may then forward recommendations to the Executive Committee and the Governing Boards themselves.

The Dean is responsible for evaluating members of the Faculty to determine individual salaries (and salary increases) each year. Salaries for each member of the Faculty are determined in consultation with the President. The Dean makes recommendations to the President and Governing Boards for the funds to be available each year for such purposes.

The Dean consults with members of the Faculty regarding their eligibility for sabbatical or other leaves and is responsible for approving such leaves. Through his participation on the Faculty Research Committee, chaired by the President, the Dean is involved with helping to assist faculty with professional and scholarly development and in new courses for the curriculum.

C. DEAN OF THE FACULTY

The Dean works with the President and the Vice President for Development. The Dean of the Faculty reports directly to the President. The Dean has the responsibility for all aspects of faculty appointments, reappointments, promotions, sabbatical and other leaves of absence, resignations, terminations and retirements, and salary and fringe benefits. The Dean supervises the development of policy for Faculty in conjunction with the President, the Faculty, and the Governing Boards. The Dean is also responsible for supervising policies and the budgets of the Library, the Museums, the Computing Center, and all academic departments.

In carrying out the responsibilities for faculty appointments, the Dean reviews vacancies with department chairmen, helps shape the nature and focus of teaching positions, and supervises the procedures by which advertisements are placed. Together with members of the Faculty and a department, the Dean participates in assessing candidates and establishes salaries for new faculty members.

The Dean, department chairmen, and tenured colleagues within a department review and evaluate untenured faculty for reappointment. He consults with untenured members of the Faculty on various aspects of their position and their relationship to the department and the members within. Recommendations for reappointment are made to the Dean by the academic departments, as are recommendations for promotion to the rank of Associate Professor, with tenure. In that regard, the Dean, academic departments, Faculty Affairs Committee, the Academic Affairs Committee of the Governing Boards, and the President play a role. After obtaining information for such decisions, the Dean of the Faculty forwards a recommendation, independent of the recommendations of the department and Faculty Affairs Committee, to the President for action. The President makes his recommendations to the Academic Affairs Committee of the Governing Boards who may then forward recommendations to the Executive Committee and the Governing Boards themselves.

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The Office of the Treasurer is defined in Chapter 6, The Treasurer, of the By-Laws. Please refer to pages 18-19 of the By-Laws of Bowdoin College, May 1964. The Dean works with the President and the Vice President for Development in preparing proposals for funding which support faculty development, new directions in academic program, and present activities which deserve consideration for foundation, government, or individual donor support.

The Academic Affairs Committee of the Governing Boards has as its purview all activities which are supervised by the Dean of the Faculty, as well as the college curriculum, in which the Dean plays some part, along with the Dean of the College and the Faculty Curriculum and Educational Policy Committee, with the President as chairman.

The Dean also meets with the Governing Boards Committee on Financial Planning to report the recommendations, as approved by the President, for setting the budget for faculty salaries. The Dean's recommendations for program support in the areas he supervises are also reviewed and approved by this committee. The Governing Boards Committee on the Physical Plant reviews capital projects in support of academic programs.

- All accounting services, inclusive of general ledger, student accounts, accounts payable, grant and agency accounting, etc.
- Management information (statements, reports, analyses)
- Payroll
- Taxes and government reporting
- Statutory relationships

3. Physical Plant Department: Responsibilities included within this large area are:

- Care and maintenance of buildings and facilities
- Custodial services
- Capital and facilities projects
- Operation of all heating, ventilating, refrigeration and air conditioning systems
- Staffing and training for all trades and specialized services capabilities
- Grounds maintenance and improvements
- Energy management
- The operating budget is approximately \$1,000,000 per year

4. Dining Services: This functional area is responsible for student dining operations in two facilities, a service warehouse and the staffing for nine fraternity kitchens. Special events add to the service capabilities. The operating budget is approximately \$2,000,000 per year.

5. Security: A professionally managed and trained small security force oversees the campus on a round-the-clock basis. This is supported by a central communications/dispatching function.

Certain other functions -- notably, planning and budgeting -- are administered directly by the Treasurer, with assignments to many of the subareas of responsibility within the Treasurer's Office.

D. TREASURER

The Office of the Treasurer is defined in Chapter 6, The Treasurer, of the By-Laws. (Please refer to pages 18-20 of the By-Laws of Bowdoin College, May 22, 1981.)

In discharging those and other duties the Treasurer's Office is organized into five subareas, each headed by a manager fully responsible and accountable for that particular function.

1. Office of Associate Treasurer: The primary responsibilities are:

- Investments administration
- Cash management
- Management of real estate and properties
- Personnel
- Certain business services

2. Business Office: This traditionally defined functional area is responsible for:

- All accounting services, inclusive of general ledger, student accounts, accounts payable, grant and agency accounting, etc.
- Management information (statements, reports, analyses)
- Payroll
- Taxes and government reporting
- Statutory relationships

3. Physical Plant Department: Responsibilities included within this large area are:

- Care and maintenance of buildings and facilities
- Custodial services
- Capital and facilities projects
- Operation of all heating, ventilating, refrigeration and air conditioning systems
- Staffing and training for all trades and specialized services capabilities
- Grounds maintenance and improvements
- Energy management
- The operating budget is approximately \$3,000,000 per year

4. Dining Services: This functional area is responsible for student dining operations in two facilities, a service warehouse and the staffing for nine fraternity kitchens. Special events add to the service capabilities. The operating budget is approximately \$2,000,000 per year.

5. Security: A professionally managed and trained small security force oversees the campus on a round-the-clock basis. This is supported by a central communications/dispatching function.

Certain other functions — notably, planning and budgeting — are administered directly by the Treasurer, with assignments to many of the subareas of responsibility within the Treasurer's Office.

E. VICE PRESIDENT FOR DEVELOPMENT

The Vice President for Development has responsibility for College publications, public relations, alumni relations, fund raising, and for the Bowdoin Alumni Magazine.

The Office of Public Relations and Publications is a consolidation of what previously had been two separate offices, those of the News Service and the College Editor. Presently the combined operation consists of a director, an associate director for publications, an assistant editor, two fellows, and two secretaries. They have responsibility for internal and external communications which includes in a typical year, over 500 separate news releases amounting to over 40,000 individual mailings and dozens of publications, ranging from a major catalogue of the holdings of the Bowdoin College Museum of Art to Admissions pieces such as "Facts about Bowdoin."

The Director of Alumni Relations works closely with 52 alumni clubs around the country. This past year he helped them to organize over 90 separate functions. He serves as the liaison between a very active Alumni Council and the College. Through the Office of Alumni Relations, alumni annually are offered two or three special vacation tours, often accompanied by a professor who will provide lectures en route. In addition, the Office organizes reunions, which are held during Commencement Weekend and Homecoming — an annual event in the fall. The Office is staffed with one secretary.

The Bowdoin Alumni Magazine is published four times a year, and includes, among others, articles about athletic programs, areas of study and research, historic events or people of special significance to the College. Each issue contains class news notes on some 900 to 1,000 alumni, and campus notes on recent campus activities, promotions, retirements, etc. The magazine is mailed to all 11,500 alumni as well as to widows and friends of the College.

Fund raising is conducted from the Development Office, which is divided into areas of responsibility which include Foundations and Corporations, the Alumni Fund, Deferred Giving, the Parents Fund, an annual Friends Fund, and an annual Business and Industry Fund. The staff includes a researcher and coordinator of special events, a manager of our computer and word processing facility, an office manager and assistant to the Vice President, three other professionals, and one fellow. In addition, the Secretary of the College has his office at 85 Federal Street, the home of the Development Office. He reports to the Vice President for Development but maintains a close working and advisory relationship with the College President.

Annual Report of the Library Committee
April 14, 1986

The principal business of the Committee this year has been our participation in the self-evaluation of the Library in preparation for the reaccreditation team visit next fall. As a part of this self-evaluation we distributed a questionnaire on the Library to the Faculty. There were fifty-seven responses and we have met several times to discuss them among ourselves and with members of the Library staff.

Overall it is clear that the Faculty is pleased with the Library. Nevertheless the questionnaire asked specifically about areas which need improvement and the respondents identified several. Those which concern procedural matters or affect only small groups of faculty are being addressed by the Library staff with the counsel of the Committee. In this report, we will focus on areas which seem to be of more general concern, treating each briefly:

1. The use of the Library as a social center should be discouraged. Efforts toward this end are being made, but the Library is still too noisy.
2. The demand for audio-visual materials is increasing rapidly and this area will need more and more staff and budgetary attention. Space for A-V materials is a critical question as the present space in Sills Hall will soon be inadequate.
3. The Library probably needs more staff, both professional and clerical. The decision about how to allocate staff is an administrative one, but there appear to be staffing needs in acquisitions, government documents, reference and special collections.
4. There should exist an institutional budgetary mechanism for increasing the Library budget when a faculty appointment in a new area is made. At present, these funds come out of departmental allocations or the Library's general funds.
5. The responsibility for acquisitions in areas new to Bowdoin and in interdepartmental areas should be formalized. One approach would be for the Dean and/or the Librarian to appoint interested faculty to *ad hoc* committees which would order books and journals in an area.
6. A security system in the Library may be needed. While no one wants the inconvenience of such a system, Bowdoin's is one of the few libraries without one and there are persistent and passionate complaints from students and faculty about missing books. The first step in making a decision is for the Library staff to develop some accurate data about the number of stolen and missing books.
7. More library-use instruction for students is needed. This should be coordinated with faculty teaching appropriate courses.
8. Communication, both formal and informal, between the Library and the Faculty needs to be improved. Many of the complaints on the questionnaires were due simply to lack of information or misinformation.

G. P. Allen '86
H. R. Coursen, Jr.
J. M. Dean
L. D. Lutchmansingh
A. Monke (ex officio)
D. W. Rossides
J. R. Sundberg '88
J. E. Ward, Chairman

BOWDOIN COLLEGE LIBRARY
SELECTED STATISTICS
FOR 1980/81 TO 1984/85

	1980/81	1981/82	1982/83	1983/84	1984/85
Total enrollment, September	1,385	1,373	1,392	1,371	1,390
Volumes held at end of year	608,444	624,089	639,096	656,571	674,647
Sound recordings (discs and cassettes).	3,500	2,996	3,612	4,245	4,567
Videotapes, films, etc.	---	---	---	13	23
Microfilms	7,546	8,107	8,890	9,135	9,724
Other microtext	54,163	68,318	84,114	25,348	30,078
Documents in microtext	---	---	---	89,031	129,406
Volumes added	15,368	15,723	15,007	17,883	18,543
Periodicals received	1,777	1,787	1,785	1,882	1,905
ILL transactions:					
Borrowed	724	1,001	973	1,069	1,104
Lent	1,644	1,436	1,519	1,582	1,916
Professional staff (FTE)	8.9	8.9	8.9	8.9	8.9
Total staff (FTE)	22.4	22.5	22.9	22.9	24.6
Hours of student assistance	16,431	15,847	18,240	16,333	17,493
Total expenditures	714,550	822,067	905,406	995,557	1,110,123
Total salaries and wages	338,643	387,601	424,208	461,407	516,001
Professional salaries	165,221	189,824	208,921	232,950	251,400
Support staff wages	119,404	141,735	152,570	171,314	196,710
Total library materials (including binding, AV)	323,322	402,922	410,075	481,486	513,281
Books	193,295	208,431	238,129	281,340	290,514
Periodicals	130,027	163,500	153,259	171,076	190,060
Expenditure per student	516	599	650	726	799
Expenditures as % of institutional E & G	4.7	4.8	4.8	4.5	4.6
Hours of opening per week	107	107	107	107	107

	14a - Professional salaries	14b - Support staff wages	15 - Total library materials (including binding, AV)	15a - Books	15b - Periodicals	15c - Other library materials (AV, etc.)	16 - Expenditure per student	17 - Expenditures as % of institutional E & G	18 - Hours of opening per week
chester	---	---	\$562,311	\$334,140	\$200,727	---	\$1,093	5	105.5
etioch	\$59,529	\$44,731	\$66,019	\$27,073	\$32,935	---	\$452	4.7 ^e	88
etes	\$228,580	\$157,890	\$436,117	\$259,364	\$141,896	\$11,200	\$660	7.3	100
elolt	\$63,517	\$61,622	\$128,957	\$70,342	\$51,520	---	\$355	2.9	95.5
owdoin	\$251,400	\$196,710	\$513,281	\$290,514	\$190,060	---	\$799	4.6	107
ryn Havr	\$402,506	\$266,442	\$741,202	\$401,876	\$325,700	\$13,626	\$1,160	5.7	103
acknell	\$392,770	\$258,186	\$602,167	\$327,273	\$262,190	\$12,704	\$511	4.6	104
erleton	\$186,575	\$150,493	\$483,817	\$302,590	\$146,895	\$34,331	\$611	6.2	104
olby	\$270,000	\$184,000	\$417,900	\$259,500	\$148,400	\$10,000	\$710	5.6	103
olgate	\$315,153	\$220,969	\$526,720	\$254,624	\$246,326	\$25,770	\$547	4.8	104
onnecticut	\$236,860	\$195,160	\$315,665	\$154,353	\$161,312	---	---	---	106
widson	\$175,300	\$125,944	\$413,635	\$255,935	\$128,551	---	\$626	6.1	105
ckinson	\$210,464	\$153,956	\$363,613	\$236,686	\$126,927	---	\$546	5	103
ckham	\$169,598	\$53,350	\$180,351	\$97,076	\$72,024	\$11,251	\$500	4.7	98
arklin and Marshall	\$186,924	\$129,995	\$436,458	\$230,005	\$163,844	\$23,574	\$473	4.4	105
innell	\$167,796	\$131,793	\$340,245	\$189,902	\$118,082	\$9,977	\$660	4.4	105
ilton	\$208,813	\$277,542	\$588,793	\$271,689	\$269,253	\$12,189	\$797	5.5	101.5
verford	---	---	\$269,877	\$113,967	\$148,969	\$6,941	\$900	6.1	98
llins	\$128,251	\$87,675	\$124,563	\$54,064	\$52,473	\$19,771	\$509	5.2	96
"	\$65,386	\$96,270	\$160,764	\$111,678	\$49,086	---	\$507	4.1	103
ayette	\$239,830	\$152,298	\$391,070	\$184,530	\$174,813	\$20,292	\$509	4.3	103
wrence	---	---	\$272,502	\$156,792	\$91,668	\$12,427	\$590	4.6	98
elester	\$189,589	\$94,479	\$226,690	\$164,511	\$57,012	\$3,500	\$384	3.5	101
iddlebury	\$222,555	\$320,774	\$519,131	\$278,079	\$216,945	---	\$666	4.8	106.5
ills	\$162,740	\$101,092	\$115,154	\$70,396	\$36,640	\$946	\$508	3.8	98
- Holyoke	\$286,025	\$275,166	\$490,515	\$239,625	\$129,500	\$78,580 ¹	\$703	4.4	107
idental	\$254,696	\$183,043	\$473,242	\$280,381	\$160,129	\$32,733	\$747	6.2	101
adolph - Hacon	\$111,900	\$33,600	\$132,270	\$76,400	\$49,273	\$6,597	\$447	3.8	107
ed	\$111,785	\$74,316	\$295,500	\$123,000	\$154,500	---	\$564	4.6	120.5
ith	\$554,009	\$860,849	\$726,896	\$323,021	\$312,104 ¹	\$91,771	\$950	6.7	110
artimore	\$388,050	\$297,710	\$587,875	\$332,292	\$208,023	\$47,560	\$1,100	5.2	100
Unity	\$327,336	\$188,673	---	\$217,066	\$183,837	---	\$745	5	105
of South	\$282,352	\$126,310	\$286,230	\$145,973	\$145,812	\$4,349	\$790	5.5	96.5
ear	\$365,248	\$422,574	\$807,720	\$304,926	\$410,866	\$29,111	\$887	6.4	104
ash	\$77,600	\$56,751	\$194,998	\$92,020	\$85,095	\$17,883	\$522	5.6	107
lesley	\$411,453	\$349,772	\$633,269	\$249,901	\$322,225	\$61,143	\$774	5.2	106
leyann	\$397,850	\$420,510	\$774,990	\$297,000	\$434,250	---	\$716	4.9	105
oton	\$220,792	\$251,782	\$240,617	\$114,359	\$114,604	\$8,204	\$595	4.1	102
liams	\$288,943	\$490,877	\$671,383	\$360,315	\$241,520	\$69,458	\$714	3.4	113

estimate

Holyoke
th

1. serials
1. includes continuations

SELECTED LIBRARY STATISTICS FOR 1984-85

	1 - Total enrollment, FTE September 1984	2 - Graduate enrollment, FTE September 1984	3 - Collections as of July 1985	4 - Volumes held at end of year	4 - Documents, other (if counted separately)	4a - Sound recordings (discs and cassettes)	4b - Videotapes, films, etc.	5 - Microfilms, reels	6 - Other microtext	6a - Documents (if counted separately)
rst	1,538	---	630,690	3,763	16,250 ¹	228 ¹	6,160	210,360	---	---
och	476.5	---	251,006	---	4,124	150	4,389	37,017	---	---
s	1,519	---	327,540	113,861	9,422	254	17,826	48,086	96,784	---
it	953	1	174,881 ¹	248,103 ²	3,154	25	3,609	2	105,391	---
ein	1,390	---	674,647	---	4,567	23	9,724	30,078	129,406	---
Havr	1,504	279	659,504	99,335	---	---	---	---	---	---
nell	3,282	93	452,955	244,604 ¹	1,765	---	11,799	214,696 ²	111,555 ³	---
eton	1,845	---	376,984	134,814	975	---	15,903	82,694	69,780	---
y	1,700	---	303,050	59,800	7,000	460	---	27,400	115,800	---
ate	2,588	10	393,226	45,000 ^e	4,302	---	212,000 ¹	---	---	---
ecticut	1,775	29	402,810	248,931	12,831	309	7,171	176,762	---	---
dson	1,369	---	310,612	84,276	---	---	15,064	45,483	106,962	---
inson	1,846	---	304,041	92,334	7,031	---	7,871	128,576	---	---
hsm	1,027	60	300,617	---	---	---	8,645	89,924	---	---
sklin and Marshall	1,983	---	228,802	127,503	3,157	205	15,406	217,726	---	---
well	1,212	---	279,494	5,120 ^{1f}	9,580	---	4,806	524	39,262 ^e	---
lton	1,623	---	402,082	---	14,201	16,439	7,533	206,034	---	---
erford	1,082	---	448,196	25,000	inc. in 3	inc. in 3	inc. in 3	inc. in 3	inc. in 4	---
ins	893	39	230,972	---	5,570	510	3,755	40,390	---	---
t	888	---	219,657	---	---	---	---	---	---	---
rate	2,131	---	378,267	---	5,522	22	33,535	---	---	---
ence	1,061	---	262,701 ¹	228,126 ²	2,900	710	---	97,622	87,014	---
lenter	1,613	---	303,693	5,888	7,513	89	7,336	23,809	---	---
lebury	1,900	---	354,879	171,072	10,820	---	14,485	20,994	---	---
s	896	175	186,829 ¹	---	4,309	---	6,655	---	---	---
Holyoke	1,946	11	503,367	---	1,256	2,347	5,460	6,591	---	---
dental	1,546	13	391,699	250,000 ^e	3,376	183	6,553	17,406	78,642	---
olph -	766.4	---	148,944 ¹	0	inc. in 3	inc. in 3	---	---	---	---
acon	1,033.93	7.3	311,795	5,189 ^{1f}	---	---	159 ¹	59 ¹	62,075	---
h	2,464	89	955,977	inc. in 3	44,471	---	45,357	inc. in 6	---	---
thmore	1,305	1	503,082	163,753	14,260	357	9,996	166,709	---	---
ity	1,792	58	725,352	---	12,209	499	5,942	137,496	---	---
f South	1,056	75	358,302	108,940	3,767	1,616	20,309	33,082	63,793	---
tr	2,184	---	609,750	86,418	27,722	21	13,614	327,969	94,450	---
th	800	---	217,725	91,014	4,495	---	6,363	---	---	---
esley	2,223	---	607,189	111,638	13,200	---	15,422	18,782	111,550	---
ynn	2,639	87	888,489	92,944	1,306	---	18,476	149,665	21,726 ¹	---
on	1,078	---	251,420	---	5,629	23	8,242	15,358	---	---
lans	1,988	45	602,363	---	17,048	298	14,523	141,755	54,090	---

estimate
linear feet

- st
t
1. also counted in 3
 1. books only
 2. paper and fiche
- ell
1. includes sound recordings, maps, gov. docs.
 2. microcards and microfiche
 3. also counted in 6
- te
nce
1. estimate--does not include documents on fiche
 1. does not include bound periodicals
 2. includes microtext
- lph-N.
1. result of physical count
 1. revised from 1985 inventory
 1. titles
- ran
1. also counted in 6

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BOWDOIN COLLEGE

FINANCIAL PERFORMANCE

(000s Omitted)

OPERATING BUDGET	Gross Revenues (a)			Transfers		Available Expendable Funds		
	1983/84 Actual	1984/85 Budget	1985/86 Proposed	Mandatory	Other	1985/86 Proposed	1984/85 Budget	1983/84 Actual
REVENUES								
Tuition and fees	\$12,044	\$12,018	\$13,962	\$	\$	\$13,962	\$12,018	\$11,977
Government grants and contracts	838	813	933	(123)(b)		810	758	712
Private gifts and grants other than endowment and similar	2,234	2,950	3,250	(260)(c)	(91)(h)	2,909	2,300	1,733
Endowment and trust income:				(500)(d)	(817)(i)	4,408	4,082	3,780
Regular portfolio	4,415	4,900	5,725	(100)(e)		650	430	350
Trusts	556	500	750	(100)(f)	(488)(j)	4,579	4,511	3,969
Auxiliary enterprises	4,369	4,853	5,167		(23)(k)	2,005	1,902	1,879
Independent operations	1,861	1,925	2,028			872	755	839
Other sources	707	755	872					
	\$27,024	\$29,014	\$32,687	\$(1,073)	\$(1,419)	\$30,195	\$27,656	\$25,239
Endowment and similar funds gifts	2,497	5,500	5,500	(5,423)(g)		77		59
Total Revenues	\$29,521	\$35,114	\$38,187	\$(6,496)	\$(1,419)	\$30,272	\$27,656	\$25,298
EXPENSES (By Responsibility Center)								
President	\$ 260	\$ 276	\$ 304			\$ 304	\$ 276	\$ 260
Treasurer	10,678	11,545	12,208			12,208	11,545	10,678
Dean of Faculty	7,113	7,893	8,539			8,539	7,893	7,113
Dean of the College	6,655	7,007	7,906			7,906	7,007	6,655
Vice President for Development	1,001	973	1,315			1,315	973	1,001
Total Expenses	\$25,707	\$27,694	\$30,272			\$30,272	\$27,694	\$25,707
Excess (Deficiency) of Revenues Over Expenses	\$ 3,814	\$ 7,420	\$ 7,915			\$ -0-	\$(38)	\$(409)
OTHER ITEMS (1)								
Capital Projects	\$ 1,792	\$ 405	\$ 1,108					
Expenses - Campaign for Bowdoin	265	272	225					
Total Other Items	\$ 2,057	\$ 677	\$ 1,333					

NOTES

- (a) Exclusive of realized gains from investment transactions.

MANDATORY TRANSFERS

- (b) Restricted government grants reserved for student loans and other funding purposes.
- (c) Restricted gifts unused and reserved for future use.
- (d) Investment income restricted and reserved in accordance with terms of the funds.
- (e) Trust income restricted and reserved in accordance with terms of the trusts.
- (f) Income earned by fraternities from dining service operations reserved for future use.
- (g) Gifts added to endowment and similar funds.

OTHER TRANSFERS

- (h) Portion of unrestricted bequests reserved for funding capital projects.
- (i) Excess of income earned over spending formula and, therefore not available as an expendable revenue to support current operations.
- (j) Income from auxiliary enterprises operations reserved for future renewal and replacement of equipment and facilities.
- (k) Income from special programs reserved for future use.

OTHER ITEMS

- (1) Funds utilized to support these expenditures are:
- (1) Gifts and grants specified for the expenditure (\$290,000)
- (2) Unrestricted reserves (\$1,043,000)

BOWDOIN COLLEGE

FUND BALANCES

AS AT JUNE 30
(000s Omitted)

	1980	1981	1982	1983	1984	Estimated 1985	1986
EXPENDABLE FUNDS							
Restricted as to purpose:							
Current funds	\$ 999	\$ 1,002	\$ 1,107	\$ 1,277	\$ 2,034	\$ 2,304	\$ 2,379
Funds functioning as endowment	<u>2,715</u>	<u>3,450</u>	<u>4,339</u>	<u>4,780</u>	<u>4,184</u>	<u>5,554</u>	<u>6,537</u>
	<u>\$ 3,714</u>	<u>\$ 4,452</u>	<u>\$ 5,446</u>	<u>\$ 6,057</u>	<u>\$ 6,218</u>	<u>\$ 7,858</u>	<u>\$ 8,916</u>
Unrestricted:							
Funds for renewals & replacements	\$ 522	\$ 418	\$ 597	\$ 742	\$ 858	\$ 783	\$ 395
Funds functioning as endowment	<u>4,721</u>	<u>4,010</u>	<u>1,724</u>	<u>814</u>	<u>312</u>	<u>183</u>	<u>-0-</u>
	<u>\$ 5,243</u>	<u>\$ 4,428</u>	<u>\$ 2,321</u>	<u>\$ 1,556</u>	<u>\$ 1,170</u>	<u>\$ 966</u>	<u>\$ 395</u>
NON-EXPENDABLE FUNDS							
Endowment funds	\$34,033	\$38,967	\$42,084	\$ 45,705	\$ 51,997	\$ 58,093	\$ 63,828
Life income funds	5,098	5,431	5,209	5,629	5,642	5,573	6,355
Student loan funds	<u>2,798</u>	<u>3,007</u>	<u>3,134</u>	<u>3,151</u>	<u>3,411</u>	<u>3,481</u>	<u>3,661</u>
	41,929	47,405	50,427	54,485	61,050	67,147	73,844
Unrealized appreciation (depreciation)	<u>2,917</u>	<u>4,517</u>	<u>(2,857)</u>	<u>14,314</u>	<u>5,529</u>	<u>*</u>	<u>*</u>
	44,846	51,922	47,570	68,799	66,579	67,147	73,844
Invested in plant	<u>26,596</u>	<u>27,120</u>	<u>29,141</u>	<u>30,460</u>	<u>32,233</u>	<u>32,592</u>	<u>33,700</u>
	71,442	79,042	76,711	99,259	98,812	99,739	107,544
TOTAL - FUNDS	<u>\$80,399</u>	<u>\$87,922</u>	<u>\$84,478</u>	<u>\$106,872</u>	<u>\$106,200</u>	<u>\$108,563</u>	<u>\$116,855</u>

* - not projected

BOWDOIN COLLEGE
ANALYSIS OF UNRESTRICTED RESERVES⁽¹⁾
FOR THE YEAR ENDED JUNE 30
(000s Omitted)

	1980	1981	1982	1983	1984	Estimated	
						1985	1986
Balance, beginning of year	\$ 3,932	\$ 5,243	\$ 4,428	\$ 2,321	\$ 1,556	\$ 1,170	\$ 966
Gifts and bequests	3,220	129	608	318	101	500	91(4)
Self supporting programs - related income reserved	231	172	453	459	394	345	588
Realized gains (losses), etc:							
Distributed to funds	-	392	75	67	69	61	500
Allocation of undistributed	(33)	84	-	-	-	-	-
Expenditures and transfers:							
Renewals and replacements	(65)	(54)	(97)	(111)	(99)	(100)	(150)
Amortization of debt	(29)	(76)	(73)	(95)	(38)	(40)	(50)
To plant funds (2)	(402)	(579)	(1,822)	(1,126)	(887)	(737)	(818)
To loan funds	(14)	(99)	-	-	(50)	-	-
To current funds:(3)							
Operations	(534)	(866)	(1,350)	(63)	(53)	378	-
Capital Campaign	-	-	-	(45)	-	(272)	(225)
Retirement funding	-	-	-	(203)	-	(84)	-
Matching grants	(38)	(35)	(39)	(33)	(50)	(325)	(655)(5)
Reclassifications and sundry	(1,239)	22	(271)	54	150	20	98
From life income funds	214	95	409	13	77	50	50
Balance, end of year	\$ 5,243	\$ 4,428	\$ 2,321	\$ 1,556	\$ 1,170	\$ 966	\$ 395

(1) Exclusive of unrealized appreciation

(2) Primarily reflects capital spending

(3) To fund the deficiency of revenues over expenditures in the operating budget, capital campaign expenses, retirement funding, and matching grants; stated at book value

(4) Excess of unrestricted bequests not used for current operations (total \$500,000)

(5) Dana Foundation (\$300,000), Doherty Foundation (\$100,000), Federal Programs (\$55,000), Hewlett and Mellon Foundations (\$200,000)

OPERATING BUDGET

REVENUES - DETAIL	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
<u>TUITION AND FEES</u>			
Tuition	\$11,569,476	\$12,589,000	\$13,473,000
Special program fees -			
Sri Lanka, etc.	167,352	37,000	125,000
Activities fees	100,955	101,000	144,000
Health insurance	78,414	71,000	80,000
Application fees	87,730	75,000	90,000
Fines and miscellaneous fees	39,080	45,000	50,000
	<u>\$12,043,007</u>	<u>\$12,918,000</u>	<u>\$13,962,000</u>
<u>GOVERNMENT GRANTS AND CONTRACTS</u>			
Expendable for current purposes:			
Scholarship awards	\$ 351,416	\$ 370,000	\$ 410,000
College work study	200,855	235,000	175,000
Research and special programs	217,451	150,000	225,000
Interest subsidy	23,438	23,000	23,000
Expendable for student loans	45,259	35,000	100,000
	<u>\$ 838,419</u>	<u>\$ 813,000</u>	<u>\$ 933,000</u>
<u>PRIVATE GIFTS, GRANTS AND CONTRACTS</u>			
<u>OTHER THAN ENDOWMENT</u>			
Expendable for current purposes:			
Unrestricted:			
Alumni fund	\$ 1,187,886	\$ 1,200,000	\$ 1,400,000
Parents' fund	95,580	100,000	50,000
All other	140,416	325,000	350,000
	<u>\$ 1,423,882</u>	<u>\$ 1,625,000</u>	<u>\$ 1,800,000</u>
Restricted:			
Educational and general programs	\$ 543,233	\$ 425,000	\$ 500,000
Research and special programs	165,783	400,000	450,000
	<u>\$ 709,016</u>	<u>\$ 825,000</u>	<u>\$ 950,000</u>
Expendable for major maintenance and capital projects:			
Unrestricted bequests	\$ 100,943	\$ 500,000	\$ 500,000
	<u>\$ 2,233,841</u>	<u>\$ 2,950,000</u>	<u>\$ 3,250,000</u>

OPERATING D/ ET

	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
REVENUES - DETAIL			
ENDOWMENT AND TRUST INCOME			
Regular investment portfolio	\$ 4,414,705	\$ 4,900,000	\$ 5,725,000
Trust income	555,891	500,000	750,000
	<u>\$ 4,970,596</u>	<u>\$ 5,400,000</u>	<u>\$ 6,475,000</u>
SALES AND SERVICES OF AUXILIARY ENTERPRISES			
Student housing	\$ 1,396,718	\$ 1,562,000	\$ 1,672,000
Dining services:			
Students	1,782,693	1,990,000	2,162,000
Other - academic year	509,315	510,000	520,000
College store sales	627,409	739,000	758,000
Faculty housing	52,871	52,000	55,000
	<u>\$ 4,369,006</u>	<u>\$ 4,853,000</u>	<u>\$ 5,167,000</u>
INDEPENDENT OPERATIONS			
Summer programs	\$ 1,114,883	\$ 1,220,000	\$ 1,250,000
Interest - life income funds	551,611	600,000	600,000
Art associates program	50,145	45,000	50,000
Breckinridge - program revenues	68,964	25,000	83,000
Computer rental	40,531	25,000	35,000
Bowdoin College student loan corporation	32,000	(a)	(a)
Sundry	3,309	10,000	10,000
	<u>\$ 1,861,443</u>	<u>\$ 1,925,000</u>	<u>\$ 2,028,000</u>
OTHER SOURCES			
Directed scholarships	\$ 361,039	\$ 500,000	500,000
NDSL program income	52,438	45,000	60,000
Athletics and arena	128,292	110,000	150,000
Miscellaneous rentals	46,358	20,000	50,000
Copy machines	19,474	15,000	20,000
Student game room	10,623	12,000	12,000
Student pub	30,350	25,000	30,000
Commencement	9,984	10,000	11,000
Concerts, lectures, shows & other programs	20,424	8,000	20,000
Library books	4,839	3,000	5,000
Infirmary	3,121	3,000	4,000
Sundry	20,061	4,000	10,000
	<u>\$ 707,003</u>	<u>\$ 755,000</u>	<u>\$ 872,000</u>
GENERAL REVENUES	<u>\$27,023,315</u>	<u>\$29,614,000</u>	<u>\$32,687,000</u>

OPERATING BUDGET

REVENUES - DETAIL	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
<u>ENDOWMENT AND SIMILAR FUNDS GIFTS</u>			
Endowment	\$ 1,906,782	\$ 3,500,000	\$ 3,500,000
Funds functioning as endowment			
- restricted	215,875	1,000,000	1,000,000
Life income	367,824	1,000,000	1,000,000
Loan	6,662	-	-
	<u>\$ 2,497,143</u>	<u>\$ 5,500,000</u>	<u>\$ 5,500,000</u>
 TOTAL REVENUES	 <u>\$29,520,458</u>	 <u>\$35,114,000</u>	 <u>\$38,187,000</u>
 Campus security and communications center	390,461	381,051	400,033
Dining services**	2,300,330	2,334,514	2,540,067
Faculty housing	20,130	40,000	40,000
Life income payments	550,538	600,000	600,000
Board designated funds - all departments	230,370	300,000	300,000
Student health insurance	53,063	50,000	60,000
Real estate taxes	10,000	25,000	25,000
Sundry	120,404	100,000	75,000
	<u>\$10,000,000</u>	<u>\$11,500,000</u>	<u>\$12,200,000</u>

(a) = Not Budgeted

* - Refer to Support Schedule - page 13
 ** - Refer to Support Schedule - page 13
 *** - Refer to Support Schedule - page 14

OPERATING BUDGET

EXPENDITURES - DETAIL	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
OPERATIONS			
PRESIDENT			
President's office	\$ 190,552	\$ 207,405	\$ 221,020
Governing boards	22,924	19,769	30,862
Educational television - WCB	5,000	5,000	5,000
Commencement	35,387	36,484	39,683
Sundry	5,947	7,000	7,500
	<u>\$ 259,810</u>	<u>\$ 275,658</u>	<u>\$ 304,065</u>
TREASURER			
Treasurer's office	\$ 922,279	\$ 1,037,798	\$ 1,049,670
Employee benefits*	2,150,943	2,446,043	2,615,230
General insurance	107,935	100,100	110,100
Telephone switchboard and local service	249,012	263,892	326,298
Service bureau	209,146	199,408	206,065
Operation and maintenance of physical plant**	3,316,055	3,509,894	3,837,173
Campus security and communications center	330,461	381,051	403,033
Dining services***	2,300,330	2,384,514	2,549,967
Faculty housing	28,129	46,000	46,200
Life income payments	550,238	600,000	600,000
Donor designated funds - all departments	239,272	300,000	300,000
Student health insurance	53,963	53,000	60,800
Real estate taxes	23,821	25,000	25,000
Sundry	196,403	198,307	78,286
	<u>\$10,677,987</u>	<u>\$11,545,007</u>	<u>\$12,207,822</u>

- * - Refer to Support Schedule - page 12
 ** - Refer to Support Schedule - page 13
 *** - Refer to Support Schedule - page 16

OPERATING BUDGET

EXPENDITURES - DETAIL	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
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OPERATIONS (Cont'd)

DEAN OF FACULTY

Dean of faculty's office	\$ 84,822	\$ 127,315	\$ 101,113
Assistant dean of faculty	-	-	58,098
Art museum	182,506	204,661	230,877
Art associates program	46,848	46,575	52,000
Arctic museum	33,558	39,450	77,734
Breckinridge public affairs center	122,431	130,854	148,350
Computing center	214,111	334,061	359,088
Faculty travel to learned societies	42,808	41,400	46,800
Library	982,312	1,079,275	1,175,045
Library - xerox	13,780	16,296	15,857
Academic departments and programs	875,281	941,646	1,135,210
Language laboratory	9,883	12,073	12,426
Archaeology - summer program	32,882	19,170	15,839
Faculty compensation	3,562,920	3,914,245	4,349,391
Faculty research funds	68,855	93,051	93,600
Research and special programs	619,658	800,000	575,000
Retirement funding	207,269	84,000	84,000
Sundry	13,731	8,921	9,005

\$ 7,113,655

\$ 7,892,993

\$ 8,539,433

Specials outing association

Dance program

James Bowdoin Day

Parquet's weekend

Summer programs

Scholarships - undergraduates

Scholarships-directed, graduate & medical

College exchange

Prizes

Concerts and lectures

Women's resource center

Proctor's room rent

Audio-visual services

Bri Lanka

Sundry

\$ 6,655,317

\$ 7,007,432

\$ 7,905,314

OPERATING BUDGET

EXPENDITURES - DETAIL	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
OPERATIONS (Cont'd)			
DEAN OF COLLEGE			
Dean of college's office	\$ 106,597	\$ 112,554	\$ 119,752
Admissions office	365,807	444,146	485,171
Bookstore	608,764	658,515	662,131
Bear necessity	38,737	34,392	35,789
Dean of students	122,105	112,468	116,195
Financial aid office	94,964	101,788	106,344
College physician - health center	172,855	171,734	200,341
Moulton union - departmental	76,333	78,209	87,569
Moulton union - xerox	5,885	6,210	6,458
Placement and counseling services	85,812	106,376	140,125
Registrar's office	67,971	69,036	74,120
Student activities	90,103	101,000	144,000
Student counseling	48,096	62,604	65,222
Student game room	10,108	9,732	11,871
Student mail room	6,916	6,755	7,349
Office of special programs	26,343	20,429	41,096
Arena - departmental and snack bar	18,719	18,666	18,798
Physical education and athletics	727,578	831,767	911,714
Intramural sports	3,277	3,388	4,388
Bowdoin outing association	357	-	1,560
Dance program	17,434	17,183	20,996
James Bowdoin Day	3,813	4,368	5,165
Parents' weekend	1,978	3,310	8,643
Summer programs	492,693	435,000	550,000
Scholarships - undergraduate	2,662,638	2,800,000	3,143,000
Scholarships-directed, graduate & medical	448,864	618,000	652,000
College exchange	12,175	20,000	20,000
Prizes	10,734	8,798	9,150
Concerts and lectures	6,003	18,425	19,162
Women's resource center	4,648	5,800	9,010
Proctor's room rent	18,989	21,735	23,644
Audio-visual services	37,400	38,650	52,013
Sri Lanka	94,137	-	100,000
Sundry	166,384	66,398	52,538
	\$ 6,655,217	\$ 7,007,436	\$ 7,905,314

OPERATING BUDGET

EXPENDITURES - DETAIL	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
<u>OPERATIONS (Cont'd)</u>			
<u>VICE PRESIDENT FOR DEVELOPMENT</u>			
Vice president's office	\$ 337,057	\$ 279,801	\$ 417,641
Alumni relations	112,456	88,084	118,296
Annual giving	140,054	125,679	166,179
Alumni house	14,983	8,280	8,632
Editor of the Bowdoin Alumni Magazine	73,706	78,258	81,886
Public relations	118,401	107,439	181,384
Publications	143,188	181,478	229,776
Parents' fund office	7,179	13,869	16,360
Secretary of the College	53,967	90,126	95,118
	<u>\$ 1,000,991</u>	<u>\$ 973,014</u>	<u>\$ 1,315,272</u>
<u>Total</u>	<u>\$25,707,660</u>	<u>\$27,694,108</u>	<u>\$30,271,906</u>
Blue Cross-Blue Shield and Major Medical Insurance	95,156	87,400	90,000
Unemployment Compensation	16,563	28,000	25,000
Pension Costs	213,294	213,840	187,100
T.I.A.A. Retirement Annuities	550,139	677,880	727,230
All Other Benefits	9,580	5,250	8,300
	<u>\$ 2,150,043</u>	<u>\$ 2,446,043</u>	<u>\$ 2,415,230</u>

BOWDOIN COLLEGE

OPERATING BUDGET

SUPPORT SCHEDULE	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
EMPLOYEE BENEFITS			
Social Security Taxes	\$ 673,144	\$ 735,150	\$ 817,000
Group Disability Insurance	37,911	42,795	50,000
Group Life Insurance	93,245	104,070	112,000
Workers' Compensation Insurance	51,125	102,023	80,000
Blue Cross-Blue Shield and Major Medical	364,166	448,235	520,000
Faculty and Staff Children's Scholarship Program	95,156	87,800	90,000
Unemployment Compensation	16,683	28,000	25,000
Pension Costs	211,794	213,840	187,100
T.I.A.A. Retirement Annuities	598,139	677,880	727,830
All Other Benefits	9,580	6,250	6,300
	\$ 2,150,943	\$ 2,446,043	\$ 2,615,230

BOWDOIN COL. .E

OPERATING BUDGET

SUPPORT SCHEDULE	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
<u>OPERATION AND MAINTENANCE OF PHYSICAL PLANT</u>			
Salaries and Wages	\$ 1,370,920	\$ 1,479,032	\$ 1,599,613
Office Supplies and Expense	7,792	11,185	10,998
Operating Supplies	446,346	410,882	465,946
General Travel	8,746	10,759	13,364
Dues and Memberships	508	1,341	1,135
Telephone	709	-	-
Fuel	471,714	504,574	500,959
Electricity	397,889	369,708	426,897
Water	42,049	40,370	43,992
Sewer	34,496	40,480	34,840
Professional Contract	36,744	27,365	35,048
Maintenance Facilities Contract	211,328	185,048	222,872
Maintenance Equipment Contract	54,776	74,536	106,330
Operational Contract	85,025	64,729	75,738
Major Maintenance Projects*	270,368	332,000	409,000
Office Equipment	6,354	4,140	2,454
Equipment - Other	39,142	79,638	104,183
Personal Safety Equipment	1,873	2,287	2,959
Miscellaneous	3,031	1,035	1,560
Debt Service and Taxes	62,866	60,785	60,785
	\$ 3,552,676	\$ 3,699,894	\$ 4,118,673
Less: Special Billings	(236,621)	(190,000)	(281,500)
	<u>\$ 3,316,055</u>	<u>\$ 3,509,894</u>	<u>\$ 3,837,173</u>

SUPPORT SCHEDULE

1984/85
Budget

Proposed
Budget
1985/86

MAJOR MAINTENANCE PROJECTS

ROOFS REPLACEMENTS/REPAIRS

85 Federal Street - Garage		\$ 1,800
Moulton Union - Aluminum Fibrated Roof Coating		2,500
Moulton Union - Roof Resloping and Repairs		4,700
Sargent & Morrell Gyms - Aluminum Fibrated Roof Coating		10,000
Walker Art - Aluminum Fibrated Roof Coating		1,000
	\$ 11,500	\$ 20,000

MASONRY/MAINTENANCE & REPAIRS

H&L - North Reading Bay Resurfacing		\$ 6,000
H&L - Retaining Wall South Side		3,500
River House - Driveway Wall		5,000
	\$ 47,300	\$ 14,500

EXTERIOR PAINTING

Brunswick Apartments - (Touch Up)		\$ 2,000
10 Cleaveland - (Complete)		2,000
Smith House - (Touch Up)		1,000
4 South - (Touch Up)		1,000
10 South - (Touch Up)		1,000
Whittier Field Bleachers - (North Side)		4,000
Winthrop, Maine, Appleton, Coleman - (Window Sills)		4,000
	\$ 28,500	\$ 15,000

INTERIOR PAINTING

Appleton - Complete		\$ 20,000
Coles Tower - (Floors 10-15)		45,000
Gibson Hall - (Complete)		8,000
Harpwell Apartments - (Touch Up)		3,000
Hyde Hall* - (Hallways, Bathrooms, Windows)		3,000
Maine - Complete		20,000
Mayflower Apartments - (One Wing)		2,000
Morrell Gym - (Halls & Stairs, Women's L.R., Men's L.R.)		5,000
Pine Street Apartments - (Touch Up)		3,000
Sargent Gym - (Halls & Stairs, Women's L.R., Men's L.R.)		4,000
Sills Hall - Complete		\$ 4,000
	\$ 82,000	\$117,000

() - Indicates painting to be performed inhouse

* - Hyde Hall projects are either necessary to maintain minimal standards until complete renovation or would be independent of such renovation

SUPPORT SCHEDULE	1984/85 Budget	Proposed Budget 1985/86
<u>MAJOR MAINTENANCE PROJECTS (Cont'd)</u>		
<u>FURNITURE REPLACEMENT</u>		
Coles Tower		\$ 80,000
Mattresses		12,000
	\$ 73,500	\$ 92,000
<u>CARPET REPLACEMENT</u>		
Burnett - Stairs, Hallways, Lounge		\$ 4,000
Coleman - Hallways		3,200
Coles Tower Quads - 18 Lounges		7,500
Dayton Arena - Aisles on West Side		5,000
Hyde* - Hallways		2,500
Moulton Union - Lancaster Lounge		3,800
Pickard Theater - Back Hallway		1,500
	\$ 22,000	\$ 27,500
<u>TILE REPLACEMENT</u>		
Hyde Hall* - Bathrooms		\$ 3,500
	\$ 21,000	
<u>FLOOR REFINISHING</u>		
Chase Barn Chamber		\$ 1,000
Daggett Lounge		3,000
Gym Floors		2,500
Moulton Union - Maine Lounge Floor		2,000
Sills Hall Lecture Platforms and Stairways		1,000
	- 0 -	\$ 9,500
<u>TRAPS AND VALVES</u>		
	\$ 11,000	\$ 13,000
<u>CAMPUS WALKS, PARKING & ROADWAYS</u>		
Ashby House - Replace Existing and Expand Parking Area		\$ 20,000
Quad Area - Perimeter Sidewalks		65,000
	\$ 25,000	\$ 85,000
<u>CAMPUS PLANTINGS</u>		
	\$ 10,000	\$ 12,000
Total Major Maintenance Projects	\$331,800	\$409,000

BOWDOIN COLLEGE

OPERATING BUDGET

SUPPORT SCHEDULE	1983/84 Actual	1984/85 Budget	Proposed Budget 1985/86
<u>DINING SERVICES</u>			
Salaries and Wages	\$ 1,010,609	\$ 974,684	\$ 1,037,941
Supplies and Expense	93,714	104,378	110,205
Utilities and Fuel	36,553	45,030	43,278
Contractual Services	71,898	87,231	85,026
Administrative Services	123,572	137,080	141,762
<u>FOOD PURCHASES</u>	<u>963,984</u>	<u>1,036,111</u>	<u>1,131,755</u>
	<u>\$ 2,300,330</u>	<u>\$ 2,384,514</u>	<u>\$ 2,549,967</u>
<u>CAMPUS PROGRAM SUPPORT</u>			

* - Hyde Hall projects are either necessary to maintain minimal standards until complete renovation or would be independent - 16 -

BOWDOIN COLL }

CAPITAL PROJECTS

PROJECT DETAIL	1984/85 Budget	Proposed Budget 1985/86
ENERGY CONSERVATION PROGRAM		
Afro-Am - Storms		\$ 4,000
Cleaveland - Storms		16,000
Hyde Hall* - Attic Insulation and Ventilation		13,000
Sills Hall - Storms		14,000
	\$ 44,360	\$ 47,000
SAFETY AND HEALTH PROGRAM		
Asbestos Removal - Various Locations		\$ 30,000
Handicap Access Ramps - Afro-Am, Coles Tower West Side		7,500
Hyde*, Appleton, Winthrop, Maine - Roof Crickets		32,000
	\$131,600.	\$ 69,500
MODERNIZATION OF ELECTRICAL SYSTEMS		
Adams Hall - Panel Replacement 4th Floor		\$ 2,500
8 Cleaveland		7,000
10 Cleaveland		13,500
River House - Main House, Cottage, Gym		55,000
	\$ 60,000	\$ 78,000
MAJOR FACILITIES IMPROVEMENT		
Alumni House Deck - Replace and Add Awning		\$ 18,000
Brunswick Apartments - Door Replacement		15,000
Brunswick Apartments - Renovate Bldg. A,B,C,D		100,000
Campus Storm Drainage System - Quad Area		45,000
Coleman Hall - Bathroom Partitioning		22,500
Curtis Pool - Environmental Studies Offices		14,000
85 Federal Street - Fence Repairs		12,000
Hyde Hall* - Door Cipher Locks and Passage Sets		9,500
Hubbard Hall - Rekeying and Cipher Locks for Offices		1,500
Mayflower - Repair/Replace Entrance Doors		5,000
Metering - Water and Electric		10,000
Pickard Field - Irrigation System		39,000
Pickard Field - Athletic Field Expansion		40,000
River House - Boiler Replacement - Two Units		12,000
Searles Hall - Rekeying and Cipher Locks for Offices		15,000
Whittier Field - Bleacher Repairs - 1/4 South Side		55,000
	\$117,500	\$413,500
CAMPUS PROGRAM SUPPORT		
	\$ 50,000	\$ 75,000

* - Hyde Hall projects are either necessary to maintain minimal standards until complete renovation or would be independent of such renovation.

ROWDOIN COL 3E

CAPITAL PROJECTS

PROJECT DETAIL	1984/85 Budget	1984/85 Budget	Proposed Budget 1985/86
SPECIAL CAPITAL PROJECTS			
Burnett House - Print Making Facility	2,718,952	2,200,000	7,100 \$ 85,000
Sills Hall - Language Lab Renovations	5,529,948	5,413,000	7,375,000 30,000(1)
Telephone System (Switch Room & A.C.)	1,317,650	5,147,000	5,552,000 50,000
V.A.C. - Print Storage Room	2,459,918	2,010,000	2,170,000 35,000(1)
Walker Art - Basement Window Replacement	817,880	824,000	910,000 20,000(1)
Walker Art - New Gallery Lighting System	221,200,220	118,407,000	119,175,000 35,000(1)
Walker Art - Skylights Replacement	4,726,768	3,300,000	5,000,000 100,000(1)
Walker Art - Vestibule for East Entrance	30,016,502	30,107,000	45,174,000 70,000(1)
	17,571,201	16,490,000	19,000 \$ 425,000
Available Expendable Funds	230,025,138	219,501,000	237,147,000
Total Capital Projects	\$ 4,300,403	\$ 403,460	\$ 1,108,000
(1) Separate Funding Available			
Academic support	2,229,710	2,200,000	2,200,000
Student services	2,752,463	2,752,463	2,752,463
Administrative support	4,552,000	4,552,000	4,552,000
Independent organizations	1,221,030	1,221,030	1,221,030
Auxiliary enterprises	2,666,000	2,666,000	2,666,000
Total Operating Expenses	1,982,524	2,417,985	2,579,048
Revenue Available Dependable Funds	4,300,403	4,300,403	4,300,403
Over Operating Expenses	2,317,879	2,317,879	2,317,879
Other Transfers - Revenue from other operating funds	2,317,879	2,317,879	2,317,879
Revenue (Deficiency)	\$ 2,317,879	\$ 2,317,879	\$ 2,317,879
Capital Projects			
Total	1,011,875	1,011,875 (2)	1,011,875
Not included from restricted sources	1,011,875	1,011,875	1,011,875
Not capital project expenditures	51,875	51,875	51,875
Amortization of indebtedness (principal)	205,747	1,041,000	1,041,000
Total Other Expenditures			
(1) Includes all Capital expenses			
(2) Does not include expenditures on open projects budgeted in prior years			
(3) Not shown as budget item in 1985/86			

BOMDOIN COLLEGE
SUMMARY OF REVENUES, TRANSFERS AND EXPENDITURES

	1984/85 Actual	1985/86 Budget	1986/87 Proposed Budget
GROSS REVENUES			
Tuition and fees	\$13,159,934	\$13,962,000	\$15,084,000
Government grants and contracts	1,091,048	933,000	1,183,000
Private gifts, grants and contracts other than endowment	3,718,852	3,250,000	7,100,000
Endowment and trust income	5,529,849	6,475,000	7,175,000
Sales and services of auxiliary enterprises	4,917,650	5,167,000	5,552,000
Independent operations	2,059,018	2,028,000	2,170,000
Other sources	813,869	872,000	910,000
Total General Revenues	\$31,290,220	\$32,687,000	\$39,174,000
Endowment and similar funds gifts	4,726,368	5,500,000	6,000,000
Total Revenues	36,016,588	38,187,000	45,174,000
Mandatory Transfers	(5,991,250)	(6,496,000)	(8,005,000)
Available Expendable Funds	\$30,025,338	\$31,691,000	\$37,169,000
OPERATING EXPENSES:			
Instruction	\$ 6,356,403	\$ 7,036,911	\$ 7,466,103
Research	289,441	234,358	367,460
Academic support	2,289,730	2,191,137	2,786,318
Student services	2,759,467	2,951,180	3,398,217
Institutional support (1)	4,552,080	4,495,076	5,403,700
Operation and maintenance of physical plant	3,223,038	3,546,014	3,732,679
Scholarships, fellowships and prizes	3,646,406	3,890,394	4,340,106
Independent operations	1,989,524	2,043,985	2,275,048
Auxiliary enterprises	4,397,080	4,107,362	5,002,793
Total Operating Expenses	29,503,174	30,496,417	34,772,424
Excess Available Expendable Funds	\$ 522,164	\$ 1,194,583	\$ 2,396,576
Over Operating Expenses	\$ 557,841	\$ 817,000	\$ 815,000
Other Transfers - Excess income over spending formula	\$ 557,841	\$ 817,000	\$ 815,000
Excess (Deficiency)	\$(35,677)	\$ 377,583	\$ 1,581,576
OTHER EXPENDITURES			
Capital Projects:			
Total	\$ 1,853,825	\$ 1,108,000 (2)	\$ 1,026,000
Less: funded from restricted sources	(989,171)	(67,000)	(35,000)
Not capital project expenditures	864,654	1,041,000	991,000
Amortization of indebtedness (principal)	41,093	(3)	218,449
Total Other Expenditures	905,747	1,041,000	1,209,449

- (1) Includes all Campaign expenses
(2) Does not include expenditures on open projects budgeted in prior years
(3) Not shown as budget item in 1985/86

BOWDOIN COLLEGE

MANDATORY TRANSFERS

	1984/85 <u>Budget</u>	1985/86 <u>Budget</u>	1986/87 <u>Proposed Budget</u>
Tuition and fees	a\$(2,937)	\$ -	\$ -
Government grants and contracts	a (88,302)	(123,000)	(75,000)
Private gifts and grants	b (100,000)	*	(550,000)
	a (582,668)	(250,000)	(500,000)
Endowment and trust income	a (428,400)	(600,000)	(700,000)
Sales and services of auxiliary enterprises	a (88,163)	(100,000)	(100,000)
Independent operations	a (32,988)	-	(20,000)
Other sources	c 58,576	-	(60,000)
Endowment and similar funds gifts	a (4,726,368)	(5,423,000)	(6,000,000)
	<u>\$(5,991,250)</u>	<u>\$(6,496,000)</u>	<u>\$(8,005,000)</u>

*Not shown as budgeted item in 1985/86 - requirement \$550,000

- (a) Restricted revenues unused and reserved for future use and/or in accordance with established terms
- (b) Unrestricted reserves earmarked for matching foundation and other grants not available for current use
- (c) Restricted revenues transferred from reserves for current use in accordance with established terms

**BOWDOIN COLLEGE
OPERATING BUDGET**

REVENUES - DETAIL

REVENUES - DETAIL

1984/85

Actual

1985/86

Budget

1986/87

Proposed

TUITION AND FEES

Tuition	\$12,661,332	\$13,473,000	\$14,526,000
Special programs	93,502	125,000	130,000
Activities fees	127,059	144,000	122,000
Health insurance	87,379	80,000	91,000
Application fees	102,255	90,000	115,000
Fines and miscellaneous fees	88,407	50,000	100,000
	<u>\$13,159,934</u>	<u>\$13,962,000</u>	<u>\$15,084,000</u>

GOVERNMENT GRANTS AND CONTRACTS

Expendable for current purposes:

Scholarship awards	\$ 388,515	\$ 410,000	\$ 485,000
College work study	148,349	175,000	200,000
Research and special programs	430,979	225,000	400,000
Interest subsidy	23,438	23,000	23,000
	<u>\$ 991,281</u>	<u>\$ 833,000</u>	<u>\$ 1,108,000</u>
Expendable for student loans	99,767	100,000	75,000
	<u>\$ 1,091,048</u>	<u>\$ 933,000</u>	<u>\$ 1,183,000</u>

**PRIVATE GIFTS, GRANTS AND CONTRACTS
OTHER THAN ENDOWMENT**

Expendable for current purposes:

Unrestricted:

Alumni fund	\$ 1,282,147	\$ 1,400,000	\$ 1,800,000
Parents' fund	98,270	50,000	120,000
All other	763,124	350,000	1,680,000
	<u>\$ 2,143,541</u>	<u>\$ 1,800,000</u>	<u>\$ 3,600,000</u>

Restricted:

Educational and general programs	\$ 1,123,745	\$ 500,000	\$ 2,500,000
Research and special programs	107,734	450,000	500,000
	<u>\$ 1,231,479</u>	<u>\$ 950,000</u>	<u>\$ 3,000,000</u>

Expendable for major maintenance
and capital projects:

Unrestricted bequests	\$ 343,832	\$ 500,000	\$ 500,000
	<u>\$ 3,718,852</u>	<u>\$ 3,250,000</u>	<u>\$ 7,100,000</u>

ENDOWMENT AND TRUST INCOME

Regular investment portfolio	\$ 5,099,593	\$ 5,725,000	\$ 6,425,000
Trust income	430,256	750,000	750,000
	<u>\$ 5,529,849</u>	<u>\$ 6,475,000</u>	<u>\$ 7,175,000</u>

REVENUES
(2/3/86)

BOWDOIN COLLEGE
OPERATING BUDGET

REVENUES - DETAIL	1984/85 Actual	1985/86 Budget	1986/87 Proposed
<u>SALES AND SERVICES OF AUXILIARY ENTERPRISES</u>			
Student housing	\$ 1,573,353	\$ 1,672,000	\$ 1,757,000
Dining services:			
Students	2,009,512	2,162,000	2,290,000
Other - academic year	551,369	520,000	550,000
College store sales	735,474	758,000	900,000
Faculty housing	47,942	55,000	55,000
	<u>\$ 4,917,650</u>	<u>\$ 5,167,000</u>	<u>\$ 5,552,000</u>
<u>INDEPENDENT OPERATIONS</u>			
Summer programs	\$ 1,292,830	\$ 1,250,000	\$ 1,350,000
Interest - life income funds	570,811	600,000	625,000
Art Associates program	47,080	50,000	50,000
Breckinridge - program revenues	76,542	83,000	90,000
Computer rental	43,137	35,000	40,000
Sundry	28,618	10,000	15,000
	<u>\$ 2,059,018</u>	<u>\$ 2,028,000</u>	<u>\$ 2,170,000</u>
<u>OTHER SOURCES</u>			
Directed scholarships	\$ 462,738	\$ 500,000	\$ 525,000
NDSL program income	39,056	60,000	50,000
Athletics and arena	110,965	150,000	150,000
Miscellaneous rentals	53,052	50,000	60,000
Copy machines	20,016	20,000	22,000
Student game room	10,876	12,000	12,000
Student pub	31,735	30,000	30,000
Commencement	11,730	11,000	12,000
Concerts, lectures, shows & other programs	8,473	20,000	20,000
Library books	4,823	5,000	5,000
Health Center	3,187	4,000	4,000
Sundry	57,218	10,000	20,000
	<u>\$ 813,869</u>	<u>\$ 872,000</u>	<u>\$ 910,000</u>
TOTAL GENERAL REVENUES	<u>\$31,290,220</u>	<u>\$32,687,000</u>	<u>\$39,174,000</u>
<u>ENDOWMENT AND SIMILAR FUNDS GIFTS</u>			
Endowment	\$ 2,079,924	\$ 3,500,000	\$ 4,500,000
Funds functioning as endowment - restricted	1,440,036	1,000,000	1,000,000
Life income	404,952	1,000,000	500,000
Loan	801,456	--	--
	<u>\$ 4,726,368</u>	<u>\$ 5,500,000</u>	<u>\$ 6,000,000</u>
TOTAL REVENUES	<u>\$36,016,588</u>	<u>\$38,187,000</u>	<u>\$45,174,000</u>

REVISED
(2/3/86)

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BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FISCAL RESPONSIBILITY CENTERS

ACT #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
	PRESIDENT			
61 101	PRESIDENTS OFFICE	\$ 215,724	\$ 221,020	\$ 250,751
61 106	GOVERNING BODS	21,777	30,862	29,085
61 403	EDU TV SPECIAL	5,000	5,000	5,000
61 410	PRES LOBSTER BAKE	5,462	6,000	6,000
61 414	PORTRAIT RESTORATION	0	0	5,250
61 501	COMMENCEMENT	32,670	39,683	44,730
61 510	BACCALAUREATE	2,723	3,118	2,993
61 512	BOWDOIN PRIZE	12,890	0	0
64 301	STAFF RECEPTION	0	500	0
64 311	BOWD DISTING ED AWAR	0	1,000	1,000
	Totals	\$ 296,248	\$ 307,183	\$ 344,809
	STUDENT HEALTH INSURANCE	61,100	60,800	63,700
	PHYSICAL PLANT/OPERATIONS	3,302,344	3,414,584	4,026,238
	COMMUNICATION/GEN OP	63,722	98,992	98,612
	COMMUNICATION/CONTRACTUAL	8,187	0	0
	SECURITY ADMINISTRATION	27,427	29,752	32,253
	CAMPUS SECURITY	236,766	276,283	307,283
	CAMPUS SECURITY/CONTRACTL	4,431	0	0
	SPEC BILLINGS-PHYS PLANT	-279,867	-251,500	-283,000
	SPEC BILLINGS-SECURITY	-1,938	-2,000	-2,000
	STUDENT DAMAGE REPAIRS	6,900	6,458	7,875
	MAJOR MAINTENANCE	474,219	409,000	466,450
	FDX RENEWALS & REPLACEMT	184,046	0	175,000
	DINING SERVICES	2,202,193	2,257,784	2,300,903
	FACULTY HOUSING	38,080	45,000	47,000
	COLEMAN FARM EXPENSE	1,059	1,200	1,200
	BRUNSWICK APARTMENTS	93,778	93,089	104,000
	SAO DEBTS	136	1,000	3,000
	YAL PAY BOOTHS	1,074	624	1,153
	MISCELLANEOUS	4,478	1,000	0
	EXPENSES OF REAL ESTATE	9,332	25,000	2,000
	MISS EXP PRIOR YEARS	3,758	1,000	2,000
	LIFE INC+ANN	564,074	600,000	625,000
	SPEC FD EXPEND SEP-ALLOCT	349,878	200,000	225,000
	SPEC FUND EXP ENDOW-ALLOC	333,497	100,000	100,000
	ALLOCATION TO DORMITORIES	0	0	0
	Totals	\$12,125,406	\$11,913,621	\$13,453,284

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FISCAL RESPONSIBILITY CENTERS

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
TREASURER				
61 103	TREASURERS OFFICE	\$ 1,067,380	\$ 1,049,670	\$ 1,144,348
61 401	STAFF BENEFITS-ALLOCATION	2,389,426	2,615,230	2,910,005
61 402	INSURANCE SPECIAL	104,002	110,100	280,000
61 405	TELEPHONE SW BD	47,548	44,298	46,956
61 406	TELEPHONE LINE CHGS	150,668	182,000	100,000
61 407	UNALLOCATED TEL TOLL	111,777	100,000	120,000
61 408	MISC GEN INSTITUT	72,475	63,404	213,100
61 412	SERVICE BUREAU	319,384	301,065	347,602
61 413	SERV BUREAU (BILLINGS)	-93,114	-95,000	-100,000
61 509	MISC PUBL ENTERTAINM	2,184	2,800	2,800
61 811	STUDENT HEALTH INSURANCE	61,100	60,800	63,700
61 900	PHYSICAL PLANT/OPERATIONS	3,502,364	3,614,584	4,026,238
61 936	COMMUNICATION/GEN OP	68,722	98,992	98,612
61 937	COMMUNICATION/CONTRACTUAL	8,187	0	0
61 941	SECURITY ADMINISTRATION	27,427	29,758	32,253
61 942	CAMPUS SECURITY	236,786	276,283	307,085
61 944	CAMPUS SECURITY/CONTRACTL	4,931	0	0
61 950	SPEC BILLINGS-PHYS PLANT	-259,967	-281,500	-280,000
61 951	SPEC BILLINGS-SECURITY	-1,588	-2,000	-2,000
61 952	STUDENT DAMAGE REPAIRS	6,950	6,458	7,875
61 953	MAJOR MAINTENANCE	414,219	409,000	486,450
61 955	FDS RENEWALS & REPLACEMNT	184,068	0	175,000
62 300	DINING SERVICES	2,262,185	2,257,766	2,500,905
62 600	FACULTY HOUSING	38,080	45,000	47,000
62 651	COLEMAN FARM EXPENSE	1,059	1,200	1,200
64 313	BRUNSWICK APARTMENTS	93,778	95,089	106,000
64 501	BAD DEBTS	138	3,000	3,000
64 502	TEL PAY BOOTHS	1,074	624	1,155
64 503	MISCELLANEOUS	4,478	1,000	0
64 504	EXPENSES OF REAL ESTATE	9,322	25,000	9,000
64 506	MISC EXP PRIOR YEARS	3,758	1,000	2,000
64 509	LIFE INC+ANN	564,014	600,000	625,000
64 511	SPEC FD EXPEND GCP-ALLOCT	389,078	200,000	225,000
64 512	SPEC FUND EXP ENDOW-ALLOC	333,497	100,000	150,000
6 9999	ALLOCATION TO DORMITORIES	0	0	0
Totals		\$12,125,404	\$11,915,621	\$13,650,284

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FISCAL RESPONSIBILITY CENTERS

Acct #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
DEAN OF FACULTY				
1105	DEAN OF FACULTY	\$ 99,299	\$ 101,113	\$ 104,643
1107	ASSIST DEAN OF FACULTY	20,460	58,098	30,440
1502	RUSSWURM LECTURES	3,143	3,743	4,020
1508	BOOTHBY LECTURES	2,735	1,622	2,459
1600	INSTRUCTION-FACULTY COMP	3,812,197	4,433,391	4,630,324
1601	BIOLOGY	91,175	97,517	102,312
1603	VISUAL ARTS	34,855	40,080	44,445
1604	CHEMISTRY	95,619	139,611	120,177
1606	DRAMATICS	64,829	64,294	75,951
1607	ECONOMICS	42,061	39,676	44,250
1609	ENGLISH	14,045	15,447	17,452
1610	GEOLOGY	7,796	24,836	6,143
1611	GERMAN	20,197	28,223	7,388
1612	GOVERNMENT	38,773	37,886	63,088
1613	HISTORY	22,763	26,094	30,216
1614	LANGUAGE LABORATORY	15,630	12,426	29,921
1615	MATHEMATICS	42,725	54,630	59,047
1616	STUD PERF ENSEMBLE	21,572	14,293	15,115
1617	MUSIC	79,703	78,713	78,111
1618	PHILOSOPHY	7,968	8,268	9,486
1619	PHYSICS	63,916	64,959	68,532
1620	PSYCHOLOGY	47,699	71,771	81,567
1621	RELIGION	11,493	10,063	12,479
1622	ROMANCE LANGUAGES	9,052	11,611	26,177
1623	SOCIOLOGY	38,104	36,083	36,170
1624	SPEECH	11,814	14,819	12,167
1625	EDUCATION	11,414	12,467	28,497
1626	ART HISTORY PROGRAM	75,347	71,261	77,846
1627	CLASSICS	2,513	5,522	7,831
1628	RUSSIAN	3,873	4,232	4,444
1629	ARCHEOLOGY	29,448	15,839	10,416
1630	INDEP LANGUAGE STUDY	4,441	4,160	6,386
1632	ENVIRONMENTAL STUDIES	4,180	58,193	31,160
1633	COMPUTER SCI&INFO STUDIES	11,049	30,504	32,510
1636	TEACHING INSTITUTE	0	3,744	0
1637	BIOCHEMISTRY PROG	1,149	1,248	3,095
1690	RESEARCH-FUNDED	278,938	230,000	350,000
1801	LIBRARY	1,080,108	1,175,045	1,328,167
1802	ART MUSEUM	215,652	282,877	273,906
1903	COMPUTING CENTER-ALLOCATN	368,736	359,088	491,419
1904	KENT ISLAND	27,875	25,456	26,970

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FISCAL RESPONSIBILITY CENTERS

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
61805	UNDERGRAD FELLOWSHIP	12,000	15,600	16,380
61806	FAC TRAVEL LD SOC	38,195	46,800	49,140
61807	AFRO-AMN STUDIES PRO	35,049	39,549	38,613
61808	BRKNRIDGE PAC(OPER)	65,702	91,498	103,428
61809	BRKNRIDGE PAC(PROG)	70,224	56,852	67,614
61813	BETHEL PT RESEARCH STATN	2,090	0	2,100
61815	SPEC PROG-ACADEMIC SUPPRT	289,215	248,520	300,000
61816	ART MUSEUM SHOP EXPENSE	0	0	45,103
61890	ART MUSEUM-SPEC FUND EXP	0	0	167,108
64120	SPEC PROG-INDEPENDNT OPER	234,811	178,120	250,000
64305	ARCTIC MUSEUM	36,770	77,734	68,386
64510	LIBRARY - XEROX	12,234	15,857	14,805
	Totals	\$ 7,630,662	\$ 8,539,433	\$ 9,507,404

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FISCAL RESPONSIBILITY CENTERS

Acct #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
DEAN OF THE COLLEGE				
102	DEAN OF COLLEGE	\$ 108,926	\$ 119,752	\$ 123,529
201	DEAN OF STUDENTS	117,104	116,195	124,968
202	ADMISSIONS OFFICE	441,826	485,171	527,599
203	REGISTRARS OFFICE	68,507	74,120	81,004
204	OFF CAREER COUNS/PL	96,459	125,969	126,493
205	COLLEGE PHYS/HEALTH CTR	190,888	200,341	220,666
206	FINANCIAL AID OFFICE	114,706	106,344	135,041
207	STUDENT MAIL ROOM	6,756	7,349	7,698
209	THE COUNSELING SERV	60,397	65,222	68,587
210	WOMEN'S RESOURCE CTR	6,290	9,010	9,209
211	HEALTH PROF ADVIS FD	476	1,784	1,873
212	LEGAL PROF ADVIS FD	1,015	1,326	1,718
213	STUDENT VOLUNTR SERV	9,022	9,462	10,083
214	EDUC PLACEMENT	2,025	1,584	1,706
115	BEAR NECESSITY	32,491	35,789	42,000
217	JOB LOCATOR & DEVELOPMENT	0	0	18,303
218	SPEC PROG-STUDENT SERVICE	18,097	1,671	20,000
219	LOAN COLLECTION EXPENSES	14,008	30,000	15,500
404	PROCTORS RM RENT	17,960	23,644	24,826
411	FACULTY MEALS	8,055	5,382	7,350
503	CONCERT FEES	13,147	0	0
505	LECTURES&CONCERTS	841	19,162	20,120
507	PARENTS WEEKEND ACTIV	9,679	13,808	19,824
511	UNDERGRADUATE PRIZES	16,152	9,150	19,950
513	LECTURES SPECIAL FDS	14,872	0	15,000
602	DANCE PROGRAM	15,790	20,996	22,650
608	INSTRUCTIONAL SP PGM	41,954	41,096	59,173
638	SRI LANKA PROGRAM	113,446	100,000	115,000
701	PHYSICAL ED+ATHLETIC	871,832	911,714	1,064,463
702	INTRAMURAL SPORTS	2,465	4,388	4,604
703	BWDN OUTING ASSOC	1,063	1,560	7,718
705	PHYSICAL THERAPY	0	0	6,668
706	NEW ATHL FACILITY-NET INT	0	0	70,000
810	AUDIO-VISUAL SVCE	45,121	52,013	67,367
2301	MOULTON UNION-DEPTL	78,903	87,569	85,682
2303	BOOKSTORE	668,202	662,131	794,898
2306	M UNION GAME ROOM	10,631	11,871	15,497
2307	MLTN UN XEROX MACHINE	5,472	6,458	6,781
401	ARENA	7,893	10,026	8,162
402	SNACK BAR	8,031	8,772	9,211
.04	SKATING SHOW	1,030	0	1,082

BY FIDELITY INVESTMENT COMPANY 100/105

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
63100	UNDERGRAD SCHOL	2,868,506	3,143,000	3,462,900
63101	COLLEGE EXCHANGE	16,666	20,000	20,000
63102	STUDENT AID	2,335	0	1,000
63103	DIRECTED SCHOLARSHIPS	462,737	500,000	525,000
63200	GRADUATE SCHOLARSHIP	90,559	100,000	115,000
63300	MEDICAL SCHOLARSHIP	105,450	52,000	125,000
63400	WATSON FELLOWSHIP	20,000	0	20,000
64100	SUMMER PROGRAMS	952,825	842,201	1,100,000
64316	PRE-ORIENTATION TRIPS	130	0	0
64320	FRESH ORIENTATION	12,374	12,367	18,722
64507	COLES TOWER XEROX MACH	2,699	0	4,094
64600	STUDENT ACTIVITIES	124,844	144,000	137,000
	Totals	\$ 7,900,680	\$ 8,194,397	\$ 9,510,719

Grand Total

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BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FISCAL RESPONSIBILITY CENTERS

ACT #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
VICE PRES FOR DEVELOPMENT				
61 301	VICE PRES DEVELOP	\$ 393,981	\$ 417,641	\$ 444,065
61 302	PUBLIC RELATIONS	130,070	181,384	192,071
61 303	ALUMNI RELATIONS	96,343	118,296	154,717
61 304	PUBLICATIONS	184,467	229,776	249,213
61 305	EDITOR OF THE ALUMNU	76,583	81,886	155,952
61 307	AN GIV-AL, CORP, FDN, FRIEND	154,015	166,179	219,357
61 308	ALUMNI HOUSE	14,727	8,632	10,500
61 309	ANNUAL GIVING-PARENTS	8,654	16,360	27,405
61 310	SEC OF THE COLLEGE	75,386	95,118	101,787
61 311	THE ASSN OF BOWD FRIENDS	0	0	12,402
61 390	DEV RESEARCH OFF-SPEC FD	0	0	93,000
64 315	CAMPAIGN FOR BOWDOIN	415,948	224,511	98,739
Totals		\$ 1,550,178	\$ 1,539,783	\$ 1,759,208

12/3/82

Grand Total

\$29,503,174

\$30,496,417

\$34,772,424

BY FINANCIAL REPORT CATEGORY

Proposed

1984/85

Budget

#	Description	1984/85 Actual	1985/86 Budget	1986/87 Budget
INSTRUCTION				
1601	STAFF BENEFITS-ALLOCATION	\$ 936,338	\$ 996,403	\$ 1,108,712
1602	INSTRUCTION-FACULTY COMP	\$ 3,512,197	\$ 4,433,391	\$ 4,830,334
1603	BIOLOGY	93,173	97,317	102,312
1604	DANCE PROGRAM	15,190	20,996	22,458
1605	VISUAL ARTS	34,333	40,080	42,443
1606	CHEMISTRY	95,419	139,611	128,177
1607	DRAMATIC	64,829	64,294	75,951
1608	ECONOMICS	42,081	39,676	44,250
1609	ENGLISH	14,043	15,447	17,432
1610	GEOLOGY	7,796	24,836	6,143
1611	GERMAN	20,197	28,223	7,388
1612	GOVERNMENT	34,773	37,884	63,088
1613	HISTORY	52,743	28,094	30,216
1614	LANGUAGE LABORATORY	15,130	12,424	29,921
1615	MATHEMATICS	42,735	54,430	59,047
1616	STUD PERF ENSEMBLE	21,572	14,293	15,113
1617	MUSIC	79,703	75,713	78,111
1618	PHILOSOPHY	7,262	3,268	9,484
1619	PHYSICS	43,916	44,959	68,532
1620	PSYCHOLOGY	47,699	71,771	81,567
1621	RELIGION	11,493	10,043	12,479
1622	ROMANCE LANGUAGES	9,092	11,611	26,177
1623	SOCIOLOGY	32,104	34,083	36,170
1624	SPEECH	11,814	14,819	13,167
1625	TEACHING INSTITUTE	11,414	12,447	23,497
1626	EDUCATION	75,347	75,261	77,846
1627	ART HISTORY PROGRAM	2,313	3,322	7,831
1628	CLASSICS	3,873	4,232	4,444
1629	RUSSIAN	29,442	13,839	10,416
1630	ARCHEOLOGY	4,441	4,160	6,384
1631	INDEP LANGUAGE STUDY	4,180	38,493	31,190
1632	ENVIRONMENTAL STUDIES	11,049	10,504	22,919
1633	COMPUTER SCIENCE STUDIES	0	3,744	0
1634	TEACHING INSTITUTE	1,147	1,248	3,093
1635	BIOCHEMISTRY PROG	113,444	180,000	113,000
1636	SRI LANKA PROGRAM	178,689	174,158	223,038
1637	COMPUTING CENTER-ALLOCATN	310,260	160,000	180,000
1638	SPEC FUND EXP ENDOW-ALLOC	83,861	24,000	19,000
1639	TOTALS	\$ 6,356,403	\$ 7,009,418	\$ 7,466,103

REVISED
(2/3/86)

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BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
	INSTRUCTION			
61401	STAFF BENEFITS-ALLOCATION	\$ 916,318	\$ 996,403	\$ 1,108,712
61600	INSTRUCTION-FACULTY COMP	3,812,197	4,433,391	4,630,324
61601	BIOLOGY	91,175	97,517	102,312
61602	DANCE PROGRAM	15,790	20,996	22,650
61603	VISUAL ARTS	34,855	40,080	44,445
61604	CHEMISTRY	95,619	139,611	120,177
61606	DRAMATICS	64,829	64,294	75,951
61607	ECONOMICS	42,061	39,676	44,250
61609	ENGLISH	14,045	15,447	17,452
61610	GEOLOGY	7,796	24,836	6,143
61611	GERMAN	20,197	28,223	7,388
61612	GOVERNMENT	38,773	37,886	63,088
61613	HISTORY	22,763	26,094	30,216
61614	LANGUAGE LABORATORY	15,630	12,426	29,921
61615	MATHEMATICS	42,725	54,630	59,047
61616	STUD PERF ENSEMBLE	21,572	14,293	15,115
617	MUSIC	79,703	78,713	78,111
61618	PHILOSOPHY	7,968	8,268	9,486
61619	PHYSICS	63,916	64,959	68,532
61620	PSYCHOLOGY	47,699	71,771	81,567
61621	RELIGION	11,493	10,063	12,479
61622	ROMANCE LANGUAGES	9,052	11,611	26,177
61623	SOCIOLOGY	38,104	36,083	36,170
61624	SPEECH	11,814	14,819	12,167
61625	EDUCATION	11,414	12,467	28,497
61626	ART HISTORY PROGRAM	75,347	71,261	77,846
61627	CLASSICS	2,513	5,522	7,831
61628	RUSSIAN	3,873	4,232	4,444
61629	ARCHEOLOGY	29,448	15,839	10,416
61630	INDEP LANGUAGE STUDY	4,441	4,160	6,386
61632	ENVIRONMENTAL STUDIES	4,180	58,193	31,160
61633	COMPUTER SCI&INFO STUDIES	11,049	30,504	32,510
61636	TEACHING INSTITUTE	0	3,744	0
61637	BIOCHEMISTRY PROG	1,149	1,248	3,095
61638	SRI LANKA PROGRAM	113,446	100,000	115,000
61803	COMPUTING CENTER-ALLOCATN	178,689	174,158	228,038
64511	SPEC FD EXPEND GCP-ALLOC	310,860	160,000	180,000
64512	SPEC FUND EXP ENDOW-ALLOC	83,881	26,000	39,000
	Totals	\$ 6,356,403	\$ 7,009,418	\$ 7,466,103

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
	RESEARCH			
61401	STAFF BENEFITS-ALLOCATION	\$ 10,503	\$ 15,691	\$ 17,460
61690	RESEARCH-FUNDED	278,938	230,000	350,000
	Totals	\$ 289,441	\$ 245,691	\$ 367,460
	ART MUSEUM	215,452	221,377	273,904
	KENT TOLAND	27,875	21,400	26,970
	FAC TRAVEL LB SOC	38,799	46,200	49,140
	1970-AMN STUDIES PRO	35,049	39,542	38,613
	ALPCC-VISUAL SVCE	43,121	52,811	67,367
	GEYNOL PT RESEARCH STAIN	2,090	0	2,100
	SPSC PROG-ACADEMIC SUPPRT	289,213	240,320	300,000
	ART MUSEUM SHOP EXPENSE	0	0	43,103
	ART MUSEUM-SPSC FUND EXP	0	0	167,103
	ARTIC MUSEUM	36,770	77,734	88,386
	LIBRARY - XEROX	12,234	15,457	14,805
	SPSC VS EXPEND SCP-ALLOCT	70,805	56,400	40,950
	SPSC FUND EXP ENDOW-ALLOE	224,436	62,700	99,300
	Totals	\$ 2,239,730	\$ 2,090,765	\$ 2,784,318

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

ct #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
ACADEMIC SUPPORT				
1401	STAFF BENEFITS-ALLOCATION	\$ 162,163	\$ 177,836	\$ 197,880
1411	FACULTY MEALS	8,055	5,382	7,350
1608	INSTRUCTIONAL SP PGM	41,954	41,096	59,173
1801	LIBRARY	1,080,108	1,175,045	1,328,167
1802	ART MUSEUM	215,652	282,877	273,906
1804	KENT ISLAND	27,875	25,456	26,970
1806	FAC TRAVEL LD SOC	38,195	46,800	49,140
1807	AFRO-AMN STUDIES PRO	35,049	39,549	38,613
1810	AUDIO-VISUAL SVCE	45,121	52,013	67,367
1813	BETHEL PT RESEARCH STATN	2,090	0	2,100
1815	SPEC PROG-ACADEMIC SUPPRT	289,215	248,520	300,000
1816	ART MUSEUM SHOP EXPENSE	0	0	45,103
1890	ART MUSEUM-SPEC FUND EXP	0	0	167,108
4305	ARCTIC MUSEUM	36,770	77,734	68,386
710	LIBRARY - XEROX	12,234	15,857	14,805
511	SPEC FD EXPEND GCP-ALLOCT	70,805	36,400	40,950
4512	SPEC FUND EXP ENDOW-ALLOC	224,436	66,200	99,300
Totals		\$ 2,289,730	\$ 2,290,765	\$ 2,786,318
100	MUSEUM LECTURES	3,142	3,743	4,022
102	CONCERT FEES	13,147	0	0
103	LECTURES&CONCERTS	2-1	19,162	20,120
107	PARENTS WEEKEND ACTIV	4,679	13,803	19,824
108	ROOTHBY LECTURES	2,723	3,822	3,459
109	MISC PUBL ENTERTAINM	3,784	2,800	2,800
110	BACCALAUREATE	3,723	3,111	2,993
111	LECTURES SPECIAL FDS	14,872	0	15,000
112	PHYSICAL ED-ATHLETIC	871,852	911,714	1,064,463
113	INTRAMURAL SPORTS	2,483	4,388	4,804
114	SNOW OUTING ASSOC	1,043	1,840	7,718
115	PHYSICAL THERAPY	0	0	6,668
116	NEW ATHL FACILITY-NET INT	0	0	70,000
117	STUDENT HEALTH INSURANCE	61,100	60,800	61,700
118	THE RENEWALS & REPLACENT	1,100	0	0
119	HOWLTON UNION-DEPTL	28,903	87,569	83,682
120	A UNION GYMNASIUM	10,831	11,871	13,497
121	WLM UN XEROX MACHINE	5,472	6,458	6,781
122	ARENA	7,893	10,026	8,162
123	SNACK BAR	6,857	8,772	9,311
124	PRE-ORIENTATION TRIPS	130	0	0
125	FRESH ORIENTATION	12,374	12,367	18,782

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
STUDENT SERVICES				
61201	DEAN OF STUDENTS	\$ 117,104	\$ 116,195	\$ 124,968
61202	ADMISSIONS OFFICE	441,826	485,171	527,599
61203	REGISTRARS OFFICE	68,507	74,120	81,004
61204	OFF CAREER COUNS/PL	96,459	125,969	126,493
61205	COLLEGE PHYS/HEALTH CTR	190,888	200,341	220,666
61206	FINANCIAL AID OFFICE	114,706	106,344	135,041
61207	STUDENT MAIL ROOM	6,756	7,349	7,698
61209	THE COUNSELING SERV	60,397	65,222	68,587
61210	WOMEN'S RESOURCE CTR	6,290	9,010	9,209
61211	HEALTH PROF ADVIS FD	476	1,784	1,873
61212	LEGAL PROF ADVIS FD	1,015	1,326	1,718
61213	STUDENT VOLUNTR SERV	9,022	9,462	10,083
61214	EDUC PLACEMENT	2,025	1,584	1,706
61215	BEAR NECESSITY	32,491	35,789	42,000
217	JOB LOCATOR & DEVELOPMENT	0	0	18,303
61218	SPEC PROG-STUDENT SERVICE	18,097	1,671	20,000
61219	LOAN COLLECTION EXPENSES	14,008	30,000	15,500
61401	STAFF BENEFITS-ALLOCATION	305,478	332,134	369,571
61501	COMMENCEMENT	32,670	39,683	44,730
61502	RUSSWURM LECTURES	3,143	3,743	4,020
61503	CONCERT FEES	13,147	0	0
61505	LECTURES&CONCERTS	841	19,162	20,120
61507	PARENTS WEEKEND ACTIV	9,679	13,808	19,824
61508	BOOTHBY LECTURES	2,735	1,622	2,459
61509	MISC PUBL ENTERTAINM	2,184	2,800	2,800
61510	BACCALAUREATE	2,723	3,118	2,993
61513	LECTURES SPECIAL FDS	14,872	0	15,000
61701	PHYSICAL ED+ATHLETIC	871,832	911,714	1,064,463
61702	INTRAMURAL SPORTS	2,465	4,388	4,604
61703	BWDN OUTING ASSOC	1,063	1,560	7,718
61705	PHYSICAL THERAPY	0	0	6,668
61706	NEW ATHL FACILITY-NET INT	0	0	70,000
61811	STUDENT HEALTH INSURANCE	61,100	60,800	63,700
61955	FDS RENEWALS & REPLACEMNT	1,100	0	0
62301	MOULTON UNION-DEPTL	78,903	87,569	85,682
62306	M UNION GAME ROOM	10,631	11,871	15,497
62307	MLTN UN XEROX MACHINE	5,472	6,458	6,781
62401	ARENA	7,893	10,026	8,162
62402	SNACK BAR	8,031	8,772	9,211
62316	PRE-ORIENTATION TRIPS	130	0	0
320	FRESH ORIENTATION	12,374	12,367	18,722

**BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES**

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
64507	COLES TOWER XEROX MACH	2,699	0	4,094
64511	SPEC FD EXPEND GCP-ALLOCT	2,930	1,600	1,800
64512	SPEC FUND EXP ENDOW-ALLOC	440	100	150
64600	STUDENT ACTIVITIES	124,844	144,000	137,000
	Totals	\$ 2,759,467	\$ 2,948,632	\$ 3,398,217
	DEAN OF COLLEGE	101,113	106,441	
	DEAN OF FACULTY	29,382	29,382	
	GOVERNING BOD	30,440	30,440	
	ASSIST DEAN OF FACULTY	417,443	446,035	
	VICE PRES DEVELOP	121,384	132,071	
	PUBLIC RELATIONS	118,296	134,797	
	ALUMNI RELATIONS	229,774	249,213	
	PUBLICATIONS	81,484	103,952	
	EDITOR OF THE ALUMNI	166,179	219,397	
	AN DIV-AL CORP, FDN, FRIEND	8,432	10,300	
	ALUMNI HOUSE	16,360	27,403	
	ANNUAL GIVING-PARENTS	93,118	109,767	
	SEC OF THE COLLEGE	0	12,402	
	THE ASSN OF BOWD FRIENDS	0	93,000	
	DEV RESEARCH OFF-SPEC FD	440,780	312,161	
	STAFF BENEFITS-ALLOCATION	110,100	280,000	
	INSURANCE SPECIAL	44,298	44,954	
	TELEPHONE SW SD	120,000	100,000	
	TELEPHONE LINE CHGS	100,000	120,000	
	UNALLOCATED TEL TOLL	63,404	213,100	
	MISC GEN INSTITUT	4,000	6,000	
	PRES LOUSTER BAKE	319,384	347,402	
	SERVICE BUREAU	-93,000	-100,000	
	DEVY BUREAU (BILLINGS)	0	3,250	
	PORTRAIT RESTORATION	153,717	226,047	
	COMPUTING CENTER-ALLOCATION	98,992	98,612	
	COMMUNICATION/GEN GP	0	0	
	COMMUNICATION/CONTRACTUAL	29,738	32,253	
	SECURITY ADMINISTRATION	274,283	307,025	
	CAMPUS SECURITY	0	0	
	CAMPUS SECURITY/CONTRACTL	-2,000	-2,000	
	SPEC BILLINGS-SECURITY	0	0	
	STAFF RECEPTION	1,000	1,000	
	BOWD DISTING ED AWAR	224,311	28,739	
	CAMPAIGN FOR BOWDOIN	3,000	3,000	
	SAD BENTS	624	1,155	
	TEL PAY BOOTHS	1,000	0	
	MISCELLANEOUS	25,000	9,000	
	EXPENSES OF REAL ESTATE			

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
INSTITUTIONAL SUPPORT				
61101	PRESIDENTS OFFICE	\$ 215,724	\$ 221,020	\$ 250,751
61102	DEAN OF COLLEGE	108,926	119,752	123,529
61103	TREASURERS OFFICE	1,067,380	1,049,670	1,144,348
61105	DEAN OF FACULTY	99,299	101,113	104,643
61106	GOVERNING BDS	21,777	30,862	29,085
61107	ASSIST DEAN OF FACULTY	20,460	58,098	30,440
61301	VICE PRES DEVELOP	393,981	417,641	444,065
61302	PUBLIC RELATIONS	130,070	181,384	192,071
61303	ALUMNI RELATIONS	96,343	118,296	154,717
61304	PUBLICATIONS	184,467	229,776	249,213
61305	EDITOR OF THE ALUMNU	76,583	81,886	155,952
61307	AN GIV-AL, CORP, FDN, FRIEND	154,015	166,179	219,357
61308	ALUMNI HOUSE	14,727	8,632	10,500
61309	ANNUAL GIVING-PARENTS	8,654	16,360	27,405
61310	SEC OF THE COLLEGE	75,386.	95,118	101,787
311	THE ASSN OF BOWD FRIENDS	0	0	12,402
61390	DEV RESEARCH OFF-SPEC FD	0	0	93,000
61401	STAFF BENEFITS-ALLOCATION	424,630	460,280	512,161
61402	INSURANCE SPECIAL	104,002	110,100	280,000
61405	TELEPHONE SW BD	47,548	44,298	46,956
61406	TELEPHONE LINE CHGS	150,668	182,000	100,000
61407	UNALLOCATED TEL TOLL	111,777	100,000	120,000
61408	MISC GEN INSTITUT	72,475	63,404	213,100
61410	PRES LOBSTER BAKE	5,462	6,000	6,000
61412	SERVICE BUREAU	319,384	301,065	347,602
61413	SERV BUREAU (BILLINGS)	-93,114	-95,000	-100,000
61414	PORTRAIT RESTORATION	0	0	5,250
61803	COMPUTING CENTER-ALLOCATN	162,907	158,717	226,047
61936	COMMUNICATION/GEN OP	68,722	98,992	98,612
61937	COMMUNICATION/CONTRACTUAL	8,187	0	0
61941	SECURITY ADMINISTRATION	27,427	29,758	32,253
61942	CAMPUS SECURITY	236,786	276,283	307,085
61944	CAMPUS SECURITY/CONTRACTL	4,931	0	0
61951	SPEC BILLINGS-SECURITY	-1,588	-2,000	-2,000
64301	STAFF RECEPTION	0	500	0
64311	BOWD DISTING ED AWAR	0	1,000	1,000
64315	CAMPAIGN FOR BOWDOIN	415,948	224,511	98,739
64501	BAD DEBTS	138	3,000	3,000
64502	TEL PAY BOOTHS	1,074	624	1,155
64503	MISCELLANEOUS	4,478	1,000	0
504	EXPENSES OF REAL ESTATE	9,322	25,000	9,000

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

ct #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
4506	MISC EXP PRIOR YEARS	3,758	1,000	2,000
4511	SPEC FD EXPEND GCP-ALLOCT	995	200	225
4512	SPEC FUND EXP ENDOW-ALLOC	4,916	1,500	2,250
9999	ALLOCATION TO DORMITORIES	-206,562	-225,000	-250,000
	Totals	\$ 4,552,080	\$ 4,663,019	\$ 5,403,700
	PHYSICAL PLANT/OPERATIONS			
	BILLINGS-PHYS PLANT			
	STUDENT DAMAGE REPAIRS			
	MAJOR MAINTENANCE			
	SPEC FD EXPEND GCP-ALLOCT			
	SPEC FUND EXP ENDOW-ALLOC			
	ALLOCATION TO DORMITORIES			
	Totals	\$ 3,223,078	\$ 3,273,951	\$ 3,732,679

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

ct #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
OPERATN & MAINT OF PLANT				
1401	STAFF BENEFITS-ALLOCATION	\$ 299,695	\$ 324,289	\$ 360,841
1900	PHYSICAL PLANT/OPERATIONS	3,502,364	3,614,584	4,026,238
1950	SPEC BILLINGS-PHYS PLANT	-259,967	-281,500	-280,000
1952	STUDENT DAMAGE REPAIRS	6,950	6,458	7,875
1953	MAJOR MAINTENANCE	414,219	409,000	486,450
4511	SPEC FD EXPEND GCP-ALLOCT	1,881	1,000	1,125
4512	SPEC FUND EXP ENDOW-ALLOC	278	100	150
9999	ALLOCATION TO DORMITORIES	-742,383	-800,000	-870,000
	Totals	\$ 3,223,038	\$ 3,273,931	\$ 3,732,679
200	GRADUATE SCHOLARSHIP			20,000
300	SCHOLARSHIP			900
400	WATSON FELLOWSHIP			9,150
511	SPEC FD EXPEND GCP-ALLOCT			
512	SPEC FUND EXP ENDOW-ALLOC			
	Totals	\$ 3,646,406	\$ 3,870,294	\$ 4,360,106

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
SCHOL FELLOWSHPS & PRIZES				
61404	PROCTORS RM RENT	\$ 17,960	\$ 23,644	\$ 24,826
61511	UNDERGRADUATE PRIZES	16,152	9,150	19,950
61512	BOWDOIN PRIZE	12,890	0	0
61805	UNDERGRAD FELLOWSHIP	12,000	15,600	16,380
63100	UNDERGRAD SCHOL	2,868,506	3,143,000	3,462,900
63101	COLLEGE EXCHANGE	16,666	20,000	20,000
63102	STUDENT AID	2,335	0	1,000
63103	DIRECTED SCHOLARSHIPS	462,737	500,000	525,000
63200	GRADUATE SCHOLARSHIP	90,559	100,000	115,000
63300	MEDICAL SCHOLARSHIP	105,450	52,000	125,000
63400	WATSON FELLOWSHIP	20,000	0	20,000
64511	SPEC FD EXPEND GCP-ALLOCT	1,605	800	900
64512	SPEC FUND EXP ENDOW-ALLOC	19,544	6,100	9,150
Totals		\$ 3,646,406	\$ 3,870,294	\$ 4,340,106

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

		BY FINANCIAL REPORT CATEGORIES		
ct #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
AUX ENTERPRISES				
1401	STAFF BENEFITS-ALLOCATION	\$ 213,469	\$ 232,755	\$ 258,990
1955	FDS RENEWALS & REPLACEMNT	172,420	0	175,000
2300	DINING SERVICES	2,262,185	2,257,766	2,500,905
2303	BOOKSTORE	668,202	662,131	794,898
2600	FACULTY HOUSING	38,080	45,000	47,000
54313	BRUNSWICK APARTMENTS	93,778	95,089	106,000
59999	ALLOCATION TO DORMITORIES	948,945	1,025,000	1,120,000
	Totals	\$ 4,397,080	\$ 4,317,741	\$ 5,002,793

BOWDOIN COLLEGE
OPERATING BUDGET
EXPENDITURES - DETAIL
BY FINANCIAL REPORT CATEGORIES

Act #	Description	1984/85 Actual	1985/86 Budget	Proposed 1986/87 Budget
INDEPENDENT OPERATIONS				
61401	STAFF BENEFITS-ALLOCATION	\$ 57,170	\$ 75,842	\$ 84,390
61403	EDU TV SPECIAL	5,000	5,000	5,000
61803	COMPUTING CENTER-ALLOCATN	27,139	26,213	37,334
61808	BRKNRIDGE PAC(OPER)	65,702	91,498	103,428
61809	BRKNRIDGE PAC(PROG)	70,224	56,852	67,614
61955	FDS RENEWALS & REPLACEMNT	10,547	0	0
62404	SKATING SHOW	1,030	0	1,082
62651	COLEMAN FARM EXPENSE	1,059	1,200	1,200
64100	SUMMER PROGRAMS	952,825	842,201	1,100,000
64120	SPEC PROG-INDEPENDNT OPER	234,811	178,120	250,000
64509	LIFE INC+ANN	564,014	600,000	625,000
Totals		\$ 1,989,524	\$ 1,876,926	\$ 2,275,048

PROJECT BUDGET - FSA
CAPITAL PROJECTS
F.Y. 1967-68

Grand Total \$29,503,174 \$30,496,417 \$34,772,424

CHANCE CONTINGENCY

Alarm System - Stairs	5,000.
Alarm System - Stairs	5,000.
Alarm System - Stairs	5,500.
Electrical Conservation Measures - Miscellaneous	5,000.
80 Windows - Storm Windows	5,000.
SUBTOTAL	25,500.

SAFETY - FIRE

Emergency Alarm - Various Locations	100,000.
Exit Signs - Hall Smoke Detectors in Project	5,500.
Electric	6,500.
Exit Alarm - Third Floor Fire Escape	10,500.
Fire Alarm - Office, Motion Detector	12,000.
Emergency Alarm - Administration, Corridor, Area of	12,000.
SUBTOTAL	146,500.

MAINTENANCE OF ELECTRICAL SYSTEMS

Lighting	3,300.
Switches	3,200.
Wiring	1,500.
Telephone System	10,000.
6 Telephone Lines	17,000.
SUBTOTAL	35,000.

MAINTENANCE OF PLUMBING

Plumbing - Bathroom, Kitchen & Garbage	117,500.
Plumbing - Bathroom, Kitchen & Garbage	40,000.
Plumbing - Bathroom, Kitchen & Garbage	75,000.
Plumbing - Bathroom, Kitchen & Garbage	120,000.
Plumbing - Bathroom, Kitchen & Garbage	55,000.
Plumbing - Bathroom, Kitchen & Garbage	30,000.
Plumbing - Bathroom, Kitchen & Garbage	22,000.
Plumbing - Bathroom, Kitchen & Garbage	11,500.
Plumbing - Bathroom, Kitchen & Garbage	9,000.
Plumbing - Bathroom, Kitchen & Garbage	3,500.
Plumbing - Bathroom, Kitchen & Garbage	3,500.
Plumbing - Bathroom, Kitchen & Garbage	8,500.
Plumbing - Bathroom, Kitchen & Garbage	10,000.
Plumbing - Bathroom, Kitchen & Garbage	120,000.
Plumbing - Bathroom, Kitchen & Garbage	25,000.
Plumbing - Bathroom, Kitchen & Garbage	20,000.
Plumbing - Bathroom, Kitchen & Garbage	30,000.
Plumbing - Bathroom, Kitchen & Garbage	11,500.
Plumbing - Bathroom, Kitchen & Garbage	3,500.
Plumbing - Bathroom, Kitchen & Garbage	75,000.
Plumbing - Bathroom, Kitchen & Garbage	110,000.
Plumbing - Bathroom, Kitchen & Garbage	100,000.
SUBTOTAL	1,038,500.

BUDGET REQUESTS FOR

CAPITAL PROJECTSF.Y. 1986/87

	<u>Budgeted 1985/86</u>	<u>Requested 1986/87</u>
<u>ENERGY CONSERVATION</u>		
Alumni House - Storms		5,000.
Burnett House - Storms		6,000.
Copeland House - Storms		5,500.
Electrical Conservation Measures - Miscellaneous		5,000.
85 Federal - Storm Windows		6,000.
SUBTOTAL	<u>\$47,000.</u>	<u>\$27,500.</u>
<u>SAFETY & HEALTH</u>		
Asbestos Removal - Various Locations		\$100,000.
Coles Tower - Hall Smoke Detectors to Photo-Electric		5,500.
85 Federal - Third Floor Fire Escape		6,500.
Fire Alarms - Sills, Moulton Union		10,500.
Handicap Access - Admissions, Coles, Afro Am		12,000.
SUBTOTAL	<u>\$69,500.</u>	<u>\$134,500.</u>
<u>MODERNIZATION OF ELECTRICAL SYSTEMS</u>		
Ham House		2,300.
Smith Auditorium		3,200.
4 South Street		1,500.
8 Cleaveland Street.		10,000.
SUBTOTAL	<u>\$78,000.</u>	<u>\$17,000.</u>
<u>MAJOR FACILITIES IMPROVEMENTS</u>		
Adams Hall - Replace Doors & Overhang		\$12,500.
Adams Hall - Computer Room		40,000.
Brunswick Apts. - Boiler Replacements (two)		78,000.
Brunswick Apts. - Renovate Units K,L,P,Q		120,000.
Campus Drainage - Completion of Quad Area		35,000.
Chase Barn - Winterization		30,000.
Cleaveland Hall - Replace Dumbwaiter		22,000.
Coles Tower - 16th Floor Improvements		11,500.
Ham House - Barn Demo, Repairs to El & Porch		9,000.
Harpwell/Pine St. Apts. - Bathroom Ventilation		3,500.
Heating Plant - Rebuild Generator Room Floor		5,000.
Hyde Hall - Sewer Line Replacement		8,500.
Moulton Union Renovate Old Telephone Switchroom		10,000.
Physical Plant - Upgrade Environmental Controls		120,000.
Physical Plant/Security Departments-Computerization		35,000.
River House - Embankment Stabilization		20,000.
Searles Science - New Faculty Office & Lab		30,000.
Smith Auditorium - Video Equipment		11,500.
Walker Art - Re-stucco and Paint Loggia		3,500.
Whittier Field - Completion of Bleacher Repairs		72,000.
Whittier Field - Track Resurfacing		120,000.
SUBTOTAL	<u>\$838,500.</u>	<u>\$797,000.</u>

1/27/86
GP/DNB/S

BUDGET REQUESTS FOR
CAPITAL PROJECTS (cont.)
F.Y. 1986/87

	<u>Budgeted 1985/86</u>	<u>Requested 1986/87</u>
CAMPUS PROGRAM SUPPORT	\$ 75,000.	\$ 50,000.
TOTAL CAPITAL PROJECTS	\$1,108,000.	\$1,026,000.

1/27/86
GP/DNB/S

BOWDOIN COLLEGE FUND BALANCES AS AT JUNE 30

(000s Omitted)

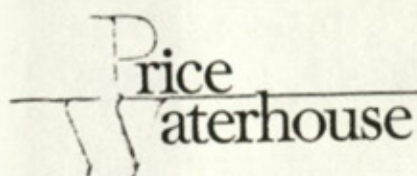
	1981	1982	1983	1984	1985	Estimated 1986	1987
EXPENDABLE FUNDS							
<u>Restricted as to purpose:</u>							
Current funds -							
Unexpended endowment income	\$ 438	\$ 479	\$ 507	\$ 976	\$ 1,102))	
Gifts and grants for current purposes	167	169	208	485	966))	
Research and special program grants	239	198	234	226	416))	
Special current fund reserves	158	261	328	347	352))	
	<u>\$ 1,002</u>	<u>\$ 1,107</u>	<u>\$ 1,277</u>	<u>\$ 2,034</u>	<u>\$ 2,836</u>	<u>\$ 2,379</u>	<u>\$ 2,991</u>
Funds functioning as endowment	3,450	4,339	4,780	4,184	5,826	6,537	9,509
Funds for renewals and replacements-							
Fraternities dining services	31	65	129	99	97	95	100
Total restricted expendable funds	<u>\$ 4,483</u>	<u>\$ 5,511</u>	<u>\$ 6,186</u>	<u>\$ 6,317</u>	<u>\$ 8,759</u>	<u>\$ 9,011</u>	<u>\$ 12,600</u>
<u>Unrestricted</u>							
Funds for renewals and replacements -							
Dormitories	\$ 89	\$ 173	\$ 232	\$ 346	\$ 45	\$ 0)	
Dining service	29	76	46	27	3	0)	
Other self supporting services	269	283	335	386	400	300)	
	<u>\$ 387</u>	<u>\$ 532</u>	<u>\$ 613</u>	<u>\$ 759</u>	<u>\$ 448</u>	<u>\$ 300</u>	<u>\$ 577</u>
Funds functioning as endowment-							
Designated for special purposes	\$ 3,223	\$ 1,685	\$ 814	\$ 312	\$ 205	\$ 0	\$ 411
Undesignated	787	39	0	0	154	0	420
	<u>\$ 4,010</u>	<u>\$ 1,724</u>	<u>\$ 814</u>	<u>\$ 312</u>	<u>\$ 359</u>	<u>0</u>	<u>\$ 831</u>
Total unrestricted expendable funds	<u>\$ 4,397</u>	<u>\$ 2,256</u>	<u>\$ 1,427</u>	<u>\$ 1,071</u>	<u>\$ 807</u>	<u>\$ 300</u>	<u>\$ 1,408</u>
TOTAL EXPENDABLE FUNDS	<u>\$ 8,880</u>	<u>\$ 7,767</u>	<u>\$ 7,613</u>	<u>\$ 7,388</u>	<u>\$ 9,566</u>	<u>\$ 9,311</u>	<u>\$ 14,008</u>
NON-EXPENDABLE FUNDS							
Endowment funds	\$ 38,967	\$ 42,084	\$ 45,705	\$ 51,997	\$ 57,581	\$ 63,828	\$ 70,086
Life income funds	5,431	5,209	5,629	5,642	5,546	6,355	6,618
Student loan funds	3,007	3,134	3,151	3,411	4,281	3,661	4,636
	<u>\$ 47,405</u>	<u>\$ 50,427</u>	<u>\$ 54,485</u>	<u>\$ 61,050</u>	<u>\$ 67,408</u>	<u>\$ 73,844</u>	<u>\$ 81,340</u>
Unrealized appreciation (depreciation)	4,517	(2,857)	14,314	5,529	18,161	*	*
	<u>\$ 51,922</u>	<u>\$ 47,570</u>	<u>\$ 68,799</u>	<u>\$ 66,579</u>	<u>\$ 85,569</u>	<u>\$ 73,844</u>	<u>\$ 81,340</u>
Invested in plant	27,120	29,141	30,460	32,233	33,624	33,700	35,120
TOTAL NON-EXPENDABLE FUNDS	<u>\$ 79,042</u>	<u>\$ 76,711</u>	<u>\$ 99,259</u>	<u>\$ 98,912</u>	<u>\$119,193</u>	<u>\$107,544</u>	<u>\$116,460</u>
TOTAL FUNDS	<u>\$ 87,922</u>	<u>\$ 84,478</u>	<u>\$106,872</u>	<u>\$106,200</u>	<u>\$128,759</u>	<u>\$116,855</u>	<u>\$130,468</u>

*Not projected

BOWDOIN COLLEGE
FINANCIAL STATEMENTS
AND ADDITIONAL INFORMATION

* * * * *

JUNE 30, 1983



ONE FEDERAL STREET
BOSTON, MASSACHUSETTS 02110
617 423-7330

October 5, 1983

To the President and Trustees and
the Board of Overseers of
Bowdoin College

. In our opinion, the accompanying balance sheet and the related statements of revenues and other additions, expenses, and changes in fund balances and of changes in financial position present fairly the financial position of Bowdoin College at June 30, 1983, and its revenues and other additions, expenses, and changes in fund balances and the changes in its financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Price Waterhouse

BALANCE SHEET
JUNE 30, 1983 AND 1982

Assets	1983		1982	
	Unrestricted	Restricted	Total	Total
Current assets:				
Cash	\$ 201,000		\$ 201,000	\$ 164,000
Short-term investments (Notes 1 and 4)	3,333,000		3,333,000	2,827,000
Collateral securities (Note 4)		\$ 205,000	205,000	-
Current portion of student loans receivable (Note 6)		259,000	259,000	275,000
Accounts receivable	225,000	110,000	335,000	367,000
Inventories, at cost	469,000		469,000	442,000
Prepaid expenses and deferred charges	449,000	2,000	451,000	468,000
Advances due from other funds	100,000		100,000	60,000
Total current assets	4,777,000	576,000	5,353,000	4,603,000
Investments (Notes 1 and 4)	120,000	73,447,000	73,567,000	50,936,000
Long-term portion of student loans receivable, less allowance for doubtful loans of \$100,000 (Note 6)		2,582,000	2,582,000	2,542,000
Plant assets (Note 1):				
Campus grounds and buildings	23,677,000		23,677,000	22,671,000
Fixtures and equipment	7,040,000		7,040,000	6,822,000
	\$35,614,000	\$76,605,000	\$112,219,000	\$87,574,000

Liabilities and Fund Balances	1983		1982	
	Unrestricted	Restricted	Total	Total
Current liabilities:				
Accounts payable and accrued expenses	\$ 2,256,000	\$ 1,940,000	\$ 4,196,000	\$ 1,859,000
Current portion of notes payable (Note 8)	38,000		38,000	36,000
Liability for collateral securities (Note 4)		205,000	205,000	-
Students' advance payments and deposits	472,000		472,000	429,000
Advances due to other funds	100,000		100,000	60,000
Total current liabilities	2,866,000	2,145,000	5,011,000	2,384,000
Long-term liabilities (Note 8)	818,000		818,000	712,000
Total liabilities	3,684,000	2,145,000	5,829,000	3,096,000
Fund balances:				
Restricted current funds (Note 9)		1,277,000	1,277,000	1,107,000
Unrealized appre- ciation (depreci- ation) of invest- ments (Note 1)	340,000	13,492,000	13,832,000	(2,857,000)
Funds functioning as endowment (Notes 2 and 3)	813,000	4,780,000	5,593,000	6,063,000
Endowment funds (Note 2)		45,706,000	45,706,000	42,084,000
Life income funds (Note 2)		5,629,000	5,629,000	5,209,000
Student loan funds (Note 6)		3,151,000	3,151,000	3,134,000
Plant funds:				
Invested in plant	30,035,000	425,000	30,460,000	29,141,000
Plant fund re- serves	742,000		742,000	597,000
Total fund balances	31,930,000	74,460,000	106,390,000	84,478,000
	\$35,614,000	\$76,605,000	\$112,219,000	\$87,574,000

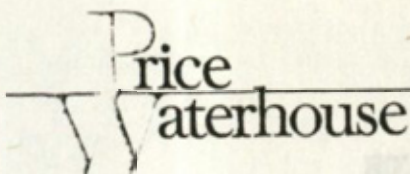
STATEMENT OF REVENUES AND OTHER ADDITIONS, EXPENSES,
AND CHANGES IN FUND BALANCES
YEARS ENDED JUNE 30, 1983 AND 1982

	1983			1982
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Revenues and other additions:				
Tuition and fees	\$10,444,000	\$ 175,000	\$ 10,619,000	\$ 9,343,000
Government grants and contracts	46,000	775,000	821,000	1,091,000
Private gifts, grants and contracts other than endowment	1,371,000	754,000	2,125,000	2,128,000
Interest, dividends and rental income	1,599,000	3,565,000	5,164,000	4,501,000
Other	1,007,000	543,000	1,550,000	1,280,000
	14,467,000	5,812,000	20,279,000	18,343,000
Auxiliary enterprises	4,423,000		4,423,000	3,835,000
General revenues and other additions	18,890,000	5,812,000	24,702,000	22,178,000
Endowment and similar funds gifts		2,672,000	2,672,000	2,747,000
Total revenues and other additions before net realized and unrealized appreciation (depreciation) of investments	18,890,000	8,484,000	27,374,000	24,925,000
Expenses:				
Instruction	3,520,000	644,000	4,164,000	3,697,000
Activities related to instruction	1,851,000	359,000	2,210,000	1,975,000
Student services	926,000	207,000	1,133,000	1,017,000
Administration and general institutional	4,448,000	125,000	4,573,000	4,013,000
Operation and maintenance of plant	2,267,000	126,000	2,393,000	2,268,000
Scholarships, fellowships and prizes:				
Undergraduate scholarships	906,000	1,446,000	2,352,000	2,065,000
Other student aid	16,000	510,000	526,000	440,000
Research and special programs	5,000	645,000	650,000	880,000
Life income payments	61,000	548,000	609,000	464,000
Miscellaneous educational and general	234,000	202,000	436,000	284,000
	14,234,000	4,812,000	19,046,000	17,103,000
Auxiliary enterprises	3,835,000		3,835,000	3,462,000
General expenses	18,069,000	4,812,000	22,881,000	20,565,000
Renewals and replacements	111,000		111,000	97,000
Other	754,000	85,000	839,000	509,000
Total expenses	18,934,000	4,897,000	23,831,000	21,171,000
Realized and unrealized appreciation (depreciation) of investments	493,000	17,876,000	18,369,000	(6,939,000)
Excess (deficiency) of revenues and other additions over expenses:				
Unrestricted	449,000		449,000	(494,000)
Restricted		21,463,000	21,463,000	(2,691,000)
Fund balances at beginning of year	30,930,000	53,548,000	84,478,000	87,663,000
Interfund transfers	551,000	(551,000)	-	-
Fund balances at end of year	\$31,930,000	\$74,460,000	\$106,390,000	\$84,478,000

BOWDOIN COLLEGE

STATEMENT OF CHANGES IN FINANCIAL POSITION
YEARS ENDED JUNE 30, 1983 AND 1982

	<u>1983</u>		<u>1982</u>	
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Cash provided (used) by operations:				
Excess (deficiency) of revenues and other additions over expenses	\$ 449,000	\$ 21,463,000	\$ 21,912,000	\$ (3,185,000)
Add (deduct) items not affecting cash from operations:				
Unrealized (appreciation) depreciation of investments	(452,000)	(16,237,000)	(16,689,000)	7,374,000
Realized gains on sales of investments	(41,000)	(1,639,000)	(1,680,000)	(435,000)
Gifts of securities	(667,000)	(417,000)	(1,084,000)	(902,000)
Gifts of plant assets				(135,000)
	(711,000)	3,170,000	2,459,000	2,717,000
Increase in student loans receivable		(24,000)	(24,000)	(39,000)
Decrease (increase) in accounts receivable	(63,000)	95,000	32,000	360,000
Increase in inventories, prepaid expenses and deferred charges	(10,000)		(10,000)	(122,000)
Increase (decrease) in accounts payable and accrued expenses	397,000	1,940,000	2,337,000	(847,000)
Increase in long-term liabilities	219,000		219,000	-
Increase in students advance payments and deposits	43,000		43,000	105,000
Cash provided (used) by operations	(125,000)	5,181,000	5,056,000	2,174,000
Other sources (uses) of cash:				
Decrease (increase) in short-term investments	(506,000)		(506,000)	5,161,000
Purchases of long-term investments, net of sales proceeds	1,452,000	(4,630,000)	(3,178,000)	(6,306,000)
Additions to plant assets	(1,224,000)		(1,224,000)	(843,000)
Reduction of long-term liabilities	(111,000)		(111,000)	(33,000)
Interfund transfers	551,000	(551,000)	-	-
Increase in cash	37,000	-	37,000	153,000
Cash at beginning of year	164,000	-	164,000	11,000
Cash at end of year	\$ 201,000	\$ -	\$ 201,000	\$ 164,000



ONE FEDERAL STREET
BOSTON, MASSACHUSETTS 02110
617 423-7330

October 5, 1983

To the President and Trustees and
the Board of Overseers of
Bowdoin College

In our opinion, the accompanying Summary of Changes in Fund Balances is stated fairly in all material respects in relation to the basic financial statements, taken as a whole, of Bowdoin College for the year ended June 30, 1983 which are covered by our report presented in the first section of this document. Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. This information is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the examination of the basic financial statements.

Price Waterhouse

BOWDOIN COLLEGE

NOTES TO FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Accrual Basis

The financial statements of Bowdoin College (the College) have been prepared on the accrual basis except that the College does not provide for depreciation of its plant assets.

To the extent that current funds are used to finance plant assets, the amounts so provided are accounted for as: (1) expenses, in the case of normal renewals and replacements, including library books; (2) mandatory transfers, in the case of required provisions for debt amortization; and (3) transfers of a nonmandatory nature in all other instances.

Description of Fund Groupings

The unrestricted fund grouping includes all funds over which the Governing Boards have full discretion as to use. It includes plant funds and Board designated funds for specific purposes. These Board designated funds are reported in the unrestricted fund balance section of the balance sheet as funds functioning as endowment.

The restricted fund grouping includes all funds over which third parties have imposed restrictions which cannot be changed by the Boards. This grouping comprises current restricted funds, loan funds, endowment funds, life income funds and some funds functioning as endowment.

Fund Accounting

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the College, the accounts of the College are maintained in accordance with the principles of "fund accounting". This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds that are in accordance with activities or objectives specified. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into either restricted or unrestricted fund groups as described previously.

Within these fund groups, fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes by action of the Governing

Boards. Externally restricted funds may only be utilized in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds over which the Boards retain full control for use in achieving any institutional purpose.

Endowment funds are subject to the restrictions of gift instruments requiring that the principal be invested in perpetuity and the income only be utilized. Term endowment or life income funds are similar to endowment funds except that, upon the passage of a stated period of time or the occurrence of a particular event, all or part of the principal may be expended. While funds functioning as endowment have been established by the Governing Boards for the same purpose as endowment funds, any portion of these funds may be expended. The principal of some funds functioning as endowment was designated by donors as expendable for specific purposes. Accordingly, the unexpended portion of such funds is included as funds functioning as endowment restricted. All other funds functioning as endowment are unrestricted and are so classified.

All realized gains and losses from the sale of investments, fund withdrawals and excesses or deficiencies of actual investment income over a formulated spending rate applied to operations are combined and accounted for in the fund category which owned such investments and are distributed to the separate specific funds when the undistributed balance reaches significant proportions, currently considered to be \$500,000. Unrealized appreciation or depreciation of investments is accumulated in one account and is not distributed to the separate funds. Investment income from endowment resources which is applied to operations is accounted for in the fund to which it is restricted or, if unrestricted, in the unrestricted current fund.

All other unrestricted revenue, including unrestricted gifts, is accounted for in the unrestricted fund grouping. Restricted gifts, grants, endowment income and other restricted revenue are accounted for in the restricted fund grouping.

Investments

Investments in securities are stated at market value. Market values denominated in foreign currencies are translated into U. S. dollars using exchange rates prevailing at the end of the year. Real estate investments are stated at appraised value. Mortgages and notes receivable are stated at amortized cost, since the College intends to retain such investments until their maturity.

Investment of the College's endowment and similar funds is based upon a total return policy, and the utilization of the income from its endowment resources for current operations and capital needs (the spending rate) is related to this policy. The Governing Boards established the spending rate at \$3,500,000 for 1983 and has proposed an annual 8% increase to that rate thereafter. In 1982, the spending rate was established using a 1979 base, increasing at

an annual rate of 5%. The spending rate for 1983 was \$1,137,000 higher than it would have been under the prior formula. The Governing Boards believe that the new formula better accomodates the College's current funding needs.

To the extent that the total return requirement for the current year is not fulfilled by interest, dividends and rents, the College utilizes the appreciation of its endowment and similar funds. The excess of actual interest, dividends and rental income over the total return spending rates was \$758,000 and \$1,248,000 in 1983 and 1982, respectively. These excess amounts have been allocated to the appropriate funds. The aggregate amount of interest, dividends and rental income since the adoption of the total return policy in 1975 exceeded the College's cumulative spending rate by \$3,691,000 and \$2,933,000 at June 30, 1983 and 1982, respectively.

Revenue Recognition

Gifts and donations of securities and other non-cash assets are recorded at fair market value at the date of donation.

Plant Assets

Land, buildings, fixtures and equipment are stated at appraised value at June 21, 1920, plus subsequent additions at cost, or fair value at date of donation in the case of gifts. Depreciation of plant assets is not recorded.

Inexhaustible Collections

Since the values of the College's inexhaustible collections, primarily art objects, are not readily determinable, no value for such items has been reflected in the financial statements.

NOTE 2 - FUND BALANCES

As described in Note 1, excesses or deficiencies of actual interest, dividends and rental income over the "total return" spending rate are allocated to the appropriate funds. Therefore, the fund balances in the endowment, funds functioning as endowment and life income accounts include principal balances of gifts and bequests received by the College plus an allocation of gains, withdrawals, and accumulated excesses, if any, of actual investment income over the spending rate. As of June 30, 1983 the composition of the funds was as follows:

	June 30 1983	1982
Endowment funds	31,754,240	29,509,622
Funds functioning as endowment	902,332	1,389,216
Restricted	3,355,716	3,110,821
Life income funds	742,797	728,083
	<u>36,755,085</u>	<u>34,737,744</u>

	Principal balance of gifts and bequests	Allocation of net gains, withdrawals and accumulated excesses of actual invest- ment income over the spending rate	June 30, 1983 fund balance
Endowment funds	\$33,574,000	\$12,132,000	\$45,706,000
Funds functioning as endowment -			
Unrestricted	530,000	283,000	813,000
Restricted	3,873,000	907,000	4,780,000
Life income funds	5,331,000	298,000	5,629,000

The allocation of gains, withdrawals and accumulated excesses of actual investment income over the spending rate is available to offset losses from future investment transactions and/or excesses of the spending rate formula over actual investment income solely to the extent generated under the total return policy. In all cases, the original principal balance of restricted gifts and bequests will remain intact and not be used for expenses relative to continuing unrestricted operations.

NOTE 3 - FUNDS FUNCTIONING AS ENDOWMENT

Individual gifts and bequests in excess of \$10,000 not specifically designated as endowment by the donor or planned as a current fund expenditure by the College are transferred directly to funds functioning as endowment upon receipt. Those gifts and bequests which have been designated as to purpose of expenditure are placed in the restricted category whereas those without any specific designation are placed in the unrestricted category. The balances in these funds, although classified as funds functioning as endowment, are available for current or other College uses as designated by management and approved by the Governing Boards.

NOTE 4 - INVESTMENTS

The College pools the assets of endowment and life income funds for investing purposes. Shares are assigned on a market value basis to all gifts and bequests placed into these funds. The following is a summary of the distribution of fund shares:

	June 30	
	1983	1982
Endowment funds	31,754,240	29,509,622
Funds functioning as endowment:		
Unrestricted	902,332	1,389,218
Restricted	3,355,716	3,110,821
Life income funds	742,797	728,083
	<u>36,755,085</u>	<u>34,737,744</u>

The share value is calculated on a quarterly basis. At June 30, 1983 and 1982 the per share market values were \$1.82 and \$1.35, respectively.

Investment values and yields are as follows:

Regular investment pool

	June 30			
	1983		1982	
	Cost or Other Basis	Stated Value	Cost or Other Basis	Stated Value
Cash and equivalents	\$ 8,811,000	\$ 8,811,000	\$ 5,603,000	\$ 5,603,000
Bonds	11,397,000	11,956,000	14,951,000	14,077,000
Convertible bonds	404,000	439,000	634,000	545,000
Common stock	27,957,000	39,820,000	27,715,000	25,268,000
Foreign currencies	2,285,000	2,224,000	-	-
Foreign stock	4,261,000	4,170,000	-	-
Preferred stock	585,000	1,044,000	629,000	613,000
Real estate				
mortgages	485,000	485,000	543,000	543,000
Real estate	1,450,000	2,390,000	1,564,000	2,493,000
Notes receivable	1,034,000	1,034,000	1,077,000	1,077,000
Other	31,000	17,000	31,000	19,000
	<u>\$58,700,000</u>	<u>\$72,390,000</u>	<u>\$52,747,000</u>	<u>\$50,238,000</u>

	Year ended June 30			
	1983		1982	
	Ordinary Income	Total Return	Ordinary Income	Total Return
Interest, dividends and rents (exclu- sive of trust income, stock loan income, student loan interest and other income)	\$4,521,000	\$ 4,521,000	\$3,859,000	\$ 3,859,000
Realized and unre- alized appreciation (depreciation), net		17,874,000		(6,977,000)
	<u>\$4,521,000</u>	<u>\$22,395,000</u>	<u>\$3,859,000</u>	<u>\$ (3,118,000)</u>

Percentage return on
investments:

Cost	8.11%	40.19%	7.48%	(6.04)%
Stated value	7.26%	35.96%	7.31%	(5.91)%

Percentage return on investments is calculated by relating income (ordinary or total return) to the average cost or stated values of investments.

Bowdoin College Pooled Income Fund "A"

	June 30			
	1983		1982	
	Cost or Other Basis	Market Value	Cost or Other Basis	Market Value
Cash and equivalents	\$ 8,000	\$ 8,000	\$ 11,000	\$ 11,000
Bonds	4,070,000	4,200,000	3,835,000	3,490,000
	<u>\$4,078,000</u>	<u>\$4,208,000</u>	<u>\$3,846,000</u>	<u>\$3,501,000</u>

	Year ended June 30			
	1983		1982	
	Ordinary Income	Total Return	Ordinary Income	Total Return
Interest and dividends	\$376,000	\$376,000	\$398,000	\$398,000
Realized and unrealized appreciation, net		475,000		46,000
	<u>\$376,000</u>	<u>\$851,000</u>	<u>\$398,000</u>	<u>\$444,000</u>
Percentage return on investments:				
Cost	9.52%	21.42%	10.52%	11.45%
Market value	9.46%	21.55%	11.67%	12.69%

Bowdoin College Pooled Income Fund "B"

The market value of investments was \$59,000 and \$24,000 at June 30, 1983 and 1982, respectively. The ordinary income and total return percentages based upon market value were 1.29% and 56.84%, respectively, for the year ended June 30, 1983 and 3.32% and 3.59% respectively, for the year ended June 30, 1982.

Bowdoin College Pooled Income Fund "C"

During 1983 the College established the Bowdoin College Pooled Income Fund "C". The market value of investments, which primarily consist of fixed-income securities, was \$143,000 at June 30, 1983.

Collateral Securities

The College, on occasion, will lend securities to a brokerage firm with which it participates in a securities loan program. Under the terms of the agreement, the borrower is required to deposit with the College collateral equal to at least 102% of the current market value of investments borrowed. The College relinquishes title to securities loaned but continues to receive

the income from loaned securities as beneficial owner and has the right to obtain the loaned securities within six business days of notifying the borrower. Accordingly, investments loaned are included as assets of the College. At June 30, 1983 securities with a market value of approximately \$197,000 were on loan to a brokerage firm and the market value of collateral received was \$205,000.

NOTE 5 - FUNDS HELD BY TRUSTEES

The balance sheet does not include the assets of certain funds which are held by outside donor appointed trustees. The investment income from such funds is payable to the College and amounted to \$208,000 and \$182,000 in 1983 and 1982, respectively. Based upon correspondence received by the College from trustees, the approximate market value of the assets of these funds was as follows:

	June 30	
	<u>1983</u>	<u>1982</u>
Funds held in perpetuity	\$3,177,000	\$1,997,000
Funds held subject to life tenants	289,000	255,000
Funds held for a specified period	<u>198,000</u>	<u>156,000</u>
	<u>\$3,664,000</u>	<u>\$2,408,000</u>

Subsequent to June 30, 1983, the College became the beneficiary of an outside trust with assets valued at approximately \$2,700,000. These assets are to be held in trust for thirty-five years.

NOTE 6 - STUDENT LOAN FUNDS

The terms of the agreement under which the major portion of the student loan funds were established provide that the College may ultimately be required to return approximately \$2,167,000 of the principal amounts of these funds to the government sources from which they were derived.

NOTE 7 - RETIREMENT PLANS

Retirement benefits for faculty and officers are provided under plans administered by the Teachers Insurance and Annuity Association and the College Retirement Equities Fund. The College's expense under this program is based on the qualifying salaries of the participants and amounted to \$558,000 and \$510,000 in 1983 and 1982, respectively.

NOTE 9 - SUMMARY OF CURRENT RESTRICTED FUNDS

The composition of current restricted funds is as follows:

	June 30	
	<u>1983</u>	<u>1982</u>
Unexpended endowment income	\$507,000	\$ 479,000
Gifts and grants for current purposes	208,000	169,000
Research and special program grants	234,000	198,000
Reserves for special purposes	328,000	261,000
	<u>\$1,277,000</u>	<u>\$1,107,000</u>

ADDITIONAL INFORMATION

ADDITIONAL INFORMATION

BOWDOIN COLLEGE
AND
BOWDOIN COLLEGE
STUDENT LOAN CORPORATION
COMBINED FINANCIAL STATEMENTS

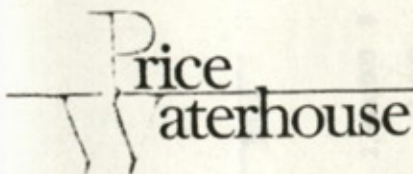
JUNE 30, 1984

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Whisper*

BOWDOIN COLLEGE
AND
BOWDOIN COLLEGE
STUDENT LOAN CORPORATION
COMBINED FINANCIAL STATEMENTS

* * * * *

JUNE 30, 1984



ONE FEDERAL STREET
BOSTON, MASSACHUSETTS 02110
617 423-7330

October 18, 1984

To the President and Trustees and
the Board of Overseers of Bowdoin College
and the Board of Directors of
Bowdoin College Student Loan Corporation

In our opinion, the accompanying combined balance sheet and the related combined statements of revenues and other additions, expenses, and changes in fund balances and of changes in financial position present fairly the financial position of Bowdoin College and Bowdoin College Student Loan Corporation at June 30, 1984, and their revenues and other additions, expenses, and changes in fund balances and the changes in their financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Price Waterhouse

BOWDOIN COLLEGE
AND
BOWDOIN COLLEGE STUDENT LOAN CORPORATION

COMBINED BALANCE SHEET
JUNE 30, 1984 AND 1983

Assets	1984			1983
	Unrestricted	Restricted	Total	Total
Current assets:				
Cash	\$ 181,000		\$ 181,000	\$ 201,000
Short-term investments	2,634,000		2,634,000	3,333,000
Collateral securities			-	205,000
Current portion of student loans receivable		\$ 256,000	256,000	259,000
Accounts receivable	303,000	197,000	500,000	335,000
Inventories, at cost	473,000		473,000	469,000
Prepaid expenses and deferred charges	419,000	2,000	421,000	451,000
Total current assets	4,010,000	455,000	4,465,000	5,253,000
Investments	469,000	75,125,000	75,594,000	73,567,000
Long-term portion of student loans receivable, less allowance for doubtful loans of \$100,000		2,567,000	2,567,000	2,582,000
Unamortized bond issuance costs		214,000	214,000	-
Plant assets:				
Campus grounds and buildings	25,011,000		25,011,000	23,677,000
Fixtures and equipment	7,440,000		7,440,000	7,040,000
	<u>\$36,930,000</u>	<u>\$78,361,000</u>	<u>\$115,291,000</u>	<u>\$112,119,000</u>
Liabilities and Fund Balances				
Current liabilities:				
Accounts payable and accrued expenses	\$ 2,572,000	\$ 336,000	\$ 2,908,000	\$ 4,196,000
Current portion of notes payable	41,000		41,000	38,000
Liability for collateral securities			-	205,000
Students' advance payments and deposits	431,000		431,000	472,000
Total current liabilities	3,044,000	336,000	3,380,000	4,911,000
Long-term liabilities:				
Obligation to MHEFA		4,870,000	4,870,000	-
Notes payable	633,000		633,000	674,000
Other	208,000		208,000	144,000
Total liabilities	3,885,000	5,206,000	9,091,000	5,729,000
Fund balances:				
Restricted current funds		2,034,000	2,034,000	1,277,000
Unrealized appreciation of investments	67,000	5,462,000	5,529,000	13,832,000
Funds functioning as endowment	312,000	4,184,000	4,496,000	5,593,000
Endowment funds		51,997,000	51,997,000	45,706,000
Life income funds		5,642,000	5,642,000	5,629,000
Loan funds		3,411,000	3,411,000	3,151,000
Plant funds:				
Invested in plant	31,808,000	425,000	32,233,000	30,460,000
Plant fund reserves	858,000		858,000	742,000
Total fund balances	33,045,000	73,155,000	106,200,000	106,390,000
	<u>\$36,930,000</u>	<u>\$78,361,000</u>	<u>\$115,291,000</u>	<u>\$112,119,000</u>

See accompanying notes to financial statements.

BOWDOIN COLLEGE
AND
BOWDOIN COLLEGE STUDENT LOAN CORPORATION
COMBINED STATEMENT OF REVENUES AND OTHER ADDITIONS, EXPENSES,
AND CHANGES IN FUND BALANCES
YEARS ENDED JUNE 30, 1984 AND 1983

	1984		1983
	Unrestricted	Restricted	Total
Revenues and other additions:			
Tuition and fees	\$11,692,000	\$ 352,000	\$ 12,044,000
Government grants and contracts	29,000	809,000	838,000
Private gifts, grants and contracts other than endowment	1,535,000	699,000	2,234,000
Endowment and trust income	1,559,000	3,412,000	4,971,000
Sales and services of auxiliary enterprises	4,369,000		4,369,000
Independent operations	960,000	901,000	1,861,000
Other sources	290,000	417,000	707,000
General revenues and other additions	20,434,000	6,590,000	27,024,000
Endowment and similar funds gifts		2,497,000	2,497,000
Total revenues and other additions before net realized and unrealized appreciation (depreciation) of investments	20,434,000	9,087,000	29,521,000
Expenses:			
Instruction	5,015,000	759,000	5,774,000
Research	24,000	201,000	225,000
Academic support	1,264,000	593,000	1,857,000
Student services	2,073,000	324,000	2,397,000
Institutional support	3,820,000	52,000	3,872,000
Operation and maintenance of plant	2,724,000	174,000	2,898,000
Scholarships, fellowships and prizes	731,000	2,469,000	3,200,000
Independent operations	858,000	1,028,000	1,886,000
Auxiliary enterprises	3,967,000	18,000	3,985,000
Total expenses	20,476,000	5,618,000	26,094,000
Excess (deficiency) of revenues and other additions over expenses before realized and unrealized appreciation (depreciation) of investments	(42,000)	3,469,000	3,427,000
Realized and unrealized appreciation (depreciation) of investments	(220,000)	(3,397,000)	(3,617,000)
Excess (deficiency) of revenues and other additions over expenses:			
Unrestricted	(262,000)		(262,000)
Restricted		72,000	72,000
Fund balances at beginning of year	31,930,000	74,460,000	106,390,000
Interfund transfers	1,377,000	(1,377,000)	-
Fund balances at end of year	\$33,045,000	\$73,155,000	\$106,200,000
			\$106,390,000

See accompanying notes to financial statements.

BOWDOIN COLLEGE
AND
BOWDOIN COLLEGE STUDENT LOAN CORPORATION

COMBINED STATEMENT OF CHANGES IN FINANCIAL POSITION
YEARS ENDED JUNE 30, 1984 AND 1983

	1984			1983
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Cash provided (used) by operations:				
Excess (deficiency) of revenues and other additions over expenses	\$ (262,000)	\$ 72,000	\$ (190,000)	\$21,912,000
Add (deduct) items not affecting cash from operations:				
Unrealized (appreciation) depreciation of investments	273,000	8,030,000	8,303,000	(16,689,000)
Realized gains on sales of investments	(53,000)	(4,633,000)	(4,686,000)	(1,680,000)
Gifts of securities	(1,380,000)	(423,000)	(1,803,000)	(1,084,000)
	(1,422,000)	3,046,000	1,624,000	2,459,000
Decrease (increase) in student loans receivable		18,000	18,000	(24,000)
Decrease (increase) in accounts receivable	(78,000)	(87,000)	(165,000)	32,000
Decrease (increase) in inventories, prepaid expenses and deferred charges	26,000		26,000	(10,000)
Increase (decrease) in accounts payable and accrued expenses	316,000	(1,604,000)	(1,288,000)	2,337,000
Increase in other long-term liabilities	64,000		64,000	144,000
Increase (decrease) in students' advance payments and deposits	(41,000)		(41,000)	43,000
Cash provided (used) by operations	(1,135,000)	1,373,000	238,000	4,981,000
Other sources (uses) of cash:				
Decrease (increase) in short-term investments	699,000		699,000	(506,000)
Purchases of long-term investments, net of sales proceeds	811,000	(4,652,000)	(3,841,000)	(3,178,000)
Additions to plant assets	(1,734,000)		(1,734,000)	(1,224,000)
Reduction of notes payable	(38,000)		(38,000)	(36,000)
Proceeds from obligation to MHHEFA		4,870,000	4,870,000	-
Bond issuance costs		(214,000)	(214,000)	-
Interfund transfers	1,377,000	(1,377,000)	-	-
Increase (decrease) in cash	(20,000)	-	(20,000)	37,000
Cash at beginning of year	201,000	-	201,000	164,000
Cash at end of year	\$ 181,000	\$ -	\$ 181,000	\$ 201,000

See accompanying notes to financial statements.

BOWDOIN COLLEGE
AND
BOWDOIN COLLEGE STUDENT LOAN CORPORATION

NOTES TO COMBINED FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Combination

Bowdoin College (the College) is a private, undergraduate institution of higher education. It is dedicated exclusively to a liberal arts program and offers a Bachelor of Arts degree. The Bowdoin College Student Loan Corporation (the Corporation) was organized in December 1983 as a nonprofit corporation for the purpose of providing more affordable financing to students, or parents of students, attending the College. The Corporation is governed by a five member Board of Directors, each of whom is an employee, officer or trustee of the College, and its loan program is administered by the College. The accompanying combined financial statements include the accounts of the College and the Corporation.

Accrual Basis

The combined financial statements have been prepared on the accrual basis except that the College does not provide for depreciation of its plant assets..

To the extent that current funds are used to finance plant assets, the amounts so provided are accounted for as: (1) expenses, in the case of normal renewals and replacements, including library books; (2) mandatory transfers, in the case of required provisions for debt amortization; and (3) transfers of a nonmandatory nature in all other instances.

Description of Fund Groupings

The unrestricted fund grouping includes all funds over which the Governing Boards have full discretion as to use. It includes plant funds and Board designated funds for specific purposes. These Board designated funds are reported in the unrestricted fund balance section of the balance sheet as funds functioning as endowment.

The restricted fund grouping includes all funds over which third parties have imposed restrictions which cannot be changed by the Governing Boards. This grouping comprises current restricted funds, loan funds, endowment funds, life income funds and some funds functioning as endowment.

Fund Accounting

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the College and the Corporation, the accounts of the College and the Corporation are maintained in accordance with the principles of "fund accounting". This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds that are in accordance with activities or objectives specified. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into either restricted or unrestricted fund groups as described previously.

Within these fund groups, fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes by action of the Governing Boards. Externally restricted funds may only be utilized in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds over which the Boards retain full control for use in achieving any institutional purpose.

Endowment funds are subject to the restrictions of gift instruments requiring that the principal be invested in perpetuity and the income only be utilized. Term endowment or life income funds are similar to endowment funds except that, upon the passage of a stated period of time or the occurrence of a particular event, all or part of the principal may be expended. While funds functioning as endowment have been established by the Governing Boards for the same purpose as endowment funds, any portion of these funds may be expended. The principal of some funds functioning as endowment was designated by donors as expendable for specific purposes. Accordingly, the unexpended portion of such funds is included as restricted funds functioning as endowment. All other funds functioning as endowment are unrestricted and are so classified.

All realized gains and losses from the sale of investments, fund withdrawals and excesses or deficiencies of actual investment income over a formulated spending rate applied to operations are combined and accounted for in the fund category which owned such investments and are distributed to the separate specific funds when the undistributed balance reaches significant proportions, currently considered to be \$500,000. Unrealized appreciation or

depreciation of investments is accumulated in one account and is not distributed to the separate funds. Investment income from endowment resources which is applied to operations is accounted for in the fund to which it is restricted or, if unrestricted, in the unrestricted current fund.

All other unrestricted revenue, including unrestricted gifts, is accounted for in the unrestricted fund grouping. Restricted gifts, grants, endowment income and other restricted revenue are accounted for in the restricted fund grouping.

Investments

Investments in securities are stated at market value. Market values denominated in foreign currencies are translated into U. S. dollars using exchange rates prevailing at the end of the year. Real estate investments are stated at appraised value. Mortgages and notes receivable are stated at amortized cost, since the College intends to retain such investments until their maturity.

Investment of the College's endowment and similar funds is based upon a total return policy, and the utilization of the income from its endowment resources for current operations and capital needs (the spending rate) is related to this policy. The Governing Boards established the spending rate at \$3,780,000 for 1984 which represents an 8% increase over the 1983 spending rate.

In the event that the total return requirement for a current year is not fulfilled by interest, dividends and rents, the College will utilize the appreciation of its endowment and similar funds. The excess of actual interest, dividends and rental income over the total return spending rates was \$55,000 and \$758,000 in 1984 and 1983, respectively. These excess amounts have been allocated to the appropriate funds. The aggregate amount of interest, dividends and rental income since the adoption of the total return policy in 1975 exceeded the College's cumulative spending rate by \$3,746,000 and \$3,691,000 at June 30, 1984 and 1983, respectively.

Collateral Securities

The College, on occasion, will lend securities to a brokerage firm with which it participates in a securities loan program. Under the terms of the agreement, the borrower is required to deposit with the College collateral equal to at least 102% of the current market value of investments borrowed. The College relinquishes title to securities loaned but continues to receive the income from loaned securities as beneficial owner and has the right to obtain the loaned securities within six business days of notifying the borrower. Accordingly, investments loaned are included as assets of the College.

Revenue Recognition

Gifts and donations of securities and other non-cash assets are recorded at fair market value at the date of donation.

Plant Assets

Land, buildings, fixtures and equipment are stated at appraised value at June 21, 1920, plus subsequent additions at cost, or fair value at date of donation in the case of gifts. Depreciation of plant assets is not recorded.

Inexhaustible Collections

Since the values of the College's inexhaustible collections, primarily art objects, are not readily determinable, no value for such items has been reflected in the financial statements.

Bond issuance costs

Costs totalling \$214,000 incurred by the Corporation in connection with the issuance of the Parent Loan Revenue Bonds (see Note 9) have been capitalized and will be amortized over the term of the Bonds on the interest method.

Change in Format of the Statement of Revenues and Other Additions, Expenses and Changes in Fund Balances

In order to more closely conform to industry reporting guidelines, the College has changed the format of the statement of revenues and other additions, expenses and changes in fund balances. This change involved the reclassification of certain groups of revenues and other additions and expenses and the redefinition of certain statement captions. The 1983 statement of revenues and other additions, expenses and changes in fund balances has been reformatted to conform to the current year's presentation. Total revenues and other additions, total expenses and the excess (deficiency) of revenues and other additions over expenses remain unchanged as a result of these reclassifications.

NOTE 2 - FUND BALANCES

As described in Note 1, excesses or deficiencies of actual interest, dividends and rental income over the "total return" spending rate are allocated to the appropriate funds. Therefore, the fund balances in the endowment, funds functioning as endowment and life income accounts include principal balances of gifts and bequests received by the College plus an allocation of gains, withdrawals, and accumulated excesses, if any, of actual investment income over the spending rate. As of June 30, 1984 the composition of the funds was as follows:

	Principal balance of gifts and bequests	Allocation of net gains, withdrawals and accumulated excesses of actual invest- ment income over the spending rate	June 30, 1984 fund balance
Endowment funds	\$36,051,000	\$15,946,000	\$51,997,000
Funds functioning as endowment -			
Unrestricted	154,000	158,000	312,000
Restricted	3,035,000	1,149,000	4,184,000
Life income funds	5,338,000	304,000	5,642,000

The allocation of gains, withdrawals and accumulated excesses of actual investment income over the spending rate is available to offset losses from future investment transactions and/or excesses of the spending rate formula over actual investment income solely to the extent generated under the total return policy. In all cases, the original principal balance of restricted gifts and bequests will remain intact and not be used for expenses relative to continuing unrestricted operations.

NOTE 3 - FUNDS FUNCTIONING AS ENDOWMENT

Individual gifts and bequests in excess of \$10,000 not specifically designated as endowment by the donor or planned as a current fund expenditure by the College are transferred directly to funds functioning as endowment upon receipt. Those gifts and bequests which have been designated as to purpose of expenditure are placed in the restricted category whereas those without any specific designation are placed in the unrestricted category. The balances in these unrestricted funds, although classified as funds functioning as endowment, are available for current or other College uses as designated by management and approved by the Governing Boards.

NOTE 4 - INVESTMENTS

Regular investment pool

The College pools the assets of endowment and life income funds for investing purposes. Shares are assigned on a market value basis to all gifts and bequests placed into these funds. The following is a summary of the relative distribution of fund shares:

	June 30	
	1984	1983
Endowment funds	89.9%	86.4%
Funds functioning as endowment:		
Unrestricted	1.1	2.5
Restricted	7.4	9.1
Pre-1969 life income funds managed by the College	1.6	2.0
	<u>100.0%</u>	<u>100.0%</u>

Investment values for the regular investment pool are as follows:

	June 30			
	1984		1983	
	Cost or Other Basis	Stated Value	Cost or Other Basis	Stated Value
Cash and equivalents	\$ 4,577,000	\$ 4,577,000	\$ 8,811,000	\$ 8,811,000
Bonds	3,062,000	2,785,000	11,397,000	11,956,000
Common Fund for Bond Investments	11,484,000	10,779,000	-	-
Convertible bonds	-	-	404,000	439,000
Common stock	35,258,000	40,979,000	27,957,000	39,820,000
Foreign currencies	64,000	63,000	2,285,000	2,224,000
Foreign stock	5,081,000	5,057,000	4,261,000	4,170,000
Preferred stock	1,045,000	1,206,000	585,000	1,044,000
Real estate				
mortgages	426,000	426,000	485,000	485,000
Real estate	957,000	2,039,000	1,450,000	2,390,000
Notes receivable	1,365,000	1,365,000	1,034,000	1,034,000
Other	31,000	48,000	31,000	17,000
	<u>\$63,350,000</u>	<u>\$69,324,000</u>	<u>\$58,700,000</u>	<u>\$72,390,000</u>

	Ordinary Income	Total Return	Ordinary Income	Total Return
Interest and dividends	\$485,000	\$486,000	\$377,000	\$377,000
Realized and unrealized appreciation (depreciation), net		(572,000)		495,000
	<u>\$485,000</u>	<u>\$(86,000)</u>	<u>\$377,000</u>	<u>\$872,000</u>

Investment yields for the regular investment pool are as follows:

	Year ended June 30			
	1984		1983	
	Ordinary Income	Total Return	Ordinary Income	Total Return
Interest, dividends and rents (exclusive of trust income, stock loan income, student loan interest and other income)	\$4,467,000	\$4,467,000	\$4,521,000	\$ 4,521,000
Realized and unrealized appreciation (depreciation), net		(3,060,000)		17,874,000
	<u>\$4,467,000</u>	<u>\$1,407,000</u>	<u>\$4,521,000</u>	<u>\$22,395,000</u>

Bowdoin College Pooled Income Funds

The College maintains three pooled income funds, each having a different investment objective. Individual gifts are combined and assigned proportionate interests of a common investment fund selected by the donor. All interest and dividends earned by the funds are paid to designated beneficiaries. Aggregate investment values for the pooled income funds are as follows:

	June 30			
	1984		1983	
	Cost or Other Basis	Market Value	Cost or Other Basis	Market Value
Cash and equivalents	\$ 180,000	\$ 180,000	\$ 122,000	\$ 122,000
Bonds	4,286,000	3,842,000	4,177,000	4,306,000
Common stock	111,000	110,000	69,000	82,000
	<u>\$4,577,000</u>	<u>\$4,132,000</u>	<u>\$4,368,000</u>	<u>\$4,510,000</u>

Aggregate investment yields for the pooled income funds are as follows:

	Year ended June 30			
	1984		1983	
	Ordinary Income	Total Return	Ordinary Income	Total Return
Interest and dividends	\$486,000	\$486,000	\$377,000	\$377,000
Realized and unrealized appreciation (depreciation), net		(557,000)		495,000
	<u>\$486,000</u>	<u>\$ (71,000)</u>	<u>\$377,000</u>	<u>\$872,000</u>

Bowdoin College Student Loan Corporation

The net proceeds from the issuance of the Parent Loan Revenue Bonds (see Note 9) are being invested in securities pending their use for loans to parents. The nature of the Corporation's investments is stipulated by the Bond Resolution and is generally restricted to obligations of the U.S. government and its agencies and to secured banking arrangements. The following is a summary of related investments at June 30, 1984:

	<u>Cost</u>	<u>Market Value</u>
Bank of Boston Time Deposit, 12.01%, 1/1/87	\$3,990,000	\$3,990,000
U.S. Treasury Notes, 10.625%, 7/31/85	668,000	668,000
Casco Northern Bank, N.A. Money Market Account	<u>114,000</u>	<u>114,000</u>
	<u>\$4,772,000</u>	<u>\$4,772,000</u>

Interest earned on these investments from June 7, 1984 (inception) to June 30, 1984 approximated \$32,000.

NOTE 5 - FUNDS HELD BY TRUSTEES

The balance sheet does not include the assets of certain funds which are held by outside donor-appointed trustees. The investment income from such funds is payable to the College and amounted to \$556,000 and \$208,000 in 1984 and 1983, respectively. Based upon correspondence received by the College from trustees, the approximate market value of the assets of these funds was as follows:

	<u>June 30</u>	
	<u>1984</u>	<u>1983</u>
Funds held in perpetuity	\$4,825,000	\$3,177,000
Funds held subject to life tenants	321,000	289,000
Funds held for a specified period	<u>3,163,000</u>	<u>198,000</u>
	<u>\$8,309,000</u>	<u>\$3,664,000</u>

NOTE 6 - LOAN FUNDS

Student loan funds

The terms of the agreement under which the major portion of the student loan funds were established provide that the College may ultimately be required to return approximately \$2,211,000 of the principal amounts of these funds to the government sources from which they were derived.

Parent loan program

Under the parent loan program sponsored by the Corporation, loans of up to \$10,000 per year for tuition and fees are available to parents of full-time students who meet certain income criteria. Interest on the loans is at the rate of 11-7/8% per annum, payable monthly. No principal payments are due while the student is in school; thereafter, the principal is amortized over ten years through level payments of principal and interest. Based on its projected demand for loans under this program, the College anticipates the Parent Loan Program Bonds (see Note 9) will provide funding for the program over a three year period. No loans were made under the program as of June 30, 1984.

NOTE 7 - RETIREMENT PLANS

Retirement benefits for faculty and officers are provided under plans administered by the Teachers Insurance and Annuity Association and the College Retirement Equities Fund. The College's expense under this program is based on the qualifying salaries of the participants and amounted to \$631,000 and \$558,000 in 1984 and 1983, respectively.

All other regular full-time and regularly scheduled part-time employees are covered under a retirement plan sponsored by the College. The College's policy is to fund pension costs accrued. Pension expense under the College's retirement plan amounted to \$204,000 and \$185,000 in 1984 and 1983, respectively, including amortization of prior service cost over 40 years from 1977.

An actuarial valuation of the plan is performed every two years. As of the latest valuation date, July 1, 1983, the actuarial present value of accumulated plan benefits was \$1,258,000 and \$125,000 for vested and non-vested benefits, respectively. The weighted average rate of return assumed in determining the actuarial present value of accumulated benefits was 7.5%. Net assets available for plan benefits at June 30, 1983 were \$805,000.

NOTE 8 - NOTES PAYABLE

The composition of notes payable for student housing is as follows:

	June 30	
	<u>1984</u>	<u>1983</u>
7-1/2% note payable due in 1998 with annual principal and interest payments of \$71,000, secured by a mortgage on Pine and Harpswell Street apartments	\$620,000	\$643,000
6-3/4% note payable due in 1987 with annual principal and interest payments of \$16,000	<u>54,000</u> 674,000	<u>69,000</u> 712,000
Less current portion - payable within one year	<u>41,000</u>	<u>38,000</u>
Long-term portion	<u>\$633,000</u>	<u>\$674,000</u>

Aggregate annual principal payments for the next five years range from \$41,000 to \$34,000.

NOTE 9 - OBLIGATION TO MAINE HEALTH AND HIGHER EDUCATIONAL FACILITIES AUTHORITY (MHHEFA)

Funding for the parent loan program sponsored by the Corporation has been provided from the proceeds of Parent Loan Revenue Bonds, Bowdoin College Issue, Series A issued by the Maine Health and Higher Educational Facilities Authority (the Authority) under an Agreement among the Authority, the Corporation and the College. Under the terms of the Agreement, the Corporation is required to make semi-annual payments to the Authority equal to the Authority's interest and principal payments on the Bonds commencing January 1, 1985. The following is a summary of the Bonds issued by the Authority on May 15, 1984:

	Due July 1	Principal Amount	Interest rate (payable semiannually)
Serial	1991	\$ 270,000	8.4%
	1992	295,000	8.9%
	1993	320,000	9.1%
	1994	355,000	9.3%
	1995	390,000	9.4%
		<u>1,630,000</u>	
Term	2000	<u>3,240,000</u>	10.0%
		<u>\$4,870,000</u>	

The Bonds are secured by a pledge of the parent loans and all income derived from the loan program. In addition, the College has unconditionally guaranteed the debt service payments of the Corporation to the Authority. As security for its obligation to guaranty such payments, the College is restricted from granting any lien on its facilities, assets or revenues to a third party, except as specifically permitted by the Agreement or unless the Authority is granted an equivalent or superior lien.

NOTE 10 - SUMMARY OF CURRENT RESTRICTED FUNDS

The composition of current restricted funds is as follows:

	June 30	
	<u>1984</u>	<u>1983</u>
Unexpended endowment income	\$ 976,000	\$ 507,000
Gifts and grants for current purposes	485,000	208,000
Research and special program grants	226,000	234,000
Reserves for special purposes	<u>347,000</u>	<u>328,000</u>
	<u>\$2,034,000</u>	<u>\$1,277,000</u>

MEMORANDUM

TO: THE SECRETARY OF THE ARMY

DATE: 1944

SUBJECT: [Illegible]

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1. [Illegible]

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2. [Illegible]

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3. [Illegible]

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BOWDOIN COLLEGE

THE TREASURER'S ANNUAL REPORT ON INSURANCE

APRIL 1986

To Members of the Executive Committee:

In accordance with Section 6.3, Chapter 6 of the By-Laws of the College, there is submitted herewith the Schedule of Insurance of the College as presently maintained by the Treasurer with estimates of premiums to be due in the year 1986-87.

THE INSURANCE MARKETS

The crisis which arose in the insurance markets during the past year appears to have affected Bowdoin less severely than our peer colleges. The only coverage not initially renewed was liability for the College's Student Pub. Soon after the College reopened, however, our agent was successful in placing the coverage with USF&G Insurance Co. under an arrangement with Royal Insurance Co., provider of the College's comprehensive business coverage, who agreed to share with USF&G Insurance Co. a substantial portion of the property coverage. Cost increases, as shown below, were significant but compared with costs experienced by peer colleges seem relatively modest. Contributing to the College's success in negotiating favorable renewals was our long and excellent relationships both with Royal Insurance Co. and the local agent who services the College's account.

COMPREHENSIVE BUSINESS COVERAGE

<u>Component</u>	<u>1984-85 Premium</u>	<u>1985-86 Premium</u>	<u>% Increase</u>
Property	\$ 34,602	\$ 56,936	60%
Business Interruption - Brunswick Apts.	354	503	42%
Comp. General Liab. (see note #1)	25,331	67,421	166%
Motor Vehicles	13,972	22,340	60%
Boiler & Mach.	3,783	4,983	32%
Inland Marine	2,657	2,657	-
<u>Other Coverages</u>			
Fine Arts (see note #2)	12,404	34,700	179%
Umbrella Liab.	8,283	11,000	33%
Elec. Data Systems	1,994	2,410	21%
	\$103,380	\$202,950	96%

Note #1 - Increase includes \$20,000 for student pub coverage (was \$1,000 in 1984/85)

Note #2 - Value of the collections was increased by about \$6 million accounting for \$6,700 additional premium

DIRECTORS AND OFFICERS LIABILITY

Directors and Officers Liability coverage, written for three years at an annual premium of \$2,500 escaped renewal this year. When that policy expires in 1987 it can be expected that the premium will increase significantly.

MUSEUM FLOATER - FINE ARTS

Until this year the fine arts coverage (all risks) was written as a component of the comprehensive business policy. This year, recognizing the unique requirements of the museum, the coverage was written under a separate, special museum form described in item #2 of the attached schedule. This also segregates and identifies the substantial cost of this particular coverage.

WORKERS' COMPENSATION

Workers' Compensation continues to be a troublesome and excessively expensive coverage for most employers in the State of Maine and several carriers have retreated from the Maine market. The College, however, continues to enjoy a very favorable loss experience and again this year received a substantial return of premium. Liberty Mutual, who has provided our coverage for more than 30 years has commenced a restriction of its client list but continues to view Bowdoin favorably.

GROUP INSURANCE COVERAGES

Currently the College is exploring the markets to be sure that group coverages for life, long-term disability, and health are being purchased favorably. We are also exploring possibilities of cost savings through self-insurance for health coverage as an additional alternative.

CAPTIVE INSURANCE - RISK MANAGEMENT

As reported last year, Bowdoin is participating in a study with several peer colleges of possible advantages of a group self-funded program, capped by excess insurance, operating under a "Captive." That study is nearing an end. It seems clear from information now available that the program will not materialize, and even if it should, that Bowdoin's participation may not be warranted. Johnson & Higgins, coordinator of the study, has explored 14 major markets but only two companies, American International Group and CIGNA, have expressed interest and apparently would offer only a limited package falling short of Bowdoin's requirements.

RISK MANAGEMENT REVIEW

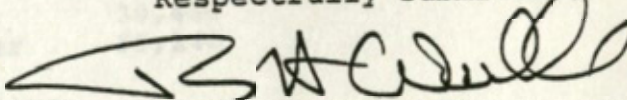
In keeping with past experience, a risk management review on a five year cycle was scheduled for 1985-86. However, because of the turmoil in the insurance market and the ongoing "Captive" study, the review was postponed. As 1986-87 progresses the Treasurer will determine whether or not the review should be reinstated and will act accordingly.

LITIGATION

The Vincent B. Welch suit has been resolved by out-of-court settlement, the terms of which already have been reported. The complaint pending action by the Maine Human Rights Commission reported to the Executive Committee last year was resolved in favor of the College, as was another human rights case initiated during the past year.

Presently the College is free of litigation. The administration continues to be alert to the potential for tort actions and is now requiring appropriate liability coverage from all outside groups and organizations making authorized use of College facilities. Care is also being taken to identify and minimize exposures associated with the regular operations of the College. In a further effort to avoid human rights complaints College counsel conducted a seminar for department heads this year covering legal considerations in the conduct of employee recruiting and the general administration of personnel policies and procedures.

Respectfully submitted,



Dudley H. Woodall
Treasurer

Valuable Papers
Musical Instruments
Contractors Equipment Floater
Comprehensive General Liability
Coverage provides protection for
premises, employees, College
operations, personal injury,
independent contractors, incidental
malpractice, boat liquor liability,
products liability, athletic
liability, etc. Basic limit for
bodily injury liability is
\$1,000,000 each occurrence and
aggregate; for property damage
\$500,000* each occurrence and
aggregate. (Additional Umbrella)
coverage in the amount of \$5,000,000.

*Previously, coverage was \$100,000

SCHEDULE OF INSURANCE

As of April 15, 1986

ESTIMATED
PREMIUM
DUE
1986-87

DESCRIPTION OF COVERAGE AND INSURANCE CARRIER

TERM

EXPIRES

1986-87

\$175,000

INCL.

INCL.

INCL.

(d) Comprehensive General Liability:

Coverage provides protection for premises, employees, College operations, personal injury, independent contractors, incidental malpractice, host liquor liability, products liability, athletic liability, etc. Basic limit for bodily injury liability is \$1,500,000 each occurrence and aggregate; for property damage \$250,000* each occurrence and aggregate. Additional (Umbrella) coverage in the amount of \$5,000,000.

*Previously, coverage was \$100,000

*Previously, coverage was \$100,000
*Previously, coverage was \$300,000

SCHEDULE OF INSURANCE (Cont'd)

ESTIMATED
PREMIUM
DUE
1986-87

<u>TYPE OF COVERAGE AND INSURANCE CARRIER</u>	<u>TERM</u>	<u>EXPIRES</u>	
(e) <u>Automobile Liability and Physical Damage:</u>			INCL.
<p>Basic limits of liability coverage are \$500,000 each person, and \$1,500,000 each accident for bodily injury and \$500,000* each accident for property damage. Uninsured Motorists coverage, \$500,000. Comprehensive coverage is included. Deductible amount for collision is \$100. All College-owned vehicles are covered for liability as well as all hired vehicles. Additional (Umbrella) coverage in the amount of \$5,000,000.</p>			
(f) <u>Comprehensive Boiler & Machinery:</u>			INCL.
<p>Limit of liability is \$1,000,000** at Heating Plant, \$100,000 all other locations, per accident. Covers all pressure boilers, storage tanks, refrigerating units, transformers, electrical panel board, switching relays, etc. on a repair and replacement basis. Policy provides extra expense coverage in the event of a loss of boilers or electrical distribution system with a deductible of \$1,000.</p>			
2. <u>MUSEUM FLOATER - FINE ARTS</u>	1 Year	8/01/86	40,000
<p>Covers under Section A - Permanent Collection defined as items classified as paintings, rare books and manuscripts, valuable antiques, precious metals, statuary, etc. Provides "all risk" coverage on a scheduled basis at values established by appraisals. Deductible on Transit Losses only. Total value insured is \$17,700,000 plus \$300,000 Blanket. Section B - Loan Collection provides coverage for property on others while in transit and on exhibition and on campus. Section C - Legal Liability on Loan Collection items that the College has been instructed not to insure.</p>			
<p>*Previously, coverage was \$100,000 **Previously, coverage was \$300,000</p>			

SCHEDULE OF INSURANCE (Cont'd)

As of April 15, 1986

<u>TYPE OF COVERAGE AND INSURANCE CARRIER</u>	<u>TERM</u>	<u>EXPIRES</u>	<u>ESTIMATED PREMIUM DUE 1986-87</u>
3. <u>INFORMATION SYSTEMS POLICY</u> Royal Insurance Company of America Comprehensive Form provides coverage on an "all risk" basis including systems breakdown on electronic data processing equipment in the amount of \$1,217,300, also \$20,000 coverage on media and \$35,000 on Extra Expense with a deductible of \$1,000.	1 Year	8/01/8	\$ 2,500
4. <u>KENT ISLAND RESEARCH STATION PROPERTY COVERAGE</u> Royal Insurance Company of Canada Property coverage written on a named peril basis (fire, wind and elements), building coverage \$50,250 and contents \$3,125. (Liability coverage provided under the regular comprehensive form).	1 Year	8/01/86	\$ 750
<u>DIRECTORS & OFFICERS LIABILITY</u> International Insurance Company Coverage against liability for wrongful acts extended to Trustees, Overseers and Officers of the College. Limits of liability: \$1,000,000 with deductible of \$500.	3 Years	9/18/87	\$ 2,500
6. <u>COMPREHENSIVE BLANKET BOND</u> Hartford Accident and Indemnity Company Provides coverage (\$500,000) against losses arising out of any fraudulent, dishonest or criminal actions of employees. Also protects against loss of money or securities by robbery on premises or while in transport off premises.	3 Years	3/01/87	\$ 5,000
7. <u>TRAVEL AND SOJOURN INSURANCE</u> Aetna Life Insurance Company Covers Faculty, Administrative Officers and Governing Boards members for loss of life while traveling on behalf of the College - \$100,000; and certain maintenance employees - \$50,000.	1 Year	7/24/87	\$ 472

SCHEDULE OF INSURANCE (Cont'd)

As of April 15, 1986

<u>TYPE OF COVERAGE AND INSURANCE CARRIER</u>	<u>TERM</u>	<u>EXPIRES</u>	<u>ESTIMATED PREMIUM DUE 1986-87</u>
<u>ALCOHOL BONDS</u> Royal Indemnity Company (Riley Insurance)	3 Years	8/11/88	\$ 100
Covering use of alcohol by the Infirmary, Biology and Chemistry Departments.			
<u>SPECIAL COVERAGE - SUMMER HOCKEY CLINIC - LIABILITY</u> (a) Lexington Insurance Company	1 Year	6/01/86	\$ 3,800
Provides special coverage for the summer hockey clinic. Limits of liability: \$1,000,000 combined single limit bodily injury and property damage for each occurrence.			
(b) Summer Hockey Clinic - Accident Policy			\$ 2,700
<u>LIQUOR LAW LIABILITY - STUDENT PUB ONLY</u> Limit \$500,000 United States Fidelity and Guaranty Company	1 Year	10/21/86	\$ 20,000
Provides coverage for all sums the College may become legally obligated because of injury of such liability is imposed by reason of selling, servicing, or giving of any alcoholic beverage.			
<u>COMPREHENSIVE CATASTROPHE LIABILITY</u> Royal Insurance Company	1 Year	8/01/86	\$ 13,000
Provides and/or extends coverage as excess over primary limits where the occurrence limit is exceeded; when the aggregate limit is exhausted, and where no primary coverage exists. Coverage when no primary exists is subject to a \$10,000 Retention. Limit \$5,000,000.			
<u>WORKERS' COMPENSATION</u> Liberty Mutual Insurance Company	1 Year	7/01/86	\$ 90,000
Covers all benefits required under State of Maine Workers' Compensation Law. Also provides voluntary legal liability protection in the amount of of \$100,000.			

SCHEDULE OF INSURANCE (Cont'd)

As of April 15, 1986

<u>TYPE OF COVERAGE AND INSURANCE CARRIER</u>	<u>TERM</u>	<u>EXPIRES</u>	<u>ESTIMATED PREMIUM DUE 1986-87</u>
<u>3. NURSES LIABILITY INSURANCE</u> The Insurance Company of the State of Pennsylvania	1 Year	2/12/87	\$ 3,000
Provides coverage against malpractice for Infirmary staff nurses. Limits of liability are \$100,000 each occurrence and \$300,000 aggregate.			
<u>4. PHYSICIANS LIABILITY</u> Medical Mutual Insurance Company of Maine and The St. Paul	1 Year	Various	\$ 7,000
The College carries \$1 million coverage on both the College physician and the Physician's Assistant, a limit which is supplemented, under agreement with Royal Globe Insurance Co., by the College's regular \$1.5 million liability coverage. The physician in charge of student counseling and professional members of his staff also are covered separately for \$1 million.			
<u>5. PENSION FUNDS INSURANCE</u> The Pension Benefit Guarantee Corp.	Continuous		\$ 2,400
Provides coverage required under the Title IV insurance provisions of ERISA.			
<u>6. STUDENT BLANKET INSURANCE AND ILLNESS</u> Peerless Insurance Company	1 Year	9/01/86	\$ 65,000*
Coverage - \$500 each illness or accident with \$10,000 Major Medical.			
Adopted by Governing Boards Vote #32 of February 1962, as amended by Vote #19 of June 1965 and Vote #25 of July 1967.			

*Billed to students participating

SCHEDULE OF INSURANCE (Cont'd)

As of April 15, 1986

<u>TYPE OF COVERAGE AND INSURANCE CARRIER</u>	<u>TERM</u>	<u>EXPIRES</u>	<u>ESTIMATED PREMIUM DUE 1986-87</u>
7. <u>ACCIDENT COVERAGE FOR PARTICIPANTS IN INTERCOLLEGIATE SPORTS & CLUB SPORTS</u> Peerless Insurance Company	1 Year	9/01/86	\$ 12,000
Basic coverage is \$20,000 for medical and hospital expenses subject to a \$500 deductible which is covered by basic student health insurance. Excess (catastrophic) coverage in the amount of \$80,000 payable within one year of the date of the accident.			
8. <u>EMPLOYEES GROUP TERM LIFE INSURANCE</u> Union Mutual Life Insurance Company	1 Year	7/01/86	\$122,000
Coverage for all regular employees of the College is 2 x annual compensation with maximum coverage of \$30,000 for staff employees and maximum of \$90,000 for salaried employees.			
9. <u>GROUP TOTAL DISABILITY INCOME INSURANCE</u> Union Mutual Life Insurance Company	1 Year	7/01/86	\$ 67,000
Benefits in accordance with plan adopted by Governing Boards Vote #32, June 1964, Vote #72, February 1970 and Vote #16, October 1972.			
20. <u>BLUE CROSS-BLUE SHIELD INSURANCE/ BLUE ALLIANCE MAJOR MEDICAL INSURANCE</u> Associated Hospital Service of Maine (Direct)	1 Year	7/01/86	\$607,000
College's share (single subscriber rate for BC/BS and one-half cost of major medical coverage) providing basic hospitalization; usual and customary surgical; and maximum major medical expense for College employees. Benefits in accordance with Governing Boards Vote #53, June 1957, as amended by Vote #42, June 1964, Votes 48-49, June 1966, Vote #71 and Vote #73, February 1970, Vote #9, January 1973, Vote #15, June 1974, and Vote #2A, of January 17, 1980.			

SCHEDULE OF INSURANCE (Cont'd)

As of April 15, 1986

<u>TYPE OF COVERAGE AND INSURANCE CARRIER</u>	<u>TERM</u>	<u>EXPIRES</u>	<u>ESTIMATED PREMIUM DUE 1986-87</u>
1. <u>BUILDERS RISK - NEW SPORTS CENTER</u> Royal Insurance Company of America	Continuous		\$ 18,000
Policy binder has been secured as required by the Maine Health and Higher Education Bonding Authority for \$11 million, the full value of completed project.			

INSTITUTIONAL PROGRAM PROFILE

INSTRUCTIONS:

1. List all certificate and degree programs offered by the institution, and the enrollments for each. Indicate the level for each program by listing each one according to the following classifications:
 - a. Certificate;
 - b. Associate degree programs--generally two academic years in length or the equivalent;
 - c. Baccalaureate degree programs--generally four academic years in length or the equivalent;
 - d. First professional degree programs--generally include some work beyond the baccalaureate degree or the equivalent;
 - e. Specialist in education programs--generally one academic year beyond the master's degree or the equivalent;
 - f. Doctoral degree programs--generally two or more academic years beyond the master's degree or the equivalent;
 - g. Other (specify).
2. For each of the columns, list FTE enrollment and FTE faculty teaching in the major (e.g. 47/2.5), for all certificate and degree programs for the current and last four years. Totals should also be provided for students whose majors are undeclared.
3. Include Continuing Education.

PROGRAM	FTE ENROLLMENTS/FTE FACULTY				
	4 Years Ago (1981-2)	3 Years Ago (1982-3)	2 Years Ago (1983-4)	1 Year Ago (1984-5)	Current Year (1985-6)
CERTIFICATE					
ASSOCIATE Art Business Etc. Undeclared					
BACCALAUREATE Art Business Etc. Undeclared	1365	1384	1364	1390	1434
MASTER'S					
DOCTORATE					
PROFESSIONAL					
OTHER					

INSTITUTIONAL FACULTY PROFILE

	4 Years Ago (1981-82)		3 Years Ago (1982-83)		2 Years Ago (1983-84)		1 Year Ago (1984-85)		Current Year (1985-86)	
	FT	PT*	FT	PT	FT	PT	FT	PT	FT	PT
Number of Faculty										
Professor	42		42		43+(1)		41		40+(2)	
Associate	19		23		22		23		24	
Assistant	39		35		39		35		41+(4)	
Instructor	3		3		7		9		9	
Other Lecturers	0	4	0	7	0	5	0	8	1	13
TOTAL	103	4	103	7	112	5	108	8	121	13
Age (Range/Median)**										
Professor	40-70/50.5		41-67/50.8		40-68/49.4		37-69/49.6		38-70/50.9	
Associate	33-53/39.8		33-54/40		34-55/42.5		35-56/42.7		35-56/42	
Assistant	27-42/34		28-43/34		28-44/32.6		29-42/32.5		28-43/34.5	
Instructor	29-32/28.5		27-28/28		29-33/28.4		28-35/31.3		29-36/32	
Other Lecturers	-	26-44/35	-	33-66/39.5	-	33-46/35.5	-	33-50/42	-	29-69/46
Male/Female										
Professor	41/1		41/1		43/1		40/1		41/1	
Associate	18/1		22/1		20/2		20/3		20/4	
Assistant	23/16		21/14		22/17		19/16		18/27	
Instructor	3/0		3/0		2/5		7/2		3/6	
Other Lecturers	-	2/2	-	5/2	-	3/2	-	5/3	1	10/3
TOTAL	85/18	2/2	87/16	5/2	87/25	3/2	86/22	5/3	83/38	10/3
Years at this Institution (Range/Median)										
Professor	8-45/18.1		0-37/18.2		0-38/18.2		1-39/21		0-40/20.9	
Associate	6-22/8.8		6-23/8.8		6-24/9		6-25/11		0-26/11.3	
Assistant	0-10/1.8		0-10/4.4		0-8/4.6		0-7/4.3		0-9/4.2	
Instructor	0-3/.5		0-0/0		0-1/.5		0-2/1		0-3/1	
Other Lecturers	-	1-10/1.3	-	0-8/1.4	-	0-7/1.25	-	0-8/1.9	-	0-9/3.6
Total Years Teaching Experience Elsewhere (Range/Median)										
Professor	0-17/3.9		0-20/4		0-20/4		0-20/4		0-23/4.2	
Associate	0-11/3.5		1-11/3.5		1-11/3.5		1-11/3.6		1-11/3.4	
Assistant	0-17/1.8		0-12/1.8		0-12/1.5		0-12/1.6		0-8/3	
Instructor	0-3/.5		1-4/.5		1-6/3.6		1-10/4		1-10/4	
Other Lecturers	-	0-5/1.3	-	1-22/8	-	0-8/4	-	1-15/3	-	0-40/3.7

* FT = Full-time PT = Part-time = Adjunct ** Example: 28-40/36

INSTITUTIONAL FACULTY PROFILE

	4 Years Ago (1981-82)		3 Years Ago (1982-83)		2 Years Ago (1983-84)		1 Year Ago (1984-85)		Current Year (1985-86)	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Highest Degree Earned										
Doctorate										
Professor	37		37		40		37		39	
Associate	18		22		21		22		23	
Assistant	36		34		37		34		44	
Instructor	0		2		5		7		7	
Other Lecturers	-	1	0	4	-	2	-	3	1	7
TOTAL	91	1	95	4	103	2	100	3	114	7
Master's										
Professor	3		3		3		3		2	
Associate	1		1		1		1		1	
Assistant	3		1		2		1		1	
Instructor	2		1		2		2		2	
Other Lecturers	-	3	-	3	-	2	-	4		6
TOTAL	9	3	6	3	8	2	7	4	6	6
Bachelor's										
Professor	2		2		1		1		1	
Associate	0		0		0		0		0	
Assistant	0		0		0		0		0	
Instructor	1		0		0		0		0	
Other Lecturers	-		-		-	1	-	1	-	-
TOTAL	3		2		1	1	1	1	1	-
Professional License										
Professor										
Associate										
Assistant										
Instructor										
Other										
TOTAL										
Teaching Load: Fall term only for each year (Range/Median in credit hours)										
Professor	4-12/9.6		4-16/9.6		4-16/9.6		4-12/9.6		4-12/9.6	
Associate	4-12/10.8		4-12/10.4		4-12/10.5		4-12/10.4		4-12/10	
Assistant	4-12/9.6		4-16/10		4-16/10		4-12/9.8		4-12/9.6	
Instructor	4-8/8		4-16/12		4-8/8		8-12/10.4		8-12/10.4	
Other Lecturers		4-12/11		4-12/6		4-8/6		4-8/6		4-8/6

INSTITUTIONAL FACULTY PROFILE

	4 Years Ago (1981-82)		3 Years Ago (1982-83)		2 Years Ago (1983-84)		1 Year Ago (1984-85)		Current Year (1985-86)	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Base Salary for academic year* (Range/Median)										
Professor										
Associate			SEE ATTACHED							
Assistant										
Instructor										
Other										
Fringe Benefits (Range/Median)**										
Professor										
Associate			SEE ATTACHED							
Assistant										
Instructor										
Other										
Number of Faculty Appointed (Visiting)										
Professor	0	0	1+(1)	(1)	1+(2)	0	(1)	(1)	(2)	0
Associate	(1)	0	0	0	0	0	0	0	1	0
Assistant	7	0	10+(1)	(1)	10+(3)	0	7+(1)	(2)	12+(4)	0
Instructor	2+(1)	0	7	0	12	0	3	0	3+(1)	0
Other Lecturers	0	4	0	7	0	5	0	8	(1)	13
TOTAL R+(V) = T	11	4	20	9	28	5	12	11	24	13
Number of Faculty Terminated***										
Professor	1	0	0(1)	(1)	(2)	0	(1)	(1)	(1)	0
Associate	(1)	0	1+(1)	0	0	0	1	0	0	0
Assistant	8	0	9	4(1)	14+(2)	0	8+(2)	(2)	1+(3)	0
Instructor	2+(1)	0	5	0	8	0	2	0	2	0
Other Lecturers	0	4	0	7	0	5	0	8	(1)	13
TOTAL	13	4	17	13	26	5	15	8(3)	7	13

PT= Adjunct

* Excluding fringe benefits, overload pay, other remuneration

** Record as total dollars or as percentage of base salary

*** Terminated by institution's or faculty member's decision - retirements excluded

INSTITUTIONAL FACULTY PROFILE

	4 Years Ago (1981-82)		3 Years Ago (1982-83)		2 Years Ago (1983-84)		1 Year Ago (1984-85)		Current Year (1985-86)	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Number of Faculty in Tenured Positions*										
Professor	42	0	42	0	44	0	41	0	42	0
Associate	19	0	23	0	22	0	23	0	24	0
Assistant	0	0	0	0	0	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
TOTAL	61	0	65	0	66	0	64	0	66	0
Number of Faculty Retired**										
Professor	1		3	0	0		2		3	
Associate										
Assistant										
Instructor										
Other										
TOTAL	1		3		0		2		3	

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* Number tenured as of beginning of academic year

** Under "current year" record anticipated retirements

INSTITUTIONAL FACULTY PROFILE

Base Salary for Academic Year
(Excluding fringe benefits, overload pay, other remuneration)

		1981-82	1982-83		1983-84		1984-85		1985-86		
Professor		FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	Range (H)	\$48,200		\$53,500		\$57,250		\$60,000		\$57,700	
	(L)	27,700		32,000		33,000		35,400		38,400	
	Median	34,600		38,500		41,800		42,775		45,075	
Associate											
	Range (H)	28,500		31,000		34,200		36,600		40,000	
	(L)	23,600		24,500		27,000		28,600		28,000	
	Median	25,500		27,900		30,900		32,650		34,325	
Assistant											
	Range (H)	27,500		29,700		29,300		29,500		44,500	
	(L)	17,000		18,000		20,000		21,000		22,750	
	Median	19,300		21,300		22,000		24,000		25,550	
Instructor											
	Range (H)	19,300		19,000		23,500		24,900		23,000	
	(L)	16,500		17,500		19,500		20,500		20,000	
	Median	17,250		17,500		19,500		21,000		21,900	
Other	Range										
	Median	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

[illegible]

INSTITUTIONAL STUDENT PROFILE

Admissions - Fall Term - Including Continuing Education

	4 Years Ago (1981-82)	3 Years Ago (1982-83)	2 Years Ago (1983-84)	1 Year Ago (1984-85)	Current Year (1985-86)
	Class of '86	Class of '87	Class of '88	Class of '89	Class of '90
FRESHMAN					
# applicants with complete credentials for admission to freshman class	3122	2819	3009	3555	3507
# applicants accepted	819	793	856	802	860
Number freshman applicants actually enrolled	405	372	405	388	387
TRANSFER					
# applicants w/ complete credentials for admission w/ advanced stndg. (transfer)	97	81	70	99	90
# advanced standing undergraduate applicants accepted	16	10	19	7	13
# advanced standing undergraduate applicants enrolled	9	7	12	6	9
MASTER'S					
# applicants with complete credentials for admission to Master's programs					
# applicants accepted for Master's programs					
Number applicants actually enrolled in Master's programs					
DOCTORAL					
# applicants with complete credentials for admission to Doctoral programs					
# applicants accepted for Doctoral programs					
Number applicants actually enrolled in Doctoral programs					
PROFESSIONAL					
# applicants w/ complete credentials for admission to grad. professional programs					
# applicants accepted for grad. professional programs					
# applicants actually enrolled in grad. professional programs					

Enrollment (Fall Term) - Including Continuing Education

Enrollment - Page 1

		4 Years Ago (1981-82)	3 Years Ago (1982-83)	2 Years Ago (1983-84)	1 Year Ago (1984-85)	Current Year (1985-86)
<u>UNDERGRADUATE</u>						
<u>ASSOCIATE</u>						
Level 1						
Full-time						
Part-time						
TOTAL HEADCOUNT						
TOTAL FTE *						
Level 2						
Full-time						
Part-time						
TOTAL HEADCOUNT						
TOTAL FTE *						
<u>BACCALAUREATE</u>						
Level 1						
Full-time		359	405	372	405	387
Part-time		-	-	-	-	-
TOTAL HEADCOUNT		359	405	372	405	387
TOTAL FTE *		359	405	372	405	387
Level 2						
Full-time		353	338	388	358	398
Part-time		-	-	-	-	-
TOTAL HEADCOUNT		353	338	388	358	398
TOTAL FTE *		353	338	388	358	398
Level 3						
Full-time		254	257	242	253	257
Part-time		1	2	1	-	-
TOTAL HEADCOUNT		255	259	243	253	257
TOTAL FTE *		254	258	242	253	257
Level 4						
Full-time		357	346	328	332	363
Part-time		3	4	1	5	6
TOTAL HEADCOUNT		360	350	329	337	369
TOTAL FTE *		358	347	328	334	365

* Total number credit hours generated for Fall Term for each group divided by your definition of creditload for a full-time student

Enrollment - Page 2

	4 Years Ago (1981-82)	3 Years Ago (1982-83)	2 Years Ago (1983-84)	1 Year Ago (1984-85)	Current Year (1985-86)
Unclassified					
Full-time	37	33	30	37	23
Part-time	9	7	9	9	12
TOTAL HEADCOUNT	46	40	39	46	35
TOTAL FTE *	40	35	33	40	27
TOTAL HEADCOUNT UNDERGRAD (Associate + Baccalaureate)	1373	1392	1371	1399	1446
TOTAL FTE UNDERGRAD (Associate + Baccalaureate)	1365	1384	1364	1390	1434
GRADUATE					
Full-time					
Part-time					
TOTAL HEADCOUNT					
TOTAL FTE *					
TOTAL HEADCOUNT (Undergrad + Grad)	1373	1392	1371	1399	1446
TOTAL FTE (Undergrad + Grad)	1365	1384	1364	1390	1434

* Total number credit hours generated for Fall Term for each group divided by your definition of creditload for a full-time student

INSTITUTIONAL FINANCIAL PROFILE

OPERATING EXPENDITURES	3 Years Ago (1982-83)		2 Years Ago (1983-84)		1 Year Ago (1984-85)		Current Year* (1985-86)		Projected Year (1986-87)	
	Amount	% **	Amount	%	Amount	%	Amount	%	Amount	%
Educational & General Instruction	5,070,000	21	5,774,000	22	6,356,000	21	7,037,000	23	7,466,000	21
Research	379,000	2	225,000	1	290,000	1	234,000	1	367,000	1
Public Service										
Academic Support***	1,759,000	7	1,857,000	7	2,291,000	8	2,191,000	7	2,786,000	8
Student Services	2,257,000	10	2,397,000	9	2,759,000	9	2,951,000	10	3,398,000	10
Institu'tal Support	3,114,000	13	3,872,000	15	4,550,000	15	4,495,000	15	5,404,000	15
Plant Oper. & Maint.	2,815,000	12	2,898,000	11	3,223,000	11	3,546,000	11	3,733,000	11
Schl'shps/Fellowships From Unrestric. Fund	922,000	4	731,000	3	643,000	2	700,000	2	340,000	1
From Restrict. Fund	1,976,000	8	2,469,000	10	3,003,000	10	3,191,000	10	4,000,000	11
Educ. & Gen. Mandatory Transfers										
TOTAL EDUC & GEN EXPEND. AND MANDATORY TRANSFERS	18,292,000	77	20,223,000	78	23,115,000	77	24,345,000	79	27,494,000	78
Educational Activities (Incl. Transfers)										
Auxiliary Enterprises (Incl. Transfers)	3,593,000	15	3,985,000	15	4,397,000	15	4,107,000	13	5,003,000	14
Hospitals (Incl. Trans.)										
Independent Operations (Incl. Transfers)	1,946,000	8	1,886,000	7	2,497,000	8	2,557,000	8	2,825,000	8
Other (Specify)	Provision for doubtful student loans					200,000				
TOTAL CURRENT FUND EXPEND AND MANDATORY TRANSFERS	23,831,000	100	26,094,000	100	30,209,000	100	31,009,000	100	35,322,000	100

* Budget for Current Year

** Percentage of Total Current Fund Revenues

*** Include Libraries

INSTITUTIONAL FINANCIAL PROFILE

SOURCES OF REVENUE	3 Years Ago (1982-83)		2 Years Ago (1983-84)		1 Year Ago (1984-85)		Current Year* (1985-86)		Projected Year (1986-87)	
	Amount	% **	Amount	%	Amount	%	Amount	%	Amount	%
Tuition and Fees	10,646,000	43	12,044,000	45	13,160,000	41	13,962,000	42	15,084,000	38
Government Approp.										
Federal										
State										
Local										
Govern. Grants/Contracts										
Federal	45,000		29,000		89,000		50,000		75,000	
Unrestricted										
Restricted	610,000	3	809,000	2	1,002,000	3	883,000	3	1,108,000	3
State										
Unrestricted										
Restricted										
Local										
Unrestricted										
Restricted										
Private Gifts/Grants/ Contracts										
Unrestricted	1,371,000	6	1,535,000	6	2,487,000	8	2,300,000	7	4,100,000	10
Restricted	642,000	3	699,000	3	1,232,000	4	950,000	3	3,000,000	8
Endowment Income										
Unrestricted	1,599,000	6	1,559,000	6	1,837,000	6	2,100,000	6	2,400,000	6
Restricted	3,085,000	12	3,412,000	12	3,693,000	12	4,375,000	13	4,775,000	12
Sales and Services										
Edu'cal Activities										
Aux. Enterprises	4,065,000	16	4,369,000	16	4,918,000	15	5,167,000	16	5,552,000	14
Hospitals										
Independent Operations	1,929,000	8	1,861,000	7	2,574,000	8	2,544,000	8	2,745,000	7
Borrowed Funds										
Other (Specify)										
Sundry	710,000	3	707,000	3	857,000	3	872,000	2	910,000	2
TOTAL CURRENT FUND REVENUES	24,702,000	100	27,024,000	100	31,849,000	100	33,203,000	100	39,749,000	100

* Budget for Current Year

** Percentage of Total Current Fund Revenues