

FACULTY RIGHTS AND RESPONSIBILITIES

PREAMBLE

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The Faculty Handbook describes the rights, rules and procedures that the Skidmore Faculty has adopted in order to govern itself fairly and effectively. These rights, rules and procedures have evolved continuously during the life of the College. The function of this Handbook is to codify and clarify them.

The Handbook is divided into seven parts. Part One specifies Faculty Rights and Responsibilities and has the force of contract. It may be changed only by vote of the Faculty and the consent of the President of the College and Board of Trustees.

Part Two describes the details of the Faculty governance system, and may be changed by vote of the Faculty.

Part Three describes some of the main features of college governance, including College Committees, the committees of the Student Government Association with faculty representation, and the Honor System. Article I may be revised by the CFG in consultation with the All-College Council (the creation, modification, and deletion of College Committees requires the assent of each of the represented constituencies; in the case of the faculty, this may entail a faculty vote); Article II may be revised by the CFG in consultation with the SGA; Article III may be revised by CFG in consultation with the Honor Code Commission.

Part Four describes benefits extended to the Faculty. Substantive changes in Part Four are approved by the Board of Trustees upon the recommendation of the President. Such changes are normally proposed by the College Benefits Committee to the Financial Policy and Planning Committee which consults with the Faculty. The Faculty votes on proposals for substantive changes. Following consultation with the Faculty, the Financial Policy and Planning Committee makes its recommendations to the President.

Parts Five and Six are primarily informational. Part Five describes the college administration, and may be changed by the CFG, in agreement with the administrative offices concerned.

Part Six describes the College Diversity and Affirmative Action Program, which is established by the President and may be modified from time to time, based on reports of the Diversity and Affirmative Action Committee.

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PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

The faculty consists of all full and part-time teaching and library personnel and those in shared appointments holding the ranks defined in Part One, IV Categories of Appointments to the Faculty, Topics A (Tenure-track Appointments), B (Pre-tenure-track Appointments), C (Non-tenure-track Appointments). The rights and privileges of faculty members vary according to type and status of appointment. These rights are defined in various parts of the Handbook. See in particular Part One, Article IV Appointment to the Faculty, Part One, Article VIII Tenure, Part Four, Benefits, Part One, Article XIX Faculty Governance, and Part Two, I Faculty Meeting By-Laws, Article I The Faculty Meeting, Topic C Eligibility to Vote.

II. ACADEMIC FREEDOM¹

Skidmore College vigorously endorses the principle of academic freedom.

Faculty and other members of the academic community are entitled to full freedom in research and in publication of the results. The extent to which research activities may be pursued is subject to the adequate performance of other academic duties. Research, consultation, or additional employment for pecuniary return shall be based upon prior agreement with the Vice President for Academic Affairs and Dean of the Faculty.

Faculty are entitled to freedom in the classroom in discussing their subject, but should be careful not to introduce into their teaching controversial issues which have no relation to their subject matter. Controversy that is directly related to a teacher's subject matter is recognized as an important part of intellectual inquiry, and it is not the intent of this statement to limit such controversy.

Faculty are members of the community, members of learned professions, and professional representatives of an educational institution. When they speak as members of the community, they should be free from institutional censorship or discipline, but their special position in the community imposes obligations. As persons of learning and as educational officers, they should remember that the public may judge their profession and the College by their utterances. Hence they should at all times be accurate, should

¹ This statement is Skidmore College's adaptation of the 1940 statement of principles by the American Association of University Professors as amended. Reprinted in AAUP Bulletin, Autumn, 1968, Vol. LIV., no.3, pp.384-385. Some changes in wording and emphasis have been introduced.

exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons. The College recognizes the right and the responsibility of faculty members to speak as members of the community on issues of public concern.

III. ACADEMIC FREEDOM AND TENURE

The Committee on Academic Freedom and Rights (CAFR) and the Committee on Appointments, Promotion, and Tenure (CAPT) have been recognized by the Board of Trustees, the President and the faculty as representing the faculty of Skidmore College in discussions with the President, the Vice President for Academic Affairs and Dean of the Faculty, and the corresponding committee of the Trustees on matters of common concern and responsibility. On questions of academic freedom and tenure, CAFR and CAPT represent the faculty to the President, the Vice President for Academic Affairs and Dean of the Faculty, and to the Trustees and make recommendations for their consideration. The confidential nature of these discussions is respected by all parties taking part.

IV. APPOINTMENTS TO THE FACULTY

A. Tenure-track Appointments

Initial appointments to all ranks are made by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Chair and the department concerned and (where appropriate) program directors. In the case of appointment as Vice President for Academic Affairs and Dean of the Faculty, the President may appoint the Dean to the Faculty, at the rank of Professor with tenure, according to procedures prescribed in the Faculty Handbook, Part One, Article VIII Tenure, Topic C Eligibility, Point 5, and Topic E Procedures for Granting Tenure, Point 11. Full-time and shared faculty appointments to all professorial ranks shall be made for a three-year period, the first year being a probationary one. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable. Shared appointments to the faculty are designed to enable the College to hire and retain gifted professionals who may wish to teach less than full-time but on a permanent basis. In order to fulfill the College's needs such appointments are made when two faculty members can fulfill the responsibilities of a single position, while allowing for flexibility between them in assigning responsibilities.

1. The appointee's department may request the Vice President for Academic Affairs and Dean of the Faculty on or before February 15 of the first year to terminate his or her contract at the end of the academic year. If the Vice President for Academic Affairs and Dean of the Faculty grants the request, he or she shall notify the appointee of such termination in writing on or before March 1 of the first year of the appointee's contract. If the appointee begins his or her contract in mid year (January), the date for the

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department's request to the Vice President for Academic Affairs and Dean of the Faculty shall be May 31, and the Vice President for Academic Affairs and Dean of the Faculty must notify the appointee of termination in writing by June 15.

2. An appointment that is not terminated during the first year shall remain in effect through the third year.

B. Pre-tenure-track Appointments

Visiting Instructor: Appointments to the Position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15 following their second year at Skidmore in order to move onto tenure-track lines. By May 1 in the second year of service such appointees must show evidence that the degree is or will be completed by October 15. If this condition is met, the department shall determine whether or not the appointee should be offered a tenure-track position. Neither professional accomplishment beyond the completion of the terminal degree nor community service shall be applied as criteria in this decision. Appointees who fail to complete the degree by October 15 following their second year shall receive contracts for a third and terminal year at the College. Exceptions to this date may be granted when the Vice President for Academic Affairs and Dean of the Faculty judges there are procedural circumstances beyond the candidate's control.

C. Non-tenure-track Appointments

1. The Vice President for Academic Affairs and Dean of the Faculty makes all appointments to non-tenure-track positions in consultation with the Chair of the department concerned and (where appropriate) program directors.

Full-time and shared appointments as Library Faculty, Artists- and Writers-in-Residence, and Teaching Associates will be made initially for three years, the first year being a probationary one. The appointee's department may request the Vice President for Academic Affairs and Dean of the Faculty on or before February 15 of the first year to terminate his or her contract. If the Vice President for Academic Affairs and Dean of the Faculty grants the request, he or she shall notify the appointee of such termination in writing on or before March 1 of the first year of the appointee's contract. If the appointee begins his or her contract in mid year (January), the date for the department's request to the Vice President for Academic Affairs and Dean of the Faculty shall be May 31, and the Vice President for Academic Affairs and Dean of the Faculty must notify the appointee of the termination in writing by June 15. An appointment that is not terminated during the first year shall remain in effect through the third year.

Full-time and shared appointments as Research Associates and Department Assistants will be made for one year, renewable. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable.

2. The following titles are currently recognized for professional personnel outside the tenure-track:

a. Library Faculty: Library Faculty are full-time members of the faculty. Promotion from Assistant to Associate Librarian and to Librarian is based upon the promotion criteria specified in the Faculty Handbook: Part One, Article V, Topic C, 1, and granted according to the procedures specified in Part One, Article X, Topic B.

Those Library faculty tenured as of 1993-94 will retain tenure. Library faculty whose appointments were effective prior to July 1, 1994 will have a choice of whether to stand for tenure or for contract renewal at the appropriate time. Library faculty whose appointments take effect on or after July 1, 1994 are eligible only for contract renewals as described below (See Part One Faculty Rights and Responsibilities, Article VII Reappointment, Topic B Reappointment of Librarians).

b. Artist- or Writer-in-Residence: An Artist- or Writer-in-Residence is a full-time teaching member of the faculty. The title recognizes achievement, experience, and acclaim. The appointee may or may not have the academic credentials required for appointment at a professorial rank. Promotions to Senior and to Distinguished Artist- or Writer-in-Residence are granted by the Vice President for Academic Affairs and Dean of the Faculty upon the recommendation of the department.

c. Visiting Artist- or Writer-in-Residence: A visiting artist- or writer-in-residence is a full-time teaching member of the faculty appointed for fewer than three years.

d. Visiting Professor or Librarian: A visiting professor or librarian is usually a full-time member of the faculty appointed at one of the professorial or librarian ranks for a limited time. The title reflects the possession of appropriate academic credentials.

e. Trustee Visiting Scholar: A funded position identified by the Board of Trustees to enable the College to enhance the diversity of the faculty. Appointment to this full-time non-tenure track position is for one year and is renewable for an additional year. Trustee Visiting Scholars may be appointed in any department with preference given to those departments and programs with the greatest need for additional staff and/or curricular enhancement. Additional Trustee Visiting Scholars may be appointed as sabbatical replacements.

f. Lecturer: A lecturer is a full- or part-time member of the teaching or library faculty needed in a department or program. Lecturers may be practicing professionals qualified by the possession of special skills or experience though they may not necessarily have the academic credentials required for appointment at professorial ranks.

g. Teaching Associate: Full- or part-time appointments that combine teaching and coaching or assisting in the delivery of the curriculum in a department or program. Promotion to Senior Teaching Associate is granted by the department according to

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departmental procedures and with the consent of the Vice President for Academic Affairs and Dean of the Faculty.

h. Visiting Teaching Associate: A visiting teaching associate is a full- or part-time appointment for fewer than three years.

i. Research Associate: This is a non-teaching, non-salaried appointment. The College will provide office and/or laboratory space if possible and use of library, computing, and recreational facilities. The research associate may apply for external research funding as a member of the College, and is expected to contribute to the overall scholarship of the department to which he or she is assigned.

j. Department Assistant: Full- or part-time appointments to assist the members of the teaching or library faculty.

3. The creation of any new faculty titles and descriptions must be approved by the faculty. Changes in status or title of any faculty appointee must be made in accordance with procedures for appointment or promotion as stated above in Part One Faculty Rights and Responsibilities, Article IV Appointments to the Faculty and Article X Promotions.

D. Appointments to Endowed Chairs

Endowed Chairs are appointed by the President in consultation with the Vice President for Academic Affairs and Dean of the Faculty, the CAPT, the Department, and, when applicable, the Program concerned. Appointment to an endowed chair is a mark of distinction conferred by the institution upon a current faculty member or, less typically, upon a faculty member expressly hired into the chair. Term lengths may vary in accordance with donor wishes and program needs. Support for endowed chairs may enable the College to appoint individual faculty in several rotating configurations: rotation within a department or discipline, or rotation across departments in a division, e.g., the sciences, the humanities, etc. Support for endowed chairs may also make possible residencies of varying lengths to allow programs at the College to supplement current offerings.

V. EVALUATIVE CRITERIA FOR CONTINUED SERVICE

A. Tenure-track Faculty

Decisions to reappoint, promote, or tenure faculty members at Skidmore are based on the quality of their credentials in three areas: performance as teachers, achievement as scholars or artists, and contribution to the welfare of the college community beyond the classroom. Teaching of high quality is paramount, the primary criterion for retention or advancement; no degree of excellence in scholarship or artistic achievement, no record of unusual productivity will compensate for unsatisfactory teaching. Yet high-quality

teaching is but one of three criteria, and alone will not suffice. Skidmore seeks to develop and retain first-rate teacher-scholars whose professional achievements beyond teaching demonstrate a will and capacity to make significant contributions to the arts or to learning in the appropriate field. Skidmore also expects faculty members to assume responsibility for the common life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

TEACHING: Whereas the primary importance given to teaching follows from Skidmore's mission as an undergraduate institution, the college recognizes that effective teaching takes many forms, is probably inseparable from the instructor's personality, and may be more an art than a science at its core. Hence it defies summary or categorical attempts to describe it. Generally speaking, however, successful instruction exemplifies a sustained interest in teaching as a vocation that cuts across courses irrespective of their disciplinary or interdisciplinary content and encompasses skills that fall into three overlapping categories: (1) course management and design, (2) classroom manner, modes of presentation and delivery of course materials, and (3) knowledge and mastery of one's subject.

(1) Specific evidence of effective course management might include care in the selection of texts and shaping of syllabi; thoroughness and fairness in evaluating student work; adherence to high standards; thoughtful class preparation. (2) Evidence of effective modes of delivery might include organized presentations; a contagious enthusiasm for one's subject; an ability to foster creativity; skill in generating discussions leading to central insights or in funneling impromptu comments toward the same end; imaginative, on-the-spot formulations of provocative contexts for crystallizing enduring questions and experiences relevant to the human condition beyond the limits of a single discipline; receptivity to the expression of student views both as contributions and as a source of discovering points of confusion. (3) Knowledge is basic to effective teaching. It informs not only the range and depth of materials that find their way into syllabi, but also pedagogical methods and ends. Knowledge lights the way to imaginative connections, nourishes respect for complexity in the instructor's presentations and honesty in the interrogation of texts. In short, knowledge ensures comprehensiveness and rigor.

This scarcely exhausts the ways effective teaching might manifest itself, of course, and candidates may wish to present other evidence.

SCHOLARSHIP: Activities leading to the advancement of knowledge and/or the enhancement of the arts on the faculty's part redound favorably on Skidmore as an institution of higher learning. What is more, insofar as its results are normally published or exhibited, scholarship in particular invites the critical scrutiny of peers, who are in the best position to assess its worth, and ensures the college of the faculty's continuing involvement in the ongoing, self-critical discourse of the profession. Similarly, recitals, performances, and exhibitions afford teachers in the performing and visual arts opportunities to demonstrate their creativity and are the equivalent of scholarly publications and research. Effective teaching and sound scholarship are mutually

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reinforcing, in other words; Skidmore expects its faculty to be active in the profession because scholarly pursuits revitalize teaching even as teaching points scholars in new directions.

For purposes of evaluation and in keeping with Skidmore's respect for diversity in the professional aims and accomplishments of faculty members, scholarship is to be defined broadly. It denotes not only original research, that is, investigatory analyses of primary data leading to discoveries in one's specialization, but also work that crosses disciplinary boundaries toward integrating knowledge, studies that bridge theory and practice in applied fields, and work that reorganizes existing information in creative ways or interprets it for students and nonspecialists, be they colleagues or laypersons. Evidence indicative of significant achievement might include not only books, monographs, and articles published in recognized scholarly journals, but also unpublished manuscripts, drafts, and work in progress. Evaluations of scholarly achievement in departments in which professional activities peculiar to a discipline complement or nurture scholarship will be made on the basis of clear written agreements between these departments, the Vice President for Academic Affairs and Dean of the Faculty, and CAPT as to what constitutes appropriate evidence. Such activities might include grants, fellowships or other juried awards, and participation in professional associations.

COMMUNITY SERVICE: Service to the college community goes beyond tasks the fulfillment of which Skidmore assumes rather than rewards--attending department and general faculty meetings, for example, advising students (which includes the whole range of student-faculty relationships outside the classroom), holding office hours, taking part in recruiting and evaluating personnel, etc. (cf. Part One Faculty Rights and Responsibilities, Article VI Rights, Obligations, and Responsibilities). Service presupposes a sense of responsible citizenship, or collegiality, and is essential at any residential college and more essential still at a residential college whose core program is interdisciplinary. The structure and delivery of such a program depends on the interactions of colleagues within what the philosopher Polanyi described as "overlapping academic neighborhoods" and a common educational investment that transcends parochial interests. Community service, in a word, expresses the extent of one's commitment to the institution.

Yet flexibility is needed in determining the quality of a faculty member's service because the term subsumes an array of activities too extensive and amorphous to classify, including public service beyond the immediate Skidmore community that clearly relates to the candidate's professional discipline. Some of the more common and clearest examples are contributions that directly stimulate the intellectual atmosphere of the college or sustain conditions for stimulating it--arranging field trips and symposia, presenting public readings or lectures, sitting on panels, and, on a less formal, day-to-day basis, exchanging ideas and debating issues of common concern. Participation in faculty governance is another important option requiring skills and commitment that answer the needs of the college. Although tenure should not be considered as a reward for administrative or committee work, the skills, counsel or vision so demonstrated may

answer real needs. These and other special aptitudes or achievements may strengthen a candidate's case.

B. Pre-tenure-track Faculty

Criteria for pre-tenure-track faculty are (1) teaching excellence, as defined above for tenure-track faculty, and (2) progress toward the terminal degree (see IV Appointments to the Faculty, B. Pre-tenure-track Appointments).

C. Non-tenure-track Faculty

1. Library Faculty

Decisions to reappoint or promote Library faculty members at Skidmore are based on the quality of their credentials in three areas: librarianship, achievement as scholars and members of the profession, and contributions to the welfare of the college community. Librarianship of a high quality is paramount, the primary criterion for retention or advancement; but Library faculty must demonstrate an ability to make significant contributions to the profession through scholarship and professional activities. In addition, Skidmore expects faculty members to assume responsibility for the communal life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

Librarianship: The mission of Library faculty is to enhance, further, and support learning and research activities at Skidmore College. This mission is realized in many ways: developing collections which support the curriculum; organizing the collections for physical and intellectual access according to standards of the Library profession; facilitating access to information resources beyond the Library walls; and interpreting the library's collections and wider information universe through reference service, printed guides, and bibliographic instruction. This mission requires that Library faculty be both educators/scholars and administrators.

The following criteria encompass both the scholarly and administrative nature of librarianship and provide the basis for the evaluation of candidates for reappointment and promotion.

Library faculty must demonstrate mastery, creativity and initiative in all of the following areas which apply to their assigned responsibilities: (1) developing library collections to support Skidmore's educational mission; (2) organizing and analyzing library collections to provide ease of both intellectual and physical access; (3) identifying and meeting users' needs by applying knowledge of information retrieval techniques, research strategies and subject disciplines; (4) collaborating with students and faculty to support their educational and research activities; (5) promoting effective use of information through individual and classroom instruction; (6) planning, implementing and managing services and programs which support the library's mission.

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2. Artists- and Writers-in-Residence

Decisions to reappoint or promote Artists- and Writers-in-Residence are based on their credentials in three areas: performance as teachers, achievement as artists/scholars, and contributions to the welfare of the college community beyond the classroom.

3. Teaching Associates

The criteria for reappointment and for promotion are: (1) excellence in teaching and/or coaching; (2) professional growth that maintains currency and enhances effectiveness in the classroom, studio, laboratory, or on the athletic field or court; and (3) service to the department and college.

VI. RIGHTS, OBLIGATIONS, AND RESPONSIBILITIES OF ALL FACULTY

A. Rights of Members of the Faculty

Rights of members of the Faculty include, but are not limited to, the following:

1. All members of the faculty, regardless of status or rank, are entitled to the Academic Freedoms described previously (Part One, Article II Academic Freedom). Faculty members who believe there have been violations of their academic freedom and rights may bring such grievance to the CAFR.
2. All faculty members have the right to receive from their department Chairs written evaluations of their performance; annually if non-tenured, every three years if tenured, or if Library faculty in more than their sixth consecutive year of continuing service, or more frequent informal reviews at the individual's request. (see Part One Faculty Rights and Responsibilities, Article XIV Appointment and Review of Department Chairs, Topic D Obligations Pertaining to Department Chairs, 3). These written evaluations are intended to be for guidance and used for self-improvement only, and not for use as part of a candidate's file for reappointment, promotion or tenure.
3. Faculty members have a right to representation by legal counsel provided by the College if legal action results from execution of their academic duties as determined by the President.
4. Because student evaluations are used in several decision-making processes, faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Vice President for Academic Affairs and Dean of the Faculty, CAFR, Diversity and Affirmative Action Committee, etc.) that seem appropriate to the particular case.

5. Faculty rights are also embodied in the procedures for reappointment and tenure consideration.

B. Obligations Pertaining to All Members of the Faculty

1. Continued professional improvement.
2. Conscientious fulfillment of academic responsibilities.
3. Concern for the College as a whole as well as for one's individual and departmental interests.
4. Encouragement of newly appointed members of the faculty.

C. Academic Responsibilities

1. Availability: Faculty members are expected to be available for academic duties during the academic year. The year for full-time faculty, excluding certain department Chairs and librarians who are on ten month contracts, is the nine-month period from September 1 until May 31 of the following year. Part-time or temporary faculty contracts are written for specific time periods.

2. Class Sessions: Faculty members will meet all classes as scheduled by the Office of the Registrar, or make suitable arrangements approved in advance by department chairs for limited replacement. Other responsibilities may include supervision of field work, independent study, and internships.

Faculty members who cannot attend an assigned class shall notify their students and department Chair as soon as possible, and preferably in advance. Faculty members are asked to notify the Department Secretary or Chair and the Registrar immediately whenever unable to teach because of illness.

3. Academic Advising: Faculty members are responsible for giving conscientious and informed guidance to student advisees.

4. Office Hours: Faculty members will post and observe regular office hours for consultation and guidance of students and will report those hours to the department Chair.

5. Administrative Meetings: Faculty members are expected to attend faculty meetings and departmental and committee meetings when called.

6. College Functions: Faculty members are expected to attend Commencement, Opening Convocation for fall and spring terms, and Honors Convocation. Any faculty member unable to be present at these functions should notify the Vice President for Academic

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Affairs and Dean of the Faculty. Faculty members are encouraged to wear academic regalia at Commencement and on other occasions as announced.

7. Student Evaluations: Faculty members are required to have student evaluations administered in their courses (see Part Two, Article III, Academic Policies, Topic E).

8. Grading: Faculty members must submit grades to the Registrar by the date specified (see Part Two, Article III, Academic Policies, Topic C).

9. Other Academic Policies: Faculty members must adhere to the Academic Policies of the College as stated in Part Two Faculty Governance, Article III Academic Policies.

VII. REAPPOINTMENT

A. Reappointment of Full-Time Tenure-Track and Library Faculty to Professorial Ranks

Each department in the College shall follow its established procedures to evaluate candidates for reappointment. If candidates have taught in an interdisciplinary program, or in a department other than the one in which they hold an appointment, the procedures must ensure a mechanism for obtaining information about their performance in this other department or program. The Chair will file these procedures with the Vice President for Academic Affairs and Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

1. Second Year

a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to department procedures and shall inform the Vice President for Academic Affairs and Dean of the Faculty of its decision on or before May 31 of that year.

b. By June 15 of the appointee's second year, the Vice President for Academic Affairs and Dean of the Faculty shall remind appointees not regarded as candidates for reappointment that their service terminates at the end of their third academic year.

c. Reviews

- i. If the appointee believes that the decision against reappointment was made in violation of academic freedom and rights or was procedurally inadequate, the CAFR, upon petition by the appointee, will review the allegations and report to the President.
- ii. If the appointee believes that the decision against reappointment was based on inadequate consideration of the standards for continued service, the Vice President for Academic Affairs and Dean of the Faculty may review the evaluation.
- iii. In either (i) or (ii), the result of a finding in favor of the appointee will be to return to the department for reconsideration.

2. Third Year

a. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Vice President for Academic Affairs and Dean of the Faculty on or before January 15² of the appointee's third year. This evidence must include a cover letter from the chair and letters from full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, IV Appointments to the Faculty, Topics A. Tenure-track Appointments and C. Non-tenure-track Appointments, 2.b Artist- or Writer-in-Residence) who are in at least their third year of full-time service at Skidmore, and (where appropriate) program directors.

The department must present clear and decisive evidence concerning the individual's professional quality and the department's need for the candidate's particular abilities in its projected programs.

b. The Vice President for Academic Affairs and Dean of the Faculty must, on or before February 15³, recommend to the President either a further three-year contract or termination of the individual's service. The Vice President for Academic Affairs and Dean of the Faculty shall base this recommendation on the evidence submitted by the candidate's department, and on the standards of excellence which the Dean maintains for the faculty as a whole.

c. The Vice President for Academic Affairs and Dean of the Faculty will report reappointment recommendations to CAPT on or before February 15⁴.

d. If the recommendations of the department and the Vice President for Academic Affairs and Dean of the Faculty differ, CAPT will review the candidate's file and make a third

² Specific dates determined by CAPT and published in its annual Operating Code and Calendar.

³ See annual CAPT Operating Code and Calendar

⁴ *Ibid.*

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recommendation to the President. This recommendation will be made on or before February 25⁵.

e. The President shall make the decision to accept or reject recommendations in all cases presented. The decision on the candidates shall be announced as soon as possible to the departments concerned. The Vice President for Academic Affairs and Dean of the Faculty shall offer further three-year contracts to successful reappointment candidates on or before March 1.

f. A candidate for reappointment to whom a further three year contract is not offered in the third year shall receive written notice of a terminal one-year appointment from the Vice President for Academic Affairs and Dean of the Faculty on or before March 1.

g. Reappointment consideration of faculty holding shared appointments follows the above procedures. If one partner in a shared appointment is not reappointed, the reappointed partner may at his or her option assume a full-time faculty position at the end of the other partner's terminal year. Should he or she choose not to do so, the position will no longer be tenure-track.

h. Candidates for reappointment shall have access to all written materials immediately following notification of the President's decision. These materials may not be photocopied.

i. The President shall convey the result of a review to the candidate on or before May 1.

B. Reappointment of Librarians

During the second and third year of service, Library faculty will be evaluated according to the same principles and procedures described herein for tenure-track faculty. In the sixth year, the evaluation process will include at least one faculty member from another department who indicates his or her willingness to serve, chosen by the Vice President for Academic Affairs and Dean of the Faculty in consultation with CAPT. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the Vice President for Academic Affairs and Dean of the Faculty. In the case of a disagreement between the department and the Vice President for Academic Affairs and Dean of the Faculty, the CAPT will provide an additional recommendation for the President's consideration. If the candidate is denied reappointment, he or she may appeal if she or he receives the support of two-thirds of the faculty who participated in the initial review (including the candidate) or of the Vice President for Academic Affairs and Dean of the Faculty. Appeals in the sixth year will be referred to CAPT for an additional recommendation to the President.

After the initial six years, Library faculty who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each

⁵ *Ibid.*

contract. If the review is negative, the faculty member will be given a probationary contract, the minimal length of which will be one year. The length of the probationary contract can be extended by a recommendation of the Chair to the Vice President for Academic Affairs and Dean of the Faculty for a period not to exceed three years. Those on probationary contracts exceeding one year will receive annual reviews by the Chair and a full departmental review in the fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental review is negative and the Vice President for Academic Affairs and Dean of the Faculty concurs, the department member receives a terminal year. If the department and the Dean disagree, the case is sent to the CAPT for a third recommendation to the President.

C. Reappointment of Artists- and Writers-in-Residence

During the second and third years (third year only in the case of shared appointments) of service, Artists-in-Residence and Writers-in-Residence will be evaluated according to the principles and procedures described in the Faculty Handbook, Part One, Article VII Reappointment, Topic A Reappointment of Full-Time Tenure-Track and Library Faculty to Professorial Ranks, except as noted below. In this process, each department shall follow its established procedures to evaluate candidates for reappointment. The Chair will file these procedures with the Vice President for Academic Affairs and Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

After the initial three years, Artists-in-Residence and Writers-in-Residence who are reappointed will receive an additional contract of three years, renewable, with a review in the third year. If the review is negative and the Vice President for Academic Affairs and Dean of the Faculty concurs, the department member receives a terminal contract for a fourth year. In the case of a disagreement between the department and the Vice President for Academic Affairs and Dean of the Faculty, the President shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department), which shall provide a third recommendation. The President makes the final reappointment decision. If the President's decision is negative, the department member receives a terminal contract for a fourth year.

In the sixth year, the evaluation process shall be broadened to include references from outside the department. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the Vice President for Academic Affairs and Dean of the Faculty. In the case of a disagreement between the department and the Vice President for Academic Affairs and Dean of the Faculty, the President shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department), which shall provide a third recommendation. The President makes the final reappointment decision. If the

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President's decision is negative, the department member receives a terminal contract for a final year.

After the initial six years, Artists-in-Residence and Writers-in-Residence who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract, except for those on shared appointments who will be reviewed every three years. If the review is negative, the faculty member will be given a probationary contract of one year and will be reviewed by the department for contract renewal by February 15th of that year. (In the case of those on shared appointments who teach only in the spring, the date shall be April 15th.) If the departmental review is negative, and the Vice President for Academic Affairs and Dean of the Faculty concurs, the faculty member will be informed by March 1st that he or she will receive a terminal, one-year contract. In the case of a disagreement between the department and the Dean of the Faculty, the President shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department) who shall provide a third recommendation. The President makes the final reappointment decision. If the President's decision is negative, the department member receives a terminal one-year contract.

D. Reappointment of Teaching Associates

During the second and third year of service, Teaching Associates will be evaluated. Each department shall follow its established procedures for evaluating candidates for reappointment and promotion. The Chair will file these procedures with the Vice President for Academic Affairs and Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

1. Second Year

a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to department procedures and shall inform the Vice President for Academic Affairs and Dean of the Faculty of its decision on or before May 31 of that year.

b. By June 15 of the appointee's second year, the Vice President for Academic Affairs and Dean of the Faculty shall remind appointees not regarded as candidates for reappointment that their service terminates at the end of their third academic year.

c. Reviews

i. If the appointee believes that the decision against reappointment was made in violation of academic freedom and rights or was procedurally inadequate, the CAFR, upon petition by the appointee, will review the allegations and report to the Vice President for Academic Affairs and Dean of the Faculty.

- ii. If the appointee believes that the decision against reappointment was based on inadequate consideration of the standards for continued service, the Vice President for Academic Affairs and Dean of the Faculty may review the evaluation.
- iii. In either i. Or ii., the result of a finding in favor of the appointee will be to return to the department for reconsideration.

2. Third Year

- a. An appointee considered by the department to be candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Vice President for Academic Affairs and Dean of the Faculty on or before January 15 of the appointee's third year. The evidence must include a cover letter from the chair and letters from full-time faculty and those holding shared appointments in the department concerned who are in at least their third year of full-time service at Skidmore, and (where appropriate) program directors.
- b. The department must present clear and decisive evidence concerning the individual's professional quality and the department's need for the candidate's particular abilities in its projected programs.
- c. If the department and the Vice President for Academic Affairs and Dean of the Faculty differ, the Vice President for Academic Affairs and Dean of the Faculty will convene an ad hoc group, consisting of the Chairs of other departments with teaching associates, who will provide an additional perspective. The Dean makes the final decision.
- d. If the Dean's decision is negative, the Dean on or by March 1 shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.
- e. After the initial three years, Teaching Associates who are reappointed will receive an additional contract of three years, renewable, with a review in the third year.

E. Other Non-Tenure Track Appointments (Visiting Artist- or Writer-in-Residence, Trustee Visiting Scholar, Lecturer, Visiting Teaching Associate, Research Associate, Department Assistant)

On or before March 1 of the second year or any subsequent year, the Vice President for Academic Affairs and Dean of the Faculty shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

VIII. TENURE

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A. Preamble

Though no precise weights can be attached to the three criteria upon which the awarding of tenure is based, teaching of high quality and significant growth and achievement in scholarly, creative or professional work are of central importance, high-quality teaching being the principal criterion. Evidence of significant contributions to the community's collective affairs at the departmental and all-college levels will also be taken into account. There is no presumption that meeting minimal standards assures one of tenure. See also Part One Faculty Rights and Responsibilities, Article V Evaluative Criteria for Continued Service, Topic A Tenure-Track Faculty.

Awarding tenure to a faculty member is among the most important decisions the college makes, one which inevitably necessitates prospective judgments. Every tenorial decision is predicated upon the likelihood that an individual's performance to date truly augurs the quality of his or her future performance, and must look ahead as well to the future needs of departments and special programs with an eye to shifts in enrollments and students' interests, to maintaining balance and distribution in range of experience and fields of specialization, and to allowing room for development. However, anything like a quota or maximum number of tenured faculty invoked as a criterion reduces decision-making to routine clerical work and flies in the face of AAUP guidelines. Along with the AAUP, Skidmore believes that the quality of those who receive tenure is more germane to realizing the educational goals of the college than is the quantity of faculty who are tenured.

B. Institutional Considerations and Budgetary Considerations

Candidates should be aware that the administration and Board of Trustees may review tenure recommendations presented by CAPT and make their decisions in light of larger institutional considerations above and of budgetary considerations. Either the Vice President for Academic Affairs and Dean of the Faculty or the President is responsible for providing notification in writing to tenure-track faculty and their departments of probable structural barriers to tenure at the earliest possible date, beginning with the time of third-year reappointment.

C. Eligibility

1. Full-time members of the faculty who are at the rank of Assistant Professor or above shall become candidates for tenure at the beginning of the fall term of their sixth year of service as faculty members.⁶ The timing of tenure consideration will be determined by the faculty members in consultation with the chair of the department and the Vice President for Academic Affairs and Dean of the Faculty at the time of the first reappointment.

⁶ The first semester of mid-year appointments may or may not count toward tenure at the option of the candidate

2. Faculty members in shared positions will be considered for tenure individually but simultaneously as early as their sixth year or as late as their ninth year of service at the college. If one tenured partner leaves the position, the remaining tenured partner will be granted an individual, full-time tenure appointment to the previously shared position; he or she may not retain his or her portion of the shared contract in the absence of the other partner. The tenuring of partners for part-time employment on a shared appointment arrangement constitutes a special tenure situation limited to such contracts.

3. Those initially appointed to the ranks of Associate Professor or Professor, without prior tenure, may choose to become candidates for tenure at the beginning of the fall term of their fifth year of service as faculty members; those with tenure at a previous institution may choose to become candidates for tenure as early as the beginning of the fall term of their second year of service as faculty members. Faculty members denied tenure will be given a terminal year.

4. Part-time appointees are not eligible for tenure. Should such an appointment become full-time, the part-time service may accumulate, at the option of the faculty member after consultation with the Vice President for Academic Affairs and Dean of the Faculty and department Chair, toward the service requirement for tenure eligibility to a maximum of three years in full year increments. Partial year accumulations will not count toward tenure.

5. A candidate for Vice President for Academic Affairs and Dean of the Faculty may, prior to such an appointment, be evaluated for tenured appointment as Professor by the academic department(s) appropriate to the candidate's professional field (see VIII, E, 11). The department evaluates by "Guidelines for Advancement in Rank," according to Part One Faculty Rights and Responsibilities, Article X Promotion, A Professorial Ranks, 2 c and consonant, where appropriate, with "Procedures for Promotion" in Part One, Article X, Topic A, 1.

D. Criteria for Determining Years of Service

1. For faculty members, the service year coincides with the academic year. The academic year begins at the start of the fall term and ends with the close of the spring term. For each academic year that a faculty member holds a full-time appointment, that person will be considered to have given a year of service. Other than those visiting instructors described above, faculty members who move from "visiting" to "tenure-track" status may choose, in consultation with the Vice President for Academic Affairs and Dean of the Faculty and CAPT, to have or not to have the "visiting" years count toward tenure; the decision must be specified in the letter of appointment to the tenure-track position.

2. A faculty member whose initial appointment begins in the middle of the academic year has the option of having the first semester of service count as one full service year or not count at all. This option must be decided upon at least one year before the faculty member

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can be considered for tenure. The chosen option must be specified by the faculty member to the Vice President for Academic Affairs and Dean of the Faculty in writing.

3. In the case where a faculty member is granted a leave of absence without pay, whether the leave is for a full year or one semester, the faculty member may choose to have the year count as a year of service or not count at all. This option must be decided upon at the time the leave is granted, and must be specified in the letter granting the leave. (See also Part One Faculty Rights and Responsibilities, Article XI Leaves of Absence.)

E. Procedures for Granting Tenure

1. The decision to grant tenure rests with the Board of Trustees. The Board acts upon the recommendation of the President who in turn acts in consultation with the Vice President for Academic Affairs and Dean of the Faculty, the Chair(s) of the department(s) concerned and the CAPT.

2. The CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Review Board and Tenure Appeal Committee to all faculty.

3. The CAPT has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community. Sources of this information include:

a. Full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, IV Appointments to the Faculty, Topics A. Tenure-track Appointments and C. Non-tenure-track Appointments, 2.b Artist- or Writer-in-Residence) who are in at least their third year of full-time service at Skidmore;

b. Department Chair;

c. Program Directors (where appropriate);

d. Sources suggested by the candidate under consideration including Administrative Officers, the Coordinator, or Director of a program or Chair of a department in case the candidate has taught in an interdisciplinary program or department other than the one in which he or she holds an appointment;

e. Materials related to teaching effectiveness, professional accomplishment, and College service submitted by the candidate under consideration;

f. Teaching evaluations. The department Chair shall bring to the attention of CAPT student and faculty opinion concerning the faculty member as a teacher and shall indicate the procedures employed in obtaining such information, including class visitation procedures. Classroom visitations are a mandatory part of the process (see Part Two

Faculty Governance, Article III Academic Policies, Topic D Peer Evaluations of Teaching).

g. Annual reports prepared by the candidate citing activities each year such as new courses, new methods, research, creative work, professional activities, community service.

All information is sent to the Chair of the CAPT and kept in a confidential file in the President's office (or the CAPT Reading Room) as required by law.

4. Unsolicited letters received by the CAPT must be signed and must address themselves to one or more of the evaluative criteria for continued service as delineated in the Faculty Handbook. Such letters will be stored in a confidential file labeled "Unsolicited Letters" and kept in the President's Office (or the CAPT Reading Room) as required by law. Within seven days of the date stipulated by the annual CAPT calendar for receipt of all letters, the chair of CAPT will give the candidate a list of names of those who have written unsolicited letters about the candidate.

5. The following procedures should be observed:

a. The Chair shall inform the candidate well in advance of the tenure consideration what procedures will be employed in reaching a departmental decision.

b. The Chair will advise the candidate in creating a file of materials documenting the candidate's qualifications for tenure.

c. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend tenure, and why, according to the criteria for continued service (as found in Part One Faculty Rights and Responsibilities, Article V Evaluative Criteria for Continued Service, Topic A Tenure-track Faculty).

d. The Chair, in the letter of evaluation for the candidate, shall clearly state the procedures employed in reaching a departmental recommendation. The Chair shall clearly state whether the department does or does not recommend for tenure, and why, according to the criteria for continued service. Furthermore, the Chair shall clearly state the extent to which a candidate's particular abilities will continue to be needed, as far as the department's future can be projected.

6. After conducting its deliberations, CAPT reports its recommendation to the President and the Vice President for Academic Affairs and Dean of the Faculty. After consultation with the Vice President for Academic Affairs and Dean of the Faculty, the President then reports CAPT's recommendation, along with his/her own, to the Board of Trustees.

7. Notice of the Board of Trustees' decision regarding tenure must be given on or before March 1 of the appropriate year. Tenure status is effective immediately.

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8. An individual denied recommendation for tenure may ask for a hearing before the CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or before the Diversity and Affirmative Action Committee, provided such hearing is based on alleged discrimination in violation of the College's Affirmative Action Policies.

9. Candidates for tenure (successful or unsuccessful) shall have access to all written materials in the tenure file immediately after the Vice President for Academic Affairs and Dean of the Faculty has made the President's recommendation known to the candidate. These materials may not be photocopied.

10. Any member of the faculty who is considered for tenure by the CAPT and the Administration shall be granted an additional but terminal year in the event that tenure is not granted. Similarly, an additional terminal year will be granted to any member of the faculty who is eligible to stand for tenure but elects not to do so.

11. A candidate for the Vice President for Academic Affairs and Dean of the Faculty may be evaluated for an immediate award of tenure by the following procedure. The President will present the candidate's credentials and evidence for both appointment as Professor and awarding of tenure to the academic department(s) appropriate to the candidate's professional field. At the same time, the President will also furnish the candidate's credentials and evidence to the CAPT. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One Faculty Rights and Responsibilities, Article V Evaluative Criteria for Continued Service, Topic A Tenure-track Faculty, and Article VIII Tenure, Topic C Eligibility. The Chair of the academic department to which the Dean will be appointed forwards a written departmental recommendation to the CAPT. Simultaneously, the CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One Faculty Rights and Responsibilities, Article VIII Tenure, Topic E Procedures for Granting Tenure, but may reasonably exclude stipulations 3a, 3g, 5a, 7 and 10. Then as in Part One, Article VIII, Topic E, Point 6 (tenure), and Article X, Topic A, Point 1a (promotion), the CAPT makes a recommendation to the President, who reports to the Board of Trustees.

12. Tenure granted to the Vice President for Academic Affairs and Dean of the Faculty is not calculated in her/his department's already established (at the time of the Dean's appointment) allotment of tenure-track faculty positions and is never included in calculations of the department's need for faculty positions to discharge its curricular mission.

F. Review of Negative Tenure Decisions

1. A faculty member who is denied tenure may petition the Tenure Review Board for a review. Such a review must be requested by January 15 of the year following the

semester in which CAPT considered the case, or within 15 days of notification of denial of tenure, whichever is later.

2. The Tenure Review Board consists of three tenured members of the faculty, each from a different department and elected for a three-year term. No member of a candidate's department will sit on the TRB for consideration of his/her case. CFG, according to its procedures, shall provide an alternate for any of the three whose department is the same as the candidate's.

3. The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to CAPT. No other materials may be added, with the exception of the letter from the candidate stating in a clear and precise manner the basis for requesting the review. The TRB may consult with CAPT, members of the candidate's department, and/or the Vice President for Academic Affairs and Dean of the Faculty if necessary. The Board shall be bound by confidentiality.

4. The Tenure Review Board will convey its recommendation to the President, CAPT and the candidate within four weeks after the petition deadline. If the Tenure Review Board has determined that the case merits reconsideration, the chair of CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the six members of CAPT plus the three members of the Tenure Review Board.

G. Appeal of Negative Tenure Decisions

1. If the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the Tenure Review Board will sit together with the six members of CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which CAPT had in its original deliberations and any additional material supporting the case. The deadline for submission of additional materials shall be specified by CAPT in the CAPT Calendar, but shall not be sooner than February 15 nor later than March 15.

2. The Tenure Appeal Committee will hear testimony from an advocate designated by the candidate. The advocate may be a person in the candidate's department, the candidate's Chair, a Skidmore faculty member outside the candidate's department, or someone outside the college. By request, the advocate may be informed why tenure was not initially recommended by CAPT and/or the President at a joint meeting of the Vice President for Academic Affairs and Dean of the Faculty, the Chair of CAPT, the candidate and the advocate. The advocate, in the presence of the candidate, has the right of access but may not photocopy the materials which CAPT had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.

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3. The Tenure Appeal Committee may consult with the President, the Vice President for Academic Affairs and Dean of the Faculty, or members of the candidate's department at any time.
4. The operating procedures to be followed by the Tenure Appeal Committee will be made available to the candidate well in advance of the proceedings. The Chair of CAPT shall preside over appeal proceedings.
5. The Appeal Committee shall conduct a review only once.
6. The Appeal Committee shall convey its written recommendation to the President upon completing its deliberations.
7. The President shall convey the result of a review in a letter to the candidate, and shall state therein the reasons for recommending or not recommending tenure. The letter will be sent within 10 days of receipt of the Appeal Committee's recommendation, with a copy to the Appeal Committee.

IX. DISCIPLINE OF TENURED FACULTY

The appointment of a tenured faculty member may not be terminated nor status reduced except for cause and after thorough investigation. In the event of such a situation, the faculty member may request either (1) an investigation and hearing by the Vice President for Academic Affairs and Dean of the Faculty and the Committee on Appointments, Promotions, and Tenure, (2) a hearing before the Committee on Academic Freedom and Rights, (3) a hearing before a joint trustee committee and the CAPT or a joint trustee committee and the CAFR, or (4) a hearing before the Director of Diversity and Affirmative Action.

X. PROMOTION [**All text in brackets and in bold print takes effect 2003-2004, when underlined text is to be deleted.** Note that some of the current text has been shifted to other paragraphs in the section in accordance with the CAPT legislation.]

A. Professorial Ranks

1. Procedures for Promotion:

a. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults with the Vice President for Academic Affairs and Dean of the Faculty, the CAPT, and the Chair of the department concerned. Except in the case of the Library faculty, the CAPT role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.

b. Consideration for promotion may be initiated by the department Chair in consultation with the Vice President for Academic Affairs and Dean of the Faculty or CAPT [.] or [T]he Vice President for Academic Affairs and Dean of the Faculty in consultation with the President. **[may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to the CAPT. Nomination by the Vice President for Academic Affairs and Dean of the Faculty for such consideration does not presuppose a successful outcome for the candidate.]** The Vice President for Academic Affairs and Dean of the Faculty initiates promotional consideration in the case of department Chairs. The department Chair or the Vice President for Academic Affairs and Dean of the Faculty shall indicate the consultation procedures employed within the department when recommending a promotion.

c. By March 15 the Vice President for Academic Affairs and Dean of the Faculty shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Vice President for Academic Affairs and Dean of the Faculty shall provide CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. **[All chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.]**

d. Candidates being considered for promotion shall be sent a written notice by the Chair of the CAPT that they are candidates for promotion.

e. **[All full time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Faculty Handbook, Part One, IV Appointments to the Faculty, Topics A. Tenure-track Appointments and C. Non-tenure-track Appointments, 2.b, Artist- or Writer-in-Residence) shall be consulted and shall write letters to the Chair. The department Chair must also request letters from program directors and from other department Chairs if the candidate has offered courses in other programs or departments. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend promotion, and why, according to the criteria for continued service. The Chair's letter shall present the Chair's individual position as well as the department's. All these letters shall be forwarded to the CAPT.]**

f. Promotion files shall include the following:

i. **an updated CV, which makes clear what has been achieved since the last promotion.**

ii. **all scholarly, creative or professional materials produced since the last promotion; candidates may add some earlier materials for purposes of context--or to show continued growth. Candidates may wish to seek letters from Skidmore colleagues outside their department qualified to speak to**

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their professional accomplishment. Candidates may also wish to include a statement about achievements and works in progress.

iii. the ten most recent consecutive semesters of teaching evaluations. For purposes of context, the candidate may wish to include other evaluations. The candidate shall also add copies of syllabi, and may include assignments and handouts. The candidate may also wish to append a statement about teaching goals and philosophy. The file may include peer evaluations of teaching.

iv. a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.

v. service credentials presented within the context of the broad statements about service in the Faculty Handbook (Article V,A). The candidate may wish to provide relevant documents and seek letters from committee Chairs or members who can speak about the quality and extent of service.

g. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the College. Such letters may come directly to the CAPT, or go to the department Chair and then to the CAPT as part of the candidate's dossier. Letters mandated by the department must also be transmitted to the CAPT.

h. After conducting its deliberations, the CAPT reports its recommendations to the President and Vice President for Academic Affairs and Dean of the Faculty. After consultation with the Vice President for Academic Affairs and Dean of the Faculty, the President then reports the CAPT's recommendation, along with his/her own, to the Board of Trustees.

i. In the event that the CAPT forwards a negative recommendation to the President in a promotion case, the CAPT will also notify the Vice President for Academic Affairs and Dean of the Faculty about the reasons for the recommendation.

j. An individual denied recommendation for promotion may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or before the Diversity and Affirmative Action Committee, provided such hearing is based on an alleged discrimination in violation of the College's Affirmative Action Policies.] Candidates shall have access to all written materials in their promotion files immediately after the President has made the Administration's recommendation known to them. These materials may not be photocopied.

2. Guidelines for Advancement in Rank:

Promotion at Skidmore is based upon merit and is not guaranteed by years of service.

a. For the rank of Assistant Professor, the appropriate terminal degree (or its professional equivalent) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualifications, however, shall be closely scrutinized by the department, the CAPT and the administration for evidence of extraordinary merit.

b. Beginning with the 1994-1995 academic year, faculty who are awarded tenure (or Library faculty who are given a positive sixth year review) are promoted automatically and concurrently to the rank of Associate Professor or Associate Librarian. Beginning with the 2002-2003 academic year, Writers-in-Residence and Artists-in-Residence who are given a positive sixth year review are promoted automatically and concurrently to the rank of Senior Artist-in-Residence or Senior Writer-in-Residence. Otherwise, for faculty who have yet to become tenure candidates the appropriate terminal degree (or its professional equivalent) normally is required. In addition, teaching (or in the case of Library faculty, librarianship) of high quality and significant growth and achievement in scholarly, creative or professional work must be clearly demonstrated. Participation in college affairs (such as involvement in departmental or faculty governance or in other aspects of co-curricular college life) is also important. This participation is not to be predominantly or exclusively equated with service on faculty committees, which is but one of a variety of service options available to faculty.

c. For the rank of Professor, the appropriate terminal degree (or its professional equivalent) normally is required. Promotion to this rank shall be granted to faculty who have shown continuing excellence in teaching (or, in the case of Library faculty, librarianship) as well as distinguished achievement attesting to further growth in scholarship, creative or professional work; and significant involvement in the affairs of the College.

B. Librarian Ranks

Promotion from Assistant to Associate Librarian and Librarian is granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the department. Consideration for promotion may be initiated by the Chair of the Library in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Chair of the Library. The Chair of the Library shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

C. Artists-in-Residence and Writers-in-Residence

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Promotions to Senior or to Distinguished Artist- or Writer-in-Residence are granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the Department. Consideration for promotion may be initiated by the Department Chair in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Department Chair. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion to Distinguished rank is based upon merit and not guaranteed by years of service.

D. Teaching Associates

Promotion to Senior Teaching Associate is granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the Department. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

XI. LEAVES OF ABSENCE

A. Sabbatical Leaves of Absence

1. Purpose

Sabbatical leaves of absence are granted by the Board of Trustees upon the recommendation of the President to members of the faculty to provide professional experience that cannot be secured during the academic recesses. Sabbatical leaves may be granted for the purpose of advanced study, work on research and creative projects, and for improvement of teaching skills (and for improvement of skills related to librarianship), with the expectation that in each case the College will benefit.

2. Eligibility

All tenured full-time members of the faculty (and Library faculty and Artists-in-Residence who have been reappointed) who have served Skidmore College full-time for six consecutive years are eligible to apply.

a. The required service time may include up to one year's leave without pay, if so stated in the letter(s) granting such leave(s). If a faculty member serves full time for more than six consecutive years, the additional time will shorten the required service time for later sabbatical leaves if the delay in taking a sabbatical leave is requested by the Vice President for Academic Affairs and Dean of the Faculty for administrative reasons and is so stipulated in writing.

b. Full-time members of the faculty who are in their sixth year and are candidates for tenure (and full-time members of the Library faculty and Artists-in-Residence who are in their sixth year and are candidates for reappointment) may apply for sabbatical leave. However, final approval of the sabbatical leave request is contingent upon the granting of tenure or, in the case of Library faculty and Artists-in-Residence, reappointment.

3. Procedures

a. Application:

i. Application should be made in triplicate on forms available through the Office of the Vice President for Academic Affairs and Dean of the Faculty.

ii. Plans should be discussed with the Chair of the department at least two weeks prior to submission of application.

iii. In addition to the application form, applicants must provide a brief statement of purpose, together with a detailed plan of work to be pursued, a brief statement of prospective value of the project, and plans for publication or exhibition.

iv. Applications must be received by the Office of the Vice President for Academic Affairs and Dean of the Faculty no later than January 15 of the academic year preceding the desired leave. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

b. Consideration:

i. On or before January 15 of the year preceding the intended leave, the applicant's Chair should submit to the Vice President for Academic Affairs and Dean of the Faculty in triplicate an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

ii. Applications will be considered jointly by the Vice President for Academic Affairs and Dean of the Faculty and the Faculty Development Committee. The President makes recommendations to the Board of Trustees for final approval.

iii. Applicants and their departmental Chairs will be notified by March 1 of the academic year preceding the leave.

c. Reporting

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- i. Major changes in objectives after the leave has been granted must be reported and may be made only by agreement with the Vice President for Academic Affairs and Dean of the Faculty. Petition for such change must be made in writing.
- ii. Upon completion of the leave, a final report shall be sent to the Vice President for Academic Affairs and Dean of the Faculty, and the Chair of the department, not later than April 15 in the case of first-semester leaves and November 15 in the case of second-semester or full-year leaves.
- iii. Failure to file a satisfactory sabbatical report will affect eligibility for future sabbatical leaves.

4. Criteria for Evaluating Proposals

In evaluating applications, the following will be considered:

- a. The worth of the project;
- b. Length of service without leave;
- c. Ease of departmental arrangements;
- d. Financial condition of the College;
- e. Benefit to the individual and the College;
- f. The individual's fulfillment of obligations regarding any previous sabbaticals as outlined in paragraph 3, c, iii above.

5. Sabbatical Salaries

The stipend for sabbatical salaries is one-half the annual salary for a leave of one academic year, or full salary for a leave of one semester.

B. Pre-tenure Paid Research Leaves of Absence

1. Purpose

Pre-tenure paid leaves are intended to provide untenured faculty with opportunities for research in support of scholarly and/or curricular development which will contribute to their professional or teaching effectiveness and to the value of their later service to Skidmore College.

2. Eligibility

Untenured tenure-track faculty who are either in their third or fourth years of service to the College and who have been reappointed are eligible to apply for the following year. Leaves may be requested for either a full year at half-pay or one semester at full pay. The College will continue to provide all benefits through the Flexible Benefits Program. Retirement contributions will be calculated on base annual salary paid during the sabbatical. Faculty who are granted the Pre-tenure Paid Research Leave will not be eligible for a regular sabbatical until they have completed 6 consecutive years of service to the College following such a leave although this service time may include up to two semesters' leave without pay, if so stated in the letter(s) granting such leave.

3. Procedures and Criteria

The procedures and criteria for evaluating proposals are the same as those stipulated for regular sabbatical leaves of absence. (See Part One, Article XI Leaves of Absence, Topic A Sabbatical Leaves of Absence, 3 and 4.)

C. Leaves of Absence Without Pay

1. Copies of requests for leaves of absence without pay should be sent to the Vice President for Academic Affairs and Dean of the Faculty. Leaves of absence, other than sabbatical leaves, are granted by the Vice President for Academic Affairs and Dean of the Faculty upon recommendation of the department Chair concerned. Leaves of absence without pay of up to one full year may count towards tenure at the option of the individual if so stated in the letter granting such leave.

2. If an alternate arrangement has not been made with some outside supporting organization, the College continues to make a contribution, based only on salary actually paid during the leave, to the Pension Plan, as well as its usual contribution to the Disability Plan and the Medical Insurance Plan for a faculty member who is on an approved leave of absence, etc.

XII. REIMBURSEMENT FOR PROFESSIONAL ACTIVITIES

Requests for reimbursement are made through the department Chair on forms obtainable from the Office of Financial Services. If a faculty member is a participant in a professional event, reimbursement for expenses may be made through the Office of the Vice President for Academic Affairs and Dean of the Faculty rather than from departmental funds. Policies for such support shall be established and conveyed to the faculty by the Vice President for Academic Affairs and Dean of the Faculty.

XIII. RESIGNATIONS

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A. Faculty holding two or three-year appointments who wish to resign should give written notice to the Vice President for Academic Affairs and Dean of the Faculty no later than April 1.

B. Faculty with tenure who wish to resign have a professional obligation to notify the Vice President for Academic Affairs and Dean of the Faculty in sufficient time for the College to secure an appropriate replacement.

XIV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

1. The appointee shall normally hold the rank of Associate or full Professor.
2. The appointee should have extensive and successful teaching experience.
3. The appointee should have qualities of personal and professional leadership and should have demonstrated evidence of administrative skill.

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the Vice President for Academic Affairs and Dean of the Faculty, in consultation with the members of the department concerned.
2. Appointments to the Chair are for one year and are renewable; four to eight years is the normal length of service. A Chair (tenured or untenured) may not be removed as Chair during the course of an academic year except for cause.

C. Procedures for Review

1. Department Chairs shall be reviewed once every four years. In the event of an intervening sabbatical or leave of absence the review will take place in the fifth year. More frequent reviews may take place at the request of the Chair or the Vice President for Academic Affairs and Dean of the Faculty. Untenured faculty serving as Chairs at the time of review for reappointment or for tenure shall be reviewed separately as Department Chairs.
2. The review of a Department Chair shall be conducted by the Vice President for Academic Affairs and Dean of the Faculty. Each member of the department shall be requested to present a written evaluation to the Vice President for Academic Affairs and Dean of the Faculty. All such statements shall be confidential.

3. Student majors in the department shall also be involved in the review of Chairs, each department determining its method of student involvement.

D. Obligations Pertaining to Department Chairs

1. Leadership: The Chair is responsible to the College, to the department, and to the administration for the effective leadership of the department; the Chair is responsible to the department for the effective and accurate representation of its interests and concerns to the administration. Chairs should strive to recruit and maintain faculty who demonstrate excellence both in teaching and professional accomplishment. They should coordinate and stimulate participation in departmental affairs by all faculty and, where appropriate, students, and strive to keep departmental morale high. They should, moreover, maintain sensitivity to the world outside their disciplines and the College, and continually attempt to keep their departments aware of and responsive to the larger educational and social contexts in which they function.

2. Curriculum: The Chair, in consultation with other department members, is responsible for the department's course offerings and major requirements. Insofar as is possible, faculty should be permitted to teach the courses they prefer in the areas of their particular expertise, providing that student needs are met. Scheduling of courses and determination of examination policies should, insofar as possible, reflect the wishes of the department members teaching those courses. The Chair should take into account the needs of the students as well as the discipline in the shaping of the curriculum. The Chair has the primary responsibility for encouraging faculty to advise students conscientiously and carefully and also to keep library and resource materials current.

3. Personnel: The Chair is responsible for seeking out highly qualified candidates for vacancies in the department. An important factor in their selection should be their competence and willingness to teach according to the specified needs of the department and the College. The Chair establishes search and selection procedures in consultation with the Vice President for Academic Affairs and Dean of the Faculty, the Director of Diversity and Affirmative Action, Program Directors (where appropriate), and members of the Department. The Chair makes recommendations on appointments (Part One, Article IV), reappointments (Part One, Article VII), promotions (Part One, Article X), tenure (Part One, Article VIII), sabbaticals and leaves (Part One, Article XI), and salary increments to the Vice President for Academic Affairs and Dean of the Faculty, the Committee on Faculty Development (where appropriate) and the CAPT (where required).

The Chair is responsible for coordinating and making equitable the teaching loads of the members of the department and has his/her personal teaching load reduced in proportion to administrative responsibilities. The Chair renders guidance and assistance to faculty in every way possible. The Chair keeps untenured faculty apprised of their progress through the tenure system through annual letters of evaluation. Each year nontenured faculty meet with their respective Chairs to discuss the content of their annual letters of evaluation. Continuing part-time faculty shall also receive annual letters of evaluation. Tenured

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members of the department shall normally be evaluated every three years on a schedule determined by the Chair and coordinated with the individual's and the department's sabbatical cycle. The Vice President for Academic Affairs and Dean of the Faculty shall keep a record of tenured faculty members' evaluation cycles, and remind department Chairs when evaluations are due. The annual letters of evaluation shall be transmitted to the individuals concerned and a copy will be sent to the Vice President for Academic Affairs and Dean of the Faculty's office no later than August 31st following that academic year. These evaluations are to be kept on file in the individual's department and in the Vice President for Academic Affairs and Dean of the Faculty's office. Only the individual, the Chair, and the Vice President for Academic Affairs and Dean of the Faculty may have access to these evaluations.

4. Communication: The Chair should foster effective intra- and inter-departmental communications among all students, faculty and administrators, making clear to these constituencies the nature of all departmental policies and procedures. Departmental meetings should be held regularly, and department members should be informed of discussions at academic staff meetings. The Chair is responsible for keeping the catalogue description of the department current and accurate, and is responsible for the annual departmental report to the President and the Vice President for Academic Affairs and Dean of the Faculty.

5. Support: The Chair shall seek to provide faculty members with adequate office space and working facilities and, in consultation with the Vice President for Academic Affairs and Dean of the Faculty, shall make necessary budgetary provisions for teaching aids such as films, records, slides, videotapes, software, etc., for duplicating equipment, for field trips, and for proper secretarial and student assistance.

XV. APPOINTMENT, REVIEW, AND EVALUATION OF DIRECTORS OF INTERDISCIPLINARY PROGRAMS

A. Criteria for Appointment

1. The appointee shall normally hold the rank of Assistant, Associate, or full Professor in a department.
2. The appointee should have extensive and successful teaching experience.
3. The appointee should have qualities of personal and professional leadership and should demonstrate evidence of administrative skill.

B. Procedures for Appointment

1. Appointment of a Program Director is made by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the teaching faculty in the program and the appropriate department Chair.
2. A Director (tenured or untenured) may not be removed as Director during the course of an academic year except for cause.

C. Procedures for Review

1. Program Directors shall be reviewed by the Vice President for Academic Affairs and Dean of the Faculty once every four years. In the event of an intervening sabbatical or leave of absence, the review will take place in the fifth year. More frequent reviews may take place at the request of the Director or the Vice President for Academic Affairs and Dean of the Faculty. Untenured faculty serving as Directors at the time of review for reappointment or for tenure shall be reviewed separately as Program Directors.
2. The review of a Program Director shall be conducted by the Vice President for Academic Affairs and Dean of the Faculty. Each active member of the program shall be requested to present a written evaluation to the Vice President for Academic Affairs and Dean of the Faculty. All such statements shall be confidential.
3. Students in the program shall also be involved in the review of Directors, each program determining its method of student involvement.

D. Obligations Pertaining to Program Directors

1. Leadership: The Director is responsible to the College, to the program, and to the administration for the effective leadership of the program; the Director is responsible to the program for the effective and accurate representation of its interests and concerns to the administration. Directors should strive to advocate, promote, and coordinate faculty participation in the program. They should coordinate and stimulate participation in program affairs by all faculty and, where appropriate, students, and strive to keep program morale high. They should, moreover, maintain sensitivity to the world outside their programs and the College, and continually attempt to keep their programs aware of and responsive to the larger educational and social contexts in which they function. Directors should ensure that the interdisciplinary nature of the programs remain central to the mission of the College.
2. Curriculum: The Director, in consultation with other program members, is responsible for the program's course offerings and requirements. Directors, in consultation with teaching faculty and department Chairs, will coordinate the scheduling of courses. The Director should take into account the needs of the students as well as the program in the

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shaping of the curriculum. The Director has the primary responsibility for advising students in the program and also keeping library and resource materials current.

3. Personnel: The Director, in consultation with appropriate department Chairs, is responsible for seeking out highly qualified candidates to teach in the program. The Director renders guidance and assistance to faculty in the program. The Director has access to teaching faculty's curriculum vitae, syllabi and teaching evaluations for courses in the program. The Director consults with the appropriate department Chair when teaching faculty in the program are eligible for reappointment, tenure, and promotion.

4. Communication: The Director should foster effective intra- and inter-program communications among all students, faculty, and administrators, making clear to these constituencies the nature of all program policies and procedures. The Director is responsible for keeping the catalogue description of the program current and accurate and for the annual program report to the President and the Vice President for Academic Affairs and Dean of the Faculty.

5. Support: The Director, in consultation with the Office of the Vice President for Academic Affairs and Dean of the Faculty and the appropriate department Chair, if relevant, shall make necessary budgetary provisions for teaching aids such as films, records, slides, videotapes, software, etc., for duplicating equipment, for field trips, and for proper secretarial and student assistance.

E. Procedures for Evaluation

1. The candidate's department Chair shall take into account the candidate's contributions to the program in writing the annual (or in the case of tenured faculty, tri-annual) letter of evaluation.

2. In all personnel decisions, the department Chair shall consult in writing the faculty who have been active in the program during the last two years to gather evidence on the performance of the candidate in the following areas: teaching, scholarly, professional or creative activity, community service.

3. In the case of programs with personnel committees, such as women's studies, the department Chair shall consult the personnel committee. In the case of programs without personnel committees, the candidate's department Chair shall solicit letters of recommendation from faculty in the program.

4. The faculty referees shall in all cases indicate in writing clear support or lack of support for the candidate on the basis of his or her work in the program.

5. In a second year review the Faculty Handbook does not require documentation appended to the Chair's letter. In all other personnel decisions forwarded to the Vice President for Academic Affairs and Dean of the Faculty and to the CAPT, the department

Chair will attach the written statements of those reviewing the candidate's contributions to the program. Chairs and referees shall ensure that all materials are forwarded to the Vice President for Academic Affairs and Dean of the Faculty and to the CAPT by the announced deadlines.

6. Since no tenure lines exist except within departments, it is the responsibility of the Chair of the department to evaluate the candidate's contributions to the program and to incorporate that evaluation within the Chair's letter to the Dean and/or the CAPT.

XVI. ESTABLISHMENT OR ELIMINATION OF A DEPARTMENT

Academic departments are established or eliminated by the Board of Trustees upon the recommendation of the President in consultation with the Faculty according to the following procedures:

A. A proposal to establish or eliminate a department shall be made first to the Committee on Educational Policies and Planning (CEPP) by members of the faculty, student body, or administration. The proposal shall be accompanied by a complete rationale based on academic concerns. CEPP shall report the existence of such a proposal to the faculty at the next faculty meeting.

B. CEPP shall consider the proposal and rationale in the context of all the issues that are relevant to the college's long-range educational goals, and shall explore alternative strategies. During its study CEPP shall work closely with the administration, the Curriculum Committee, and (in the case of elimination) the department in question, and may be aided by study groups drawn from the college community. In order to allow sufficient time for study, neither CEPP nor the initiators of the proposal may introduce the proposal at a faculty meeting until a date upon which they have agreed previously, but not later than twelve months from the time it was first brought to CEPP.

C. The proposal may be introduced at a faculty meeting by CEPP or by those originating the proposal. If either CEPP or the President disapproves of the proposal this shall be brought to the attention of the faculty with a full explanation, and so recorded in the faculty minutes.

D. During the interim between the introduction of the proposal at a faculty meeting and the faculty vote, CEPP shall arrange for at least one faculty information meeting.

E. The President shall report the faculty action to the Board of Trustees when making a recommendation for final action.

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XVII. TERMINATION OF FACULTY STATUS DUE TO THE ELIMINATION OF A DEPARTMENT

Following a decision to eliminate a department according to the procedures in Part One Faculty Rights and Responsibilities, Article XVI Establishment or Elimination of a Department, untenured faculty will have the right to satisfaction of their current contract except that they will not have the right to tenure consideration. Tenured faculty should be placed in other positions at the College whenever possible, but failing that, should receive a minimum of two years notice prior to termination.

XVIII. ESTABLISHMENT OR ELIMINATION OF A MAJOR

The authority to establish or eliminate a major is vested in the Faculty, the Board of Trustees, and the New York State Education Department. Establishment or elimination of a major is accomplished according to the following procedures:

A. A proposal to establish or eliminate a major shall be made first to the Curriculum Committee by members of the Faculty. The proposal shall be accompanied by a complete rationale based on academic concerns.

B. The Curriculum Committee shall consider the proposal and rationale in the context of all the issues that are relevant to the college's long-range educational goals. During its study the Curriculum Committee shall work closely with the administration and the department (or departments) of the major in question. In order to allow sufficient time for study, neither the Curriculum Committee nor the initiators of the proposal may introduce the proposal at a faculty meeting until a date upon which they have agreed previously, but not later than twelve months from the time it was first brought to the Curriculum Committee.

C. The proposal may be introduced at a faculty meeting by Curriculum Committee or by those originating the proposal. If either Curriculum Committee or the President disapproves of the proposal, this shall be brought to the attention of the faculty with full explanation, and so recorded in the faculty minutes and communicated to the Board of Trustees.

D. The President shall report proposals receiving faculty approval to the Board of Trustees for its action.

E. Favorable action by the Board of Trustees, either to establish or eliminate a major, must be reported by the College Registrar to the New York State Education Department. A new major must be approved by and registered with the New York State Education Department. A discontinued major must be removed from the register.

XIX. FACULTY GOVERNANCE

Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty as described in Part Two. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote: all full-time members of the faculty and faculty holding shared appointments at the rank of assistant professor or above, visiting instructors, librarians, artists-in-residence, writers-in-residence, and full-year full-time lecturers, the President, the Vice President for Academic Affairs and Dean of the Faculty, the Dean of Admissions and Student Aid, the Associate Dean of the Faculty, the Dean of Student Affairs, the Dean of Studies, the Dean of Special Programs, the Registrar and Director of Institutional Research, the Senior Associate Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies, the Director of Summer Sessions and Summer Special Programs, and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty.

XX. PROCEDURES FOR HANDBOOK AMENDMENTS

A. Proposals for revising the Handbook may be initiated by faculty, administration or Trustees.

B. These proposals should be brought to the CFG, which will refer them to the appropriate faculty committee, e.g., CAPT and/or CAFR Part One, Article I through X, XII through XV, and XVII; CEPP Part One, Article XVI and Part Two, Article III; Curriculum Committee Part One, Article XVIII; Faculty Development Committee Part One, Article XI; Financial Policy and Planning Committee Part Four; Diversity and Affirmative Action Committee Part Seven. CFG will deal with proposals to Part One, Articles XIX and XX and Parts Two (except as noted above), Three, Five and Six. The relevant committees then study the proposal, make necessary modifications, and refer the revised proposal to the CFG for presentation to and action by the faculty.

C. If the CFG declines to bring a proposal for handbook revision to the Faculty, the initiator of the proposal may then introduce it directly to the Faculty.

D. If the Faculty approves a revision to Part Two of the Handbook, the revision will then be adopted. If the Faculty approves a revision to Part One or Part Four, the revision will be forwarded to the President, and by the President to the Board of Trustees with a recommendation for final action. The revision will then be adopted if both the President and the Trustees give approval. Revisions to Parts Five and Six will be adopted once the office being described and the CFG have agreed upon the revision. Revisions to Part

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Three will be adopted once the All College Council, Student Government Association (SGA) and the Committee on Faculty Governance (CFG) have agreed upon the revision.

FACULTY GOVERNANCE

PART TWO

FACULTY GOVERNANCE

PREAMBLE

Skidmore College is committed to the principle of shared governance. Shared governance recognizes (1) the unique role that faculty play in institutions of higher learning by virtue of their special knowledge, experience, interests, and values, and (2) the relationship between faculty participation in governance and the protection of academic freedom.

Faculty governance provides the principal structure through which faculty members express their views and inform college policy. Faculty governance is (1) especially concerned with those subjects for which faculty members have primary responsibilities: academic freedom, academic standards, educational policy and curriculum, faculty status, and self governance, (2) also concerned with those subjects in which faculty members have a major interest and share responsibilities with other constituencies: financial policy and planning, and institutional planning.

Broad participation by faculty on committees and task forces improves the chances that diverse expertise, interests, and perspectives will inform decision-making at the College. Such participation distributes the workload, encourages greater accountability, and conveys the message that all faculty are committed to protecting the welfare of the entire institution and advancing the quality of academic life across all the disciplines at Skidmore.

In order for faculty governance at Skidmore College to work effectively and equitably, it is therefore important that all faculty who are eligible to vote exercise that right regularly and that those qualified to serve on committees do so at appropriate times throughout their careers.

I. FACULTY MEETING BY-LAWS

Article I. The Faculty Meeting

A. Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty.

B. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month.

C. Eligibility to Vote

1. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote:

- a. all full-time members of the faculty and faculty holding shared appointments at the rank of assistant professor or above,
- b. visiting instructors, librarians, artists-in-residence, writers-in-residence, and full-year full-time lecturers,
- c. the President, the Vice President for Academic Affairs and Dean of the Faculty, the Dean of Admissions and Student Aid, the Associate Dean of the Faculty, the Dean of Student Affairs, the Dean of Studies, the Dean of Special Programs, the Registrar and Director of Institutional Research, the Senior Associate Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies, the Director of Summer Sessions and Summer Special Programs,
- d. and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty.

2. A voting member of the faculty who is on leave of absence may vote in faculty meetings. Faculty members on leave will be notified of faculty meetings only through normal college channels.

3. Proxy votes and absentee ballots are not allowed in faculty meetings.

D. Eligibility to Attend

1. Teaching associates departmental assistants, part-time faculty and administrators without faculty status are invited to attend and participate in faculty meetings, on a permanent or temporary basis, but without a vote.
2. The following students are also invited to attend but without a vote: six students to be selected in a manner determined by the Student Senate, students on faculty and all-college committees when items relevant to their committees are on the agenda, one representative from the Skidmore Radio Station, one representative of the Skidmore Television Station, and one representative of the Skidmore News.

Article II. The Presiding Officer

A. The President shall preside over the Faculty Meeting. In the absence of the President, the presiding officer will be in successive order

1. The Vice President for Academic Affairs and Dean of the Faculty;
2. The Chairperson of the Committee on Faculty Governance;
3. A member of the Faculty selected by the Faculty Meeting.

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B. The President shall appoint a parliamentarian from the faculty who will advise the chair at all meetings on questions of procedure. The parliamentarian will also serve as a resource for faculty to consult on parliamentary questions. The parliamentarian has no authority to make rulings or to enforce them.

Article III. The Agenda and Minutes

A. The Agenda.

1. Faculty members should notify the Office of the Vice President for Academic Affairs and Dean of the Faculty of items they wish included on the agenda at least 24 hours prior to the meeting.
2. The agenda shall be distributed to the Faculty no later than the morning of the day of the Faculty Meeting.
3. The order of the agenda may be changed by the presiding officer, subject to challenge by a majority vote of the Faculty Meeting.

B. Minutes

1. The Vice President for Academic Affairs and Dean of the Faculty shall appoint a note-taker for the Faculty Meeting.
2. The Vice President for Academic Affairs and Dean of the Faculty is responsible for distributing minutes of all official meetings to all members no later than one week in advance of every meeting.
3. Approval of the minutes shall normally be the first item on the agenda.

Article IV. Quorum

A. A quorum shall be necessary for

1. votes on matters of policy (see Article VII, A);
2. votes to suspend the rules;
3. votes to go into executive session (see Article VII, B);
4. votes to amend the by-laws.

B. The quorum shall be 75 members.

Article V. The Right to Speak

A. At Faculty Meetings

1. The chairperson shall not speak to a motion while occupying the chair.
2. Other persons may speak only when recognized by the chair.
3. The speaker should address the chair.

4. The speaker should limit the length of remarks to a reasonable length (observing the guideline of two minutes).
5. A person may speak once on a motion and may speak a second time only after all other persons wishing to speak have spoken once. The only exception is that the maker of the motion has the privilege to be the final speaker before the vote.
6. The speaker should have the floor, but should not assume the chair.
7. The speaker shall not be interrupted except for the following:

- a. Point of order- raised to question any proceeding or motion that a member believes is in violation of the rules. The chair rules on the validity of the point and the ruling may be appealed. An appeal must have a second. The decision of the chair is sustained by a majority or tie vote.
- b. Point of personal privilege- raised concerning the rights, reputation, comfort, safety or conduct of a member.
- c. Point of information- a request of the chair for an answer concerning the background or content of a motion vote.
- d. Parliamentary Inquiry- a request of the chair for information concerning parliamentary law. The chair may refer this to the parliamentarian.
- e. Permission to withdraw a motion.
- f. Call for a division of the assembly to retake a vote.

8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the faculty may entertain a motion to consider a motion, subject, or problem informally (see V.C.1).

B. Committee of the Whole. This device enables the Faculty Meeting to discuss an issue under the less stringent rules of a committee.

1. The Faculty Meeting may entertain a motion to form a committee of the whole.
2. The chairperson of the Faculty Meeting shall appoint the chairperson of the committee of the whole.
3. Faculty Meeting will set a time limit on discussion (such and such time).
4. The chairperson of the committee of the whole may speak to the subject at hand.
5. Other persons may speak only when recognized by the chair.
6. A person may speak more than once before all others wishing to speak have done so, if recognized by the chair.
7. All votes are "committee votes" and are not binding on the debate.
8. At the completion of its deliberation, the committee of the whole will entertain a motion to "rise and report."

C. Informal Consideration. This device permits the Faculty Meeting to set aside the formal rules of debate.

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1. The Faculty Meeting may entertain a motion to consider a particular motion, subject, or problem informally.
2. Such a motion may occur before or after a formal motion is proposed.
3. Informal consideration allows the meeting to perfect a motion or an amendment for Faculty Meeting action.
4. The chairperson of the Faculty Meeting remains in the chair.
5. Informal consideration allows for varying limits of debate and the development of amendments to a motion.

Article VI. Taking Votes.

A. The Faculty Meeting shall vote by ballot on any motion to change the curriculum or Part I of the Faculty Handbook if at least one voting member makes such a request. On all other motions, the Faculty Meeting shall take a vote on a motion for a ballot vote.

B. The Faculty Meeting shall otherwise vote by ayes and nays. Any member, however, can demand a rising vote (standing vote or a division of the assembly). This vote must be counted. In the case of a tie vote (ballot) the chair *may* vote with either side. If the chair chooses not to vote, lacking a majority, the motion is defeated.

C. The members of the Committee on Faculty Governance shall tally all votes taken by a show of hands or by ballot, except in cases where the motion before the Faculty Meeting comes from the CFG. In the latter instance, the chair shall appoint up to six faculty members to make the count.

Article VII. Special Rules.

A. Vote on Questions of Policy:

1. Matters of policy shall not be voted on at the same meeting in which they are proposed, unless this provision is waived by a simple majority.
2. The chair shall rule on what constitutes matters of policy, subject to challenge by a majority vote of the Faculty Meeting.

B. Executive Sessions. The Faculty Meeting by majority vote may go into executive sessions where only those with the right to vote may attend. Such sessions may include those occasions when the faculty considers personnel matters, such as the appointment of a new President or a new chief academic officer.

Article VIII. On all matters of parliamentary procedure not specifically enumerated in the by-laws, the Faculty Meeting shall observe those rules that are part of Robert's Rules or the Standard Rules of Parliamentary Procedure, provided that they do not conflict with the spirit or letter of the by-laws.

Article IX. Adoption and Amendment of the By-laws.

- A. By-laws are initially passed by a simple majority vote.
- B. A proposal to amend the by-laws shall be considered a policy matter, and as such shall not be voted on at the meeting at which it is proposed (See VII A).
- C. A vote on a proposed change requires the presence of a quorum.
- D. A 2/3 majority vote is required for passage.
- E. If passed, the amendment shall go immediately into effect.

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Addendum

Summary Table of Rules Relating to Motions

Explanation of the Table. A star shows that the rule heading the column in which it stands applies to the motion opposite to which it is placed; a blank shows that the rule does not apply; a figure shows that the rule only partially applies, the figure referring to the note showing the limitations. Take, for example, "Lay on the Table," the Table shows that it is "undebatable" and "cannot be amended," and that an affirmative vote on it "cannot be reconsidered," -the four other columns containing blanks show that this motion does not "open the main question to debate," that it does not "require a 2/3 vote" that it does "require to be seconded," and that it is not "in order when another member has the floor."

	Undebatable	Opens Main Question to Debate	Cannot be Amended	Cannot be Reconsidered	Requires a 2/3 Vote	Does not Require to be Seconded	In order when another has the floor
Adjourn	*	-	*	*	-	-	-
Adjourn, Fix the Time to which to	2	-	-	-	-	-	-
Amend	-	-	-	-	-	-	-
Amend an Amendment	-	-	*	-	-	-	-
Amend the Rules	-	-	-	-	*	-	-
Appeal, relating to indecorum, etc.	*	-	*	-	-	-	*
Appeal, all other cases	-	-	*	-	-	-	*
Call to Order	*	-	*	-	-	*	*
Close Debate	*	-	-	-	*	-	-
Commit or Refer	-	*	-	-	-	-	-
Extend the Limits of Debate, motion to	*	-	-	-	*	-	-
Leave to Continue Speaking after Indecorum	*	-	*	-	-	-	-
Lay on the Table	*	-	*	5	-	-	-
Limit Debate, motion to	*	-	-	-	*	-	-
Objection to Consideration of a Question	*	-	*	-	*	*	*
Orders of the Day, motion for the	*	-	*	-	-	*	*
Postpone to a Certain Time	7	-	-	-	-	-	-
Postpone Indefinitely	-	*	*	-	-	-	-
Previous Question	*	-	*	-	*	-	-
Priority of Business, questions relating to	*	-	-	-	-	-	-
Privilege, Questions of	-	-	-	-	-	-	-
Reading Papers	*	-	*	-	-	-	-
Reconsider a Debatable Question	*	*	*	-	-	9	-
Reconsider an Undebatable Question	*	-	*	*	-	-	9
Refer (same as Commit)	-	*	-	-	-	-	-
Rescind	-	*	-	-	-	-	-
Rise (in Committee equals Adjourn)	*	-	*	*	-	-	-
Special Order, to make	-	-	-	-	*	-	-
Substitute (same as Amend)	-	-	-	-	-	-	-
Suspend the Rules	*	-	*	*	*	-	-
Take from the Table	*	-	*	5	-	-	-
Take up a Question out of its Proper Order	*	-	*	-	*	-	-
Withdrawal of a Motion	*	-	*	-	-	-	-

Notes

1. Every motion in this column has the effect of suspending some rule or established right of deliberative assemblies, and therefore requires a two-thirds vote, unless a special rule to the contrary is adopted.
2. Undebatable if made when another question is before the assembly.
3. An Amendment may be either 1. By "adding"; or 2. By "striking out" words or paragraphs; or 3. By "striking out certain words and inserting others"; or 4. By "substituting" a different motion on the same subject; or 5. By "dividing the question" into two or more questions, as specified by the mover, so as to get a separate vote on any particular point or points.
4. An Appeal is undebatable only when relating to indecorum, or to transgressions of the rules of speaking, or to the priority of business, or when made while the Previous Question is pending. When debatable, only one speech from each member is permitted. On a tie vote the decision of the Chair is sustained.
5. An affirmative vote on this motion cannot be reconsidered.
6. The objection can only be made when the question is first introduced, before debate.
7. Allows of but limited debate upon the propriety of the postponement.
8. The Previous Question, if adopted, cuts off debate and brings the assembly to a vote on the pending question only, except where the pending motion is an amendment or a motion to commit, when it also applies to the question to be amended or committed.
9. Can be moved and entered on the record when another has the floor, but cannot interrupt business then before the assembly; must be made on the day, or the day after, the original vote was taken, and by one who voted with the prevailing side.

FACULTY GOVERNANCE

II. COMMITTEES OF THE FACULTY

A. Voting rights and eligibility: Only full-time members of the teaching or library faculty eligible to vote at faculty meetings (see Part One Faculty Rights and Responsibilities, Article XIX Faculty Governance) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the faculty: Admissions and Student Aid, All-College Council, Athletic Council, CAFR, CAPT, Tenure Review Board and Tenure Appeal Committee, CEPP, Committee on Faculty Governance, College Benefits Committee, Curriculum, External Master of Arts Committee, Financial Policy and Planning, Institutional Planning, UWW, and Faculty Observers to the Board of Trustees. Faculty representatives on appointive committees of the faculty are appointed by the Committee on Faculty Governance from those indicating a willingness to serve; the CFG also participates in the appointment of faculty representatives to numerous administrative and college committees.

There is also a Committee of Committees composed of the faculty members of All-College Council, CAFR, CAPT, CEPP, College Benefits Committee, Committee on Faculty Governance, Curriculum Committee, Financial Policy and Planning, and IPC which is convened twice a year, or at the request of the faculty members of any constituent committee, by CFG.

Replacements for an academic year or more will normally be by special election. Replacements for less than an academic year will normally be appointed by CFG from the list of runners-up in the most recent election. Replacements on appointive committees will be appointed by CFG from among those willing to serve.

B. Election Schedule: Elections normally shall be scheduled following the Operating Code of the Committee on Faculty Governance. The CFG shall publish its calendar annually at the beginning of the Fall semester.

C. Committee Chairs: Members of committees are requested to elect Chairs by the end of each academic year for the following year and to inform the Chair of the Committee on Faculty Governance and the Office of the Vice President for Academic Affairs and Dean of the Faculty of the results of these elections.

D. Operating Code and Minutes: Each committee is expected to keep on file an operating code and to provide new members and CFG with a copy. All committees keep complete minutes including records of actions taken.

E. Annual Reports: A copy of the committee's annual report is to be sent to the Chair of the Committee on Faculty Governance and to the Vice President for Academic Affairs and Dean of the Faculty at the end of the academic year. In addition, the reports of elected committees are to be sent to the faculty as a whole.

F. Specific Committees of the Faculty

1. ATHLETIC COUNCIL - Elected

Function: To recommend to the Vice President for Academic Affairs and Dean of the Faculty policies regarding the Skidmore athletic program, including the determination of the scope and level of competition in intercollegiate, club, and intramural sports; eligibility rules; establishment of priorities for the athletic program; and such other matters as may be brought to the Council's attention by the Athletic Director or by any of the constituent groups of the college community. All meetings will be open and advertised in advance.

Membership: Three faculty members, each from a different department, elected to serve three-year terms; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty or his/her designee, the Dean of Student Affairs or his/her designee, and the Athletic Director ex-officio (non-voting).

2. COMMITTEE ON ACADEMIC FREEDOM AND RIGHTS (CAFR) - Elected

Function: To serve as guardian of the academic freedom and rights of all members of the academic community; to receive inquiries and complaints concerning academic freedom and rights and to consider formal charges of violations of academic freedom and rights from any faculty member, student, administrator, trustee or from the CAPT; to advise and make appropriate recommendations to the President. The Operating Procedures of the CAFR are available from any member of the Committee. The CAFR meets annually, and whenever necessary in the pursuit of its functions, with the appropriate committee of the Board of Trustees. Revisions to Part One of the Faculty Handbook Articles I - XIX are reviewed by the CAFR for its recommendations prior to a faculty vote.

Membership: Six members of the faculty, none of whom is on the CAPT, the Tenure Review Board, the CAS, or the Diversity and Affirmative Action Committee, at least two of whom are untenured at the time of their election and two tenured, each to serve a three-year term and each from a different department; and no more than six students, selected by SGA.

A member who has served a full three-year term is eligible for re-election after being out of office for two years; members who complete an unexpired term or serve an interim term in place of a regularly elected member on leave are immediately eligible for re-election provided their service did not exceed one calendar year.

FACULTY GOVERNANCE

3. COMMITTEE ON ACADEMIC STANDING (CAS) - Appointed

Function: To formulate and administer policy relating to the academic status of students including matters concerning probation, honors, requirements for graduation, acceleration, and leave of absence; to determine the academic status of each student on the basis of the record, reports of instructors, the opinion of the faculty in the major and any other relevant data; and to give any instructions and advice which seem necessary or advisable.

Membership: Three faculty members, at least one tenured and none of whom may be a member of the CAFR, appointed to serve three-year terms; the Dean of Studies or Associate Director of Student Academic Affairs, the Registrar, and two students selected by SGA, one junior to be appointed each year to serve a two-year term. One faculty member shall also serve as a member of the UWW Committee.

4. COMMITTEE ON ADMISSIONS AND STUDENT AID - Elected

Function: To recommend and review admissions policies and goals; to plan with the administration the student aid policies of the College; to consult with the Dean of Admissions and Student Aid and the Directors of Admissions and Student Aid on problems relative to the implementation of those policies; to serve as a resource for CEPP, FPPC and other committees on admissions and student aid matters; and to act as an appeal board for applicants requesting a review of their aid applications as administered by the Director of Student Aid and Family Finance.

Membership: Three faculty elected to three year terms, no one of whom has athletic coaching responsibilities; the Dean of Admissions and Student Aid; the Senior Associate Director of Admissions; the Director of Student Aid and Family Finance; two representatives from the Dean of Student Affairs division, at least one representing HEOP, both of whom are ex officio; and three students selected by the SGA each to serve a two-year term.

5. COMMITTEE ON APPOINTMENTS, PROMOTIONS, AND TENURE (CAPT) - Elected

Function: To represent the faculty on administrative appointments and reviews and on faculty appointments, promotions, tenure, and termination of service, and to make recommendations on these matters to the appropriate administrative officer. The administration shall consult CAPT to determine which administrative personnel decisions the committee judges to require faculty representation. Special meetings with the President and the Vice President for Academic Affairs and Dean of the Faculty may be called at the request of any of these administrative officers or the committee. At least one meeting of the joint trustee-faculty committee is held during each academic year. Revisions to some parts of Part One Faculty Rights and Responsibilities of the Faculty Handbook are reviewed by the CAPT for its recommendations prior to a faculty vote.

Membership: Six faculty members with tenure, each from a different department chosen from the ranks of professor and associate professor, none of whom is on the CAFR or the Diversity and Affirmative Action Committee, elected to serve three-year terms.

Members of CAPT may not participate in the tenure or promotion cases of candidates in their own departments; replacements for such cases will be selected from recent members of CAPT and the Tenure Review Board (or its predecessor, the CAPT Review Committee). The first eligible faculty member will be chosen from a list beginning with the most recent past members of the named groups (eligible replacements must have reviewed at least one case).

A member who has served a full three-year term is eligible for re-election after being out of office for two years; members who complete an unexpired term or serve an interim term in place of a regularly elected member on leave are immediately eligible for re-election provided the service does not exceed one calendar year.

6. COMMITTEE ON EDUCATIONAL POLICIES AND PLANNING (CEPP) - Elected

Function: To recommend to the faculty and administration short and long-range educational plans for the College and thus be instrumental in clarifying, improving and changing major policies and educational procedures; to evaluate Skidmore's present practices and goals. The CEPP shall exchange minutes of meetings with the Admissions and Student Aid Committee, Curriculum Committee, and the UWW Committee; and the Chairs of any of these committees may be invited to sit with CEPP when consultation is desirable. The Chair of CEPP also shall sit on the Institutional Planning Committee. The CEPP meets annually, and whenever necessary in the pursuit of its functions, with the appropriate committee of the Board of Trustees.

Membership: Six faculty members, two of whom must be tenured, each from a different department, elected to serve three-year terms, the Vice President for Academic Affairs and Dean of the Faculty, the Dean of Student Affairs, and two students selected by SGA. CEPP may appoint such subcommittees from among its members or from the College community at large as it deems helpful to facilitate its work.

7. COMMITTEE ON FACULTY GOVERNANCE (CFG) - Elected

Function: To represent the faculty in matters of faculty governance and to foster the effective functioning of the faculty governance system.

CFG convenes the Committee of Committees (comprising faculty members of All-college Council, CAFR, CAPT, CEPP, College Benefits Committee, Curriculum Committee, CFG, FPPC, and IPC) at least twice a year to assess the interactions among member committees and between them and the administration, and to discuss ongoing issues and any problems in committee operations. CFG is then required to inform the faculty at large of the issues raised by the Committee of Committees.

FACULTY GOVERNANCE

CFG is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. In accordance with this purpose, it promotes cooperation among members of the college community, brings governance issues of faculty concern to the faculty and makes recommendations to the faculty, other committees, and the administration. In addition, CFG reviews operating codes of all faculty committees and maintains files of annual committee reports.

CFG is responsible for ensuring the proper constitution of faculty committees and for the equitable distribution of committee assignments. It conducts nominations and elections for and makes appointments to faculty committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions and to administrative, trustee, and SGA committees; and it maintains a list of all faculty members on all committees.

Finally, CFG is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the faculty.

Membership: Six faculty members elected to serve three-year terms, at least two of whom are tenured and all of whom have had experience on one of the elected Faculty Committees listed in the Faculty Governance Section of the Faculty Handbook, or who will be concurrently serving on one of those elected Faculty Committees at the time of the beginning of their term of service on the CFG.

8. CURRICULUM COMMITTEE - Elected

Function: To act for the faculty in reviewing curricular matters including those which implement educational policy concerning all-college requirements; to generate recommendations concerning immediate and long-range curricular matters; to administer the self-determined majors program; to make recommendations to the faculty concerning other curricular matters brought before it by faculty, students, and the administration.

Membership: Six faculty members, each from a different department, at least two of whom are tenured, elected to serve three-year terms; the Associate Dean of the Faculty; the Director of Liberal Studies; and two students selected by SGA. Non-voting members of the committee are the Registrar, and the Dean of Studies. A faculty member of the Committee shall serve on the self-determined majors subcommittee composed of other members appointed by the Curriculum Committee to represent a reasonable range of academic disciplines.

9. EXTERNAL MASTER OF ARTS COMMITTEE (EMAC) - Elected

Function: To participate in all aspects of the External Master's Program (EMP) by determining academic policies and procedures, admitting and dismissing students, approving core seminars, approving degree plans and final project proposals, making

recommendations for degrees, and recommending faculty selection; to advise on all matters of administrative policy and to assist in the further direction of the program.

Membership: Six faculty members elected to serve two-year terms; the Dean of Special Programs, the Vice President for Academic Affairs and Dean of the Faculty or his/her designee and the Director and Academic Advisor of the EMP.

10. FACULTY DEVELOPMENT COMMITTEE (FDC) - Elected

Function: To advise the Vice President for Academic Affairs and Dean of the Faculty on faculty development policies; to initiate ideas for faculty growth and improvement, including programs to support both scholarly and professional activity and the improvement of teaching; to allocate such research funds as the Dean shall designate for committee decision; to represent the faculty on the award of pre-tenure paid research and sabbatical leaves and to make recommendations on such leaves to the Vice President for Academic Affairs and Dean of the Faculty; to select the annual Edwin Moseley Faculty Research Lecturer and the recipient of The Ralph A. Ciancio Award for Excellence in Teaching.

Membership: Four faculty members with tenure, one each from the areas of the humanities, the natural sciences, the preprofessional programs, and the social sciences, each member to be elected for a two-year term; a representative of the Office of the Vice President for Academic Affairs and Dean of the Faculty, non-voting.

11. FINANCIAL POLICY AND PLANNING COMMITTEE (FPPC) - Elected

Function: To engage in financial planning and recommend financial policies for the College as a whole; to work closely with and serve as a resource for the Institutional Planning Committee, on which the FPPC Chair sits, and for other committees; to receive and review reports from the College Benefits Committee; to ensure that there is a timely flow of information on financial matters available to all College constituencies.

Membership: Four faculty members, at least two of whom are tenured, elected to serve four-year terms; one member of the administrative/professional staff; one member of the support staff; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty; and the Vice-President for Business Affairs. The support staff and the administrative/professional staff will determine their own methods for selecting their representatives, who will serve four-year terms.

12. HONORS COUNCIL - Elected

Function: The ongoing responsibilities of the Honors Council include reviewing applications for membership and inducting new members, monitoring the eligibility standards for current members, planning and sponsoring academic and co-curricular events, developing a sufficient number of courses and co-curricular events for inclusion

FACULTY GOVERNANCE

among the "honors" resources, communicating with the wider community of students and faculty regarding Forum opportunities and the achievements of honors (and other) students, and assessing the effectiveness of the Honors Forum in achieving its goals.

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as director of the Honors Forum for a four-year term; the Dean for First-Year Students; the Dean of Studies; the Associate Dean of the Faculty; the President or a designated representative of the Periclean Honor Society; two other students appointed from members of the Forum.

13. THE INSTITUTIONAL PLANNING COMMITTEE (IPC) - Elected

Function: Chaired by the President, shall engage in strategic, tactical, and environmental planning for educational, financial, and co-curricular affairs.

Membership: The President, the Vice President for Academic Affairs and Dean of the Faculty, the Vice President for Business Affairs, the Vice President for Advancement, Chairs of CEPP, Financial Policy and Planning Committee, and a faculty representative from All-College Council, two additional faculty elected for staggered four-year terms, one of whom is tenured, the other not, two students selected by SGA, the President of SGA, and the Director of Institutional Research.

14. INSTITUTIONAL REVIEW BOARD - Appointed

Function: To investigate and to remain informed as to current governmental regulations affecting all research involving human subjects, to assess the implications of such regulations for the conduct of research with human subjects at Skidmore, to serve as a resource by providing information and guidelines for such research to the College community; to review federally funded research projects on human subjects and to provide to the United States Department of Health and Human Services continuing assurance that, in accord with its regulations, the rights of human subjects are being protected; to provide means by which proposals from outside individuals and agencies seeking to utilize records or members of the Skidmore community as the subjects of research can be reviewed.

Membership: Four faculty members assembled by the Vice President for Academic Affairs and Dean of the Faculty in accordance with State regulations and one person from outside the College.

15. TENURE APPEAL COMMITTEE

Function: To review a negative tenure recommendation at the request of the Tenure Review Board.

Membership: The six members of CAPT plus the three members of the Tenure Review Board. No member of the Tenure Appeal Committee may sit for the review of a candidate in his/her department. The CFG will provide replacements for such reviews as needed.

16. TENURE REVIEW BOARD - Elected

Function: To review a negative tenure recommendation at the request of the candidate. In the event that the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the TRB will sit together with the six members of the CAPT, as the Tenure Appeal Committee, to reconsider the case.

Membership: Three tenured faculty members, each elected to serve a three-year term. All members of the Board must have been tenured for at least two years. No two members may be from the same department. Faculty currently serving on the CAPT, CAFR or the Diversity and Affirmative Action Committee are not eligible. No member of the Tenure Review Board may sit for the review of a candidate in his/her department. The CFG will provide replacements for such reviews as needed.

17. UNIVERSITY WITHOUT WALLS COMMITTEE - Elected

Function: To participate in all aspects of the UWW by determining academic policies and procedures, admitting and dismissing students, approving degree plans and final project proposals, and making recommendations for degrees; to advise on all matters of administrative policy and to assist in the further direction of the program.

Membership: Six faculty members elected to serve two-year terms; the Dean of Special Programs; and the Director and Academic Advisors of UWW.

18. FACULTY OBSERVERS - Elected

Two faculty members elected to serve two-year terms as observers, attending Board of Trustees meetings at the invitation of the Board.

In addition, CAPT and CAFR meet annually with the Academic Affairs Committee of the Board of Trustees; and the Chairs of the Financial Policy and Planning Committee, and CEPP meet annually with the Trustee Committees on Finance and Budget, Academic Affairs and Long Range Planning, respectively.

19. AD HOC COMMITTEES

The President may appoint, in consultation with the Committee on Faculty Governance, ad hoc committees as the need arises.

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20. OTHER COMMITTEES

Faculty serve on other committees within the larger College structure. See Part Three for SGA Committees and College Committees.

III. ACADEMIC POLICIES

A. Examinations

Final examinations for the Fall and Spring semesters are given during a designated examination period. Examinations must be taken during the prescribed hours and in those places designated as examination rooms.

1. A student who is unable to take an examination or hand in a paper because of illness may ask the Health Services to confirm the illness.
2. Students who, because of emergencies, have been unable to take their examinations on the scheduled dates, may be granted the privilege of making up examinations at the discretion of the instructor.
3. The dates of the final examination periods are announced early in the semester. No student should make arrangements to leave college before checking the examination schedule. All examinations must be taken within the examination period except in case of emergency which must be reported to the Registrar and Department concerned.
4. Self-scheduled examinations are to be picked up at and returned to the place previously arranged with the instructor of the course.
5. Written final examinations may not be given in whole or in part prior to the scheduled examination period.

B. Class Attendance

1. Instructors will make known to their classes their policy concerning the effect of absence on the student's grade. Students are not automatically entitled to a certain number of absences.
2. Instructors may bar from a final examination any student whose absence they consider excessive or whose class work is not deserving of credit. Any student who misses more than a third of the sessions may expect to be barred from final examination. In such cases, the course grade will be recorded as F.
3. Instructors who observe frequent absence or tardiness of a student in their classes should report this to the Office of the Dean of Studies.

C. Grading

1. These policies are printed in the College Bulletin and may change only by vote of the Faculty.
2. Grades should be submitted to the Registrar according to a schedule set by the Registrar. Faculty members are asked to record grades on official sheets sent from the Registrar.
3. If an instructor has made a computational or clerical error, he/she may request a change in the student's grade. No grade may be changed on the basis of re-examination or supplementary work. Petitions to change grades must originate with the faculty members concerned and be brought before the Committee on Academic Standing for consideration.

D. Peer Evaluations of Teaching

Each department shall establish a timetable and procedures for visiting classes taught by untenured departmental colleagues and discussing with them observations derived from visitations.

E. Student Evaluations

1. All-College Student Evaluations

- a. All members of the faculty will have their courses evaluated each term by students enrolled in their courses. The evaluation shall be administered in a uniform manner which protects confidentiality. The Vice President for Academic Affairs and Dean of the Faculty will provide the forms to each department.
- b. Each term, department Chairs shall return the completed evaluations to the Office of the Vice President for Academic Affairs and Dean of the Faculty, and the Vice President for Academic Affairs and Dean of the Faculty shall be responsible for processing the evaluations. The Vice President for Academic Affairs and Dean of the Faculty shall return the summaries to the department Chairs for retention in department files.
- c. Summaries shall be made available each term to the faculty being evaluated.
- d. The evaluations shall be available to the Vice President for Academic Affairs and Dean of the Faculty and the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to CAPT for its examination during consideration for reappointment, promotions, or tenure.

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e. Faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Vice President for Academic Affairs and Dean of the Faculty, CAFR, Diversity and Affirmative Action Committee, etc.) that seem appropriate to the particular case.

2. Departmental Student Evaluations

Student evaluations administered by departments or programs are required for all lecture, discussion, laboratory, and studio courses. At the discretion of the instructor, departmental evaluation forms may also be used to evaluate independent studies, internships, and thesis or individual research courses. These evaluations should be administered in such a way as to ensure validity, responsibility, and, where possible, confidentiality.

a. Validity shall mean that the methods each department may devise for its own needs be likely to produce nearly complete returns from each class.

b. Responsibility shall mean that students sign the essay evaluation forms they fill out, and that no anonymous evaluation essay be accepted. Although signatures must be separated from the completed forms before they are shown to the faculty member concerned, or kept confidential in some other fashion, some record of who wrote a given essay must be established.

c. Confidentiality shall mean that no faculty member shall learn the name of the student who wrote a given essay evaluation for one of his/her own courses. If, on the other hand, allegations suggesting unprofessional conduct appear in a student evaluation, the Department Chair or CAFR may seek to interview the student to determine whether further review is warranted.

COLLEGE GOVERNANCE

PART THREE

COLLEGE GOVERNANCE

I. COLLEGE COMMITTEES

A. Preamble

In addition to serving on faculty committees, as described in Part Two, and in departmental governance, faculty members participate in college governance by serving on a variety of committees (collectively referred to as "College Committees") whose function lies outside of the exclusive purview of the faculty, and whose membership includes representatives of the faculty, the administrative/professional staff, the support staff, and/or the Student Government Association.

B. Specific College Committees

1. ALL-COLLEGE COUNCIL - Elected

Function: The All-College Council has been designed to serve as a college forum to analyze, discuss and make recommendations to the President on community issues that do not clearly fall under the jurisdiction of the President's staff and of student and faculty committees and governance structures. As such, the All-College Council has jurisdiction over all-College community matters that due to their nature do not fall under the purview of any one of the existing committees and governance structures. Any member of the All-College Council may bring an issue to the Council for discussion. The All-College Council will then discuss the issue and make a determination as to whether or not the issue falls under its purview. To formally consider an issue, a simple majority of the All-College Council must vote either to consider it under its jurisdiction or to remand the issue to the constituency under it to whose jurisdiction it has been determined to belong. Additionally the All-College Council shall have the ability to form ad-hoc subcommittees to further investigate issues and report back to the Council. Amendments to the function or membership of this committee must be agreed to by all parties and made by the appropriate methods within each of the three constituencies.

Membership: President of the College (Chair), S.G.A. President, S.G.A. Vice-President for Academic Affairs, S.G.A. Vice-President for Residential Affairs, two students-at-large appointed by S.G.A., one appointed for a one year term and one for a two year term; five (5) tenure track faculty, at least two of them tenured, elected to two year terms; the Dean of Admissions and Student Aid, the Vice President for Academic Affairs and Dean of the Faculty or his/her designee, the Dean of Student Affairs, one(1) at-large administrative representative and one (1) representative of the Support Staff appointed by the President to two-year terms. In order to ensure continuity from academic year to

academic year, the Council membership (faculty, staff, student) should be appointed on a staggered basis so that there are always experienced members on the Council.

2. BOARD OF APPEALS - Appointed

Function: To serve as the Appeal Board for cases heard by the Integrity Board. To review automatically any recommendation for suspension or dismissal from the Integrity Board.

Membership: Two faculty members appointed by CFG to serve overlapping two-year terms, the Dean of Student Affairs as Chair; and two students appointed by SGA.

3. COLLEGE BENEFITS COMMITTEE - Elected

Function: To monitor and recommend changes in non-unionized employee benefits to the Financial Policy and Planning Committee and other College constituencies.

Membership: The Committee will consist of three members of the faculty, three members of the support staff, and three members of the administrative/professional staff, to include the Associate Dean of the Faculty and Director of Human Resources. The faculty members will be elected to three-year terms. The support staff and administrative/professional staff will determine their own methods for selecting their representatives. Undesignated members will serve three-year terms. The Committee will include the Director of Financial Planning and Budgeting (or an appropriate alternate chosen by the Office of Business Affairs) and the Assistant Director for Benefits Administration as non-voting members. The Committee will annually elect a chair from among voting members of the Committee.

4. CONVOCATIONS AND COLLEGE EVENTS COMMITTEE - Appointed

Function: To develop a yearly calendar of convocations and public events to stimulate and support the cultural and intellectual energies of the Skidmore community; to review proposed events for possible designation as all-College convocations; to determine the most appropriate means for promoting the annual convocation series; and to oversee the college events calendar.

Membership: Two faculty members, one of whom sits on the All-College Council; two students, to include the Chair of Student Speakers Bureau and the Vice President for Residential Affairs; one representative from Development/Alumni Affairs; and the Associate Dean of Students Affairs for Leadership Activities as Chair.

COLLEGE GOVERNANCE

5. DIVERSITY AND AFFIRMATIVE ACTION COMMITTEE - APPOINTED

Function: To advise the President on Diversity and Affirmative Action policy, to consult with the Diversity and Affirmative Action Officer, to review annually the College's Diversity and Affirmative Action program including the sexual harassment policy and submit specific recommendations for improvement, to hear concerns from any member of the College community relating to alleged discrimination based on race, color, religion, sex, disability, age national or ethnic origin, sexual orientation or concerns relating to sexual harassment, to implement ongoing educational programs and to review discrimination and sexual harassment complaints as directed by the Director of Diversity and Affirmative Action in order to provide the College community with information about diversity and affirmative action policies and issues, including sexual harassment.

Membership: Two full-time faculty members, two support staff, two administrators, all appointed by the President and who serve a three-year term for no more than two consecutive terms; two students appointed by the President for a two year term renewable for a third year; the Assistant to the Dean of Students for Multicultural Students (ex officio with vote) who shall maintain a liaison with the Dean of Students; the Director of Diversity and Affirmative Action (ex officio with vote), and the Director of Human Resources (ex officio with vote). Other members of the College community, for example the Assistant to the President, may be invited to attend without a vote.

6. HONOR CODE COMMISSION - Appointed

Function: To coordinate and conduct Honor Code workshops for first-year students and transfers; and in its capacity as a commission, to help educate all students as to what constitutes an honor violation, to implement the Honor Code by requiring students to write on their tests and exams that they have not witnessed or in any way aided another person cheating, and to recommend changes in the Honor Code System.

Membership: The Student Honor Code Educator as Chair, the SGA Vice President for Academic Affairs, one student representative at-large, one faculty representative at-large, and one representative from each of the judicial boards (Integrity Board, and Board of Appeals).

7. THE INFORMATION RESOURCES COUNCIL (IRC) - Appointed

Function: To recommend to the College policies and plans regarding information resources, including their ongoing assessment and renewal, and thereby to serve as the College's chief policy-recommending and planning body for information resources; to provide a forum in which the senior administration of the College, the directors of the various information resource centers, and the users of information resources may engage in substantive deliberations to ensure that the College reaps fully the benefits of modern integrated information resources and external networks; to review and revise the College's

long-range plan for information resources on a regular basis. The IRC may appoint task forces to address particular aspects of its mission as it deems appropriate. In instances where faculty will be appointed to such task forces, the IRC will inform the CFG of the appointments. In the case of educational policy and planning issues, including issues concerning the library, the IRC will coordinate its consideration of such issues with that of CEPP and will submit proposals for CEPP's approval. Ordinarily, meetings of the IRC will be open and advertised in advance.

Membership: Four faculty members, two elected and two appointed by the CFG in consultation with the Vice President for Academic Affairs and Dean of the Faculty, to serve staggered four-year terms; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty, who will serve as Chair; the Vice President for Business Affairs; the College Librarian; the Director of the Center for Information Technology Services (CITS); the Director of Institutional Research.

8 . INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE - Appointed

Function: To monitor the use of laboratory animals in teaching and research.

Membership: No less than five members appointed by the Vice President for Academic Affairs and Dean of the Faculty; a veterinarian, a scientist experienced in laboratory animal research, and an individual who has no other affiliation with the institution besides membership on the committee.

9 . SAFETY IN THE WORKPLACE COMMITTEE - Appointed

Function: To publish and maintain the Safety in the Workplace Program, a program that complies both with applicable external laws and regulations and with Skidmore's specific needs, to review regularly existing safety policies and consider new policies designed to minimize unsafe acts, eliminate or control hazards, and stimulate efforts to create and maintain interest in safety.

Membership: Two faculty members, one student member, one support staff member, one member of Local 200D, all appointed by the President and serving staggered three-year terms; the College physician, the Manager of Employment and Training, the Vice President for Academic Affairs and Dean of the Faculty or her/his designee, and the Business Manager (chair).

COLLEGE GOVERNANCE

II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES

A. Preamble

The Student Government Association (SGA) was established in 1990 "to establish and maintain conditions of student life conducive to good scholarship, intelligent citizenship, benevolent service and individual growth." (Preamble, SGA Constitution.) Full-time matriculated and full-time non-matriculated students are members of the Student Government Association. Faculty members, although not members of the SGA, do serve on certain of its committees as described in the next topic.

B. SGA Committees With Faculty Representative

1. INTEGRITY BOARD - Appointed

Function: To adjudicate cases of academic and social violations. The Dean of Student Affairs automatically reviews Integrity Board recommendations of suspension or dismissal.

Membership: The Integrity Board is composed of one or two faculty (drawn from a pool of four faculty members appointed by CFG to serve overlapping two year terms), four students including the chair (drawn from a pool appointed by SGA), and one other member of the college staff (drawn from a pool appointed by the Dean of Student Affairs).

Students chair all Integrity Board hearings. Usually, the Dean of Studies serves as Judicial Counsel in cases involving academic integrity and the Associate Dean of Student Affairs serves as Judicial Counsel in cases involving social integrity. A hearing involving academic integrity requires two faculty, four students, including the chair, and one staff member. A hearing involving social integrity requires one member of the faculty, four students, including the chair, and one staff member.

III. THE HONOR SYSTEM

A. The Contract

1. The Skidmore Honor System was established at the request of the student body in 1921. Each student, in accepting admission to Skidmore College, agrees to the following contract with the College:

I hereby accept membership in the Skidmore College community and, with full realization of the responsibilities inherent in membership, do agree to adhere to honesty and integrity in all relationships, to be considerate of the rights of others, and to abide by the College regulations.

The faculty and staff share with students the responsibility for protecting the community from violations of the honor system by exerting a positive influence to prevent harmful conduct in either academic or social situations and by taking appropriate measures to prevent recurrences if they are aware of violations of the Community Standards. Every faculty member should be conscious of the obligation inherent in accepting a position at Skidmore to assist the students in upholding the honor system. Faculty members are asked to read carefully the entire section on the honor system as outlined in the Student Handbook.

3. At the end of each examination students must sign the following statement:

I have not witnessed any wrongdoing nor have I personally violated any conditions of the Skidmore College Honor Code while taking this examination.

This statement, provided by the instructor, should be included in every exam. Failure on the part of the student to sign this statement indicates that the faculty member responsible should speak to the student about possible Honor Code violations.

4. It is essential that there be mutual confidence and understanding between faculty and students. Faculty members can help students by discussing with them desirable forms of cooperation and assistance among students and by showing them the difference, for example, between mere copying from sources and legitimate use of reference material. Any problems or questions which arise relating to the application of the honor system should be discussed with the Dean of Studies.

B. Violations of Honor Contract

1. In case an academic infraction of the honor system comes to the attention of a member of the faculty, the situation should be dealt with in one of the following ways:

a. the matter may be handled directly with the individual concerned if the faculty member believes that the best results can be achieved in this way, that any recurrence of the offense is unlikely, and the student acknowledges responsibility. The faculty member's response should be shaped by the sections of the Academic Information Guide and the Student Handbook on "Academic Integrity: Definitions and Guidelines for Penalties."

i. A confidential report must be made to the Dean of Studies of any case handled personally by a faculty member.

ii. If more than one honor code violation is reported for a particular student, the Dean of Studies may take further disciplinary action or refer the case to the Integrity Board or request an administrative hearing.

b. The matter may be referred to the Integrity Board by the faculty member.

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2. In case of a violation of the social honor code, the faculty member may follow the procedure described in 1.a. above or consult with the Associate Dean of Students/Judicial Council to the Integrity Board on possible action before the Integrity Board.

C. ADMINISTRATIVE DISCIPLINE

The Dean of Student Affairs may call an administrative hearing if it is deemed appropriate and may impose disciplinary sanctions. Pending action on the charges, in most cases the status of students shall not be altered, or their rights to be present on the campus to attend classes suspended. However, in cases when student conduct might affect the safety or well-being of the student or the safety or well-being of the community, the College reserves the right to require the student to leave the campus pending the outcome of the hearing.

The administrative sanction may be appealed to the President of the College or to the designated hearing officer.

BENEFITS

PART FOUR

BENEFITS

I. FLEXIBLE BENEFITS PLAN

Skidmore College provides a Flexible Benefits Program to faculty who are full-time for the academic year, and for faculty who are in designated shared positions. The College contributes a sufficient amount to each faculty member's Flexible Dollar Pool for the purchase of comprehensive health care coverage and group term life insurance. Dental insurance may be offered but is optional at employee expense. Faculty members may contribute additional funds to these accounts through a salary reduction agreement. Funds in the Flexible Dollar Pool may be used to select one of several types of health care coverage (a self-insured indemnity plan and alternatives such as Health Maintenance Organizations), dental coverage, and various levels of life insurance. Funds in the Flexible Dollar Pool may also be allocated to a Health Care Spending Account and to a Dependent Care Spending Account to the extent allowed. Funds in the Flexible Dollar Pool which are not allocated to the above options may be received as a salary supplement and will be subject to all applicable taxes.

The allocation of funds among the various alternatives must be made before the beginning of each calendar year and ordinarily cannot be changed during the year except under special circumstances. In accordance with Internal Revenue Service regulations, unexpended funds in a Flexible Spending Account are forfeited by the employee. These forfeited funds are returned to the general benefits fund .

A description of the Flexible Benefits Program including alternative health care coverage, group term life insurance, an optional dental plan, as well as the regulations concerning Health Care and Dependent Care Spending Accounts, is contained in the Flexible Benefit Program booklet available from Human Resources. A copy can also be downloaded from <http://www.skidmore.edu/administration/hr/benefits/flex.htm>.

II. TUITION SCHOLARSHIP

A. Matriculated Students at Skidmore College

1. Legally dependent children and spouses of full-time faculty are entitled to receive a College tuition scholarship grant as matriculated students for an undergraduate degree at Skidmore College, provided they qualify for admission on the same basis as other students. Eligibility for housing will be on the same basis as for all other students. The amount of the scholarship grant is full tuition, less any tuition financial aid or scholarship available to the student from any other sources. In order to qualify for the annual tuition scholarship grant from Skidmore, it is necessary to submit the appropriate financial aid application through the Office of Student Aid and Family Finance. For purposes of this

policy, the term legally dependent children are those who qualify as a dependent under the IRS code and children named to receive support for education in either a separation agreement or court-issued divorce decree.

2. A full tuition scholarship grant at Skidmore for an undergraduate degree is given to the legally dependent children and spouses of full-time faculty who die during active service at the College, provided said faculty member has given a minimum of six years of full-time service.

B. Non-Matriculated Students at Skidmore College

Faculty, their spouses, and legally dependent children may take courses for credit without payment of tuition on a space-available basis.

C. Students at Other Colleges

Following three years of full-time service at the College, seventy-five percent of the other undergraduate institution's tuition, not to exceed \$975 per semester or \$1950 per year (per eligible dependent), for an equivalent of eight semesters will be paid for legally dependent children of full-time faculty who attend another accredited college and who are not participating in the Tuition Exchange Program.

D. Students in University Without Walls

Faculty and their legally dependent children and spouses who are admitted to the Skidmore University Without Walls program receive a tuition waiver for any courses taken at Skidmore (or other colleges in the Hudson-Mohawk Consortium, on the same basis as other Skidmore students). They will, however, pay the advisor's part of the enrollment fee.

III. PARENTAL LEAVE FOR FACULTY

In the event of childbirth, a full-time faculty member may apply for one of the following work arrangements through the Office of the Dean of the Faculty:

1. Full pay for the period of disability for the mother (6 weeks under normal circumstances) and unpaid leave of absence for the remainder of the semester. Disability papers obtained from the Office of Human Resources must be completed by the mother and physician under these circumstances

or

2. Alternate work arrangement mutually agreed upon by the faculty member, department chair and the Vice President for Academic Affairs and Dean of the Faculty, which will

BENEFITS

normally result in a one-course release for the employee (limited to one parent if both are employed by the College) for the semester prior to, during, or after the birth with no reduction in salary.

In the event of adoptions, one parent can apply for option two. Both options are covered by full benefits.

IV. DOMESTIC PARTNERS BENEFITS

The College will recognize same or opposite sex domestic partners as spousal equivalents for certain College benefits, to the extent permitted by law. In addition, any children of qualified domestic partners may be eligible for these benefits depending on the health plan selected on the same basis as children of married spouses. A detailed policy which outlines eligibility criteria for domestic partnership can be obtained in Human Resources or downloaded from <http://www.skidmore.edu/administration/hr/benefits/DomesticPartners.htm>.

V. RETIREMENT

A. Definition: A full-time faculty member who has attained a minimum age of 55 with at least 15 years of continuous full-time service and who leaves the employ of the College, is considered to be retired from the College.

B. Retirement Plan

1. Faculty who teach at least 3 courses or 9 semester hours in an academic year are eligible for the Basic Retirement Plan after one year of employment. The College will recognize time spent previously employed at a post secondary degree granting institution eligible to maintain an IRC 403 (b) plan toward the one year waiting period. The previous employer must certify the term of such employment to the College.

The Skidmore College Retirement Plan offers investment alternatives for both the basic and supplemental portion of the Plan. Investment options include TIAA/CREF Regular Retirement Annuities and Vanguard Mutual Funds.

2. Participation in the Basic Retirement Plan program is mandatory for all eligible faculty. The College will contribute to the plan, as a percentage of base annual salary, at the following rates: under age 50: 11%; from the first payday after the 50th birthday until termination or retirement: 12%.

C. Social Security

The College participates in the Federal Social Security program. Payments are made as mandated by law.

D. Phased Employment

The Phased Employment Program was designed for faculty who, through a pre-retirement reduction of their full-time teaching commitment, can gradually phase into retirement over a period of years. Participation in the program is not an entitlement. The program is voluntary for both the employee and College, and all terms or arrangements will be mutually agreed upon and documented.

Participants must be in active status or on an approved leave of absence to apply for this benefit. The employee's age and length of service must combine to equal not less than 70, with a minimum age of 50. All participants must retire at the completion of the agreed upon period. Further detail may be obtained in Human Resources.

Faculty who are full-time for the entire academic year and who meet the above criteria are eligible to apply for this program.

E. Early retirement

1. The Skidmore College Supplemental Retirement Plan is available to those who were in the College's employ on November 15, 1990. All such employees are vested in the plan's basic benefit after five (5) full years of service to the College. Employees between the ages of 55 and 63, with 12 or more years of service, may elect to retire and receive a supplemental benefit in addition to their basic retirement benefit.

2. Upon one's departure from the College, the College will pay to the employee his/her vested basic benefit and a supplemental benefit if applicable. The amount of such payment is based on the length of benefit service as of November 15, 1990, as a percentage of twelve (12) years if such benefit service is less than 12 years. It is also based on a percentage of the employee's annual salary as of November 15, 1990. The exact schedule of the supplemental benefit is available through Human Resources.

3. Settlements under the Plan may be annuitized, taken in a lump sum, paid out over 10 years, or rolled over to an IRA. Settlement options and other terms of the Plan are administered in accordance with the governing Plan Document as summarized in the Skidmore College Supplemental Retirement Plan Summary which is available upon request from Human Resources.

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F. Additional Benefits upon Retirement

1. Grandparenting of Post-retirement Health Benefits:

- a. Faculty who by 1/1/95 completed at least twelve years of full-time service and met the specific conditions of the following "rule of 62" equation, will be able to retire at any time after the age of fifty-five (55) with the current post-retirement health benefit which is funded by the College.

Rule of 62:

A minimum of 12 years of full-time service

+

employee age as of 1/1/95

+

additional years of full-time service (beyond 12) as of 1/1/95

must be equal to or greater than 62

- b. Retirees may choose any of the health care plans offered by the College. Eligible dependents at the time of retirement will also be covered by the health care plan. Changes in coverage can be elected during the open enrollment period. A supplement to Medicare policy will be provided at age 65.

2. The following will apply to all other faculty:

- a. Health Plan Type (available subject to items b-d below):

Retirees may choose any of the health care plans offered by the College. Eligible dependents at the time of retirement will also be covered by the health care plan. Changes in coverage can be elected during the open enrollment period. A supplement to Medicare policy will be provided at age 65.

- b. Faculty may still retire at the age of fifty-five, but post-retirement health benefits funded by the College will begin at age sixty for retirees and eligible dependents at time of retirement according to the following schedule:

20 years full-time service:				100% College funded: Retiree + dependents			
19	"	"	"	90%	"	"	"
18	"	"	"	80%	"	"	"
17	"	"	"	70%	"	"	"
16	"	"	"	60%	"	"	"
15	"	"	"	50%	"	"	"

- c. Faculty with at least fifteen years of service who choose to retire before the age of sixty (who have achieved at least the age of fifty-five) will receive no funding for their health coverage from the College until they reach the age of sixty. They will be able to purchase group coverage during that period through the College for themselves and dependents at the time of retirement. Retirees who interrupt their group coverage with the College will be accepted back into the plan.
 - d. Under this plan, retirees continue to receive the benefit with which they retire. If they retire with 70% college funding, they will continue at that level during their retirement years. If an employee with 17 years of service retires at fifty-five, s/he will begin to receive 70% college funding when s/he reaches the age of sixty.
3. The tuition scholarship grants program continues to apply to retired faculty and eligible dependents. In addition, faculty who retire early are covered under the College's group term life insurance program until age 65 by an amount equal to their last base annual salary under the guidelines outlined in F(1) and F(2).
4. All full-time faculty who retire are accorded emeritus status and are invited to attend and participate in official activities of the College, to use the Scribner Library, Computer Services, and laboratory facilities, when available, and the College's fitness and recreational facilities.

THE ADMINISTRATION

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

The President shall be elected by a majority vote of the Board of Trustees, shall continue in office at the pleasure of the Board, and shall be an ex-officio member of the Board and of all standing committees.

Official communication to the Board from the faculty, officers and members of the College shall be presented through the President. At each regular meeting of the Board the President shall make a report on the condition of the College.

The President shall be the executive head of the College in general charge of all its activities, and shall make recommendations to the Board, through the Academic Affairs Committee, with respect to the granting of promotions, tenure and sabbaticals to members of the faculty and through the Executive Committee with respect to the engagement of senior members of the administrative staff.

The annual budget and statement of plans for the administration of the College shall be presented by the President to the Board for final decision at the Annual Meeting.

In the temporary absence of the President, the Vice President for Academic Affairs and Dean of the Faculty shall be his/her deputy, authorized to act on his/her behalf. Should the absence be prolonged, whether by incapacity, resignation, or death, the Board, or its Executive Committee, may establish a temporary allocation of executive powers and responsibilities pending the election of a new President.

B. President's Staff

President's Staff is the President's principal advisory council. The staff consists of those senior members of the administration who report to the President (the Vice President for Academic Affairs and Dean of the Faculty, the Vice President for Business Affairs, the Vice President for Advancement, the Dean of Student Affairs, the Dean of Special Programs, and the Dean of Admissions and Student Aid). The composition of the staff is subject to review by the President in response to the evolving needs of the College. President's Staff meets regularly to advise the President on major issues of policy and planning.

II. THE VICE PRESIDENT FOR BUSINESS AFFAIRS AND TREASURER

The Vice President for Business Affairs and Treasurer is elected by the Board upon the nomination of the President and is the chief business and financial officer under the President. The Vice President for Business Affairs is responsible for all matters assigned by the President which, generally, include all budgets, fiscal affairs, investments, facilities, construction, auxiliary services, campus security, non-faculty personnel matters, purchasing, and other business management affairs of the College.

As Treasurer, he/she is responsible for the monies, securities, and other assets under rules prescribed by the Trustees and shall report at all regular meetings of the Board on the current status of the finances.

III. THE VICE PRESIDENT FOR ADVANCEMENT

The Vice President for Advancement is elected by the Board upon the nomination of the President and is the chief officer under the President for Development, Communications, and Alumni Affairs. The Vice President for Advancement is responsible for all duties assigned by the President which, typically, include development of institutional support and resources, oversight of the College's communications and marketing efforts, and the coordination of programming for alumni.

IV. THE VICE PRESIDENT FOR ACADEMIC AFFAIRS & THE DEAN OF THE FACULTY

A. The Office of the Vice President of Academic Affairs & the Dean of the Faculty

The Vice President for Academic Affairs and Dean of the Faculty to whom the Department Chairs and faculty are responsible, is elected by the Board upon the nomination of the President, and is the chief academic officer. The Vice President for Academic Affairs and Dean of the Faculty is responsible for all matters assigned by the President which, generally, include the following: enhancing the quality of the faculty and, in consultation with Department Chairs, making new appointments to the faculty, conferring with CAPT on matters of tenure and promotions and other matters of concern to the faculty, conferring with the Faculty Development Committee on sabbatical leaves, and making recommendations to the President where appropriate. In consultation with the Department Chairs and Program Directors, the Dean is responsible for all academic budgets and makes budget recommendations to the President. The Dean initiates and supervises the evaluation of Department Chairs, and generally assists them in the performance of their duties. The Dean also assists Chairs and Directors in development of teaching and scholarly effectiveness in the faculty, and in maintaining orderly departmental governance and a spirit of professional cooperation.

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The Vice President for Academic Affairs and Dean of the Faculty appoints the Associate Dean(s) of the Faculty who is (are) responsible for all operations of the Office of the Vice President for Academic Affairs and Dean of the Faculty in the Dean's absence. The Associate Dean is responsible for all matters assigned by the Dean which typically include review of academic program budgets, support for faculty professional travel and such other budgets as designated by the Dean, faculty and curriculum development, and the administration of all interdisciplinary programs including Liberal Studies.

The Vice President for Academic Affairs and Dean of the Faculty appoints an Assistant to the Dean of the Faculty for Faculty Development and Sponsored Research who assists faculty in the development of grant proposals for research and teaching support, and, with the Vice President for Academic Affairs and Dean of the Faculty, coordinates departmental, area, and college-wide grant proposals. The Assistant to the Dean is responsible for the research grants budgets.

The Vice President for Academic Affairs and Dean of the Faculty supervises, as well, the Registrar and Director of Institutional Research who is responsible for all matters assigned by the Dean, which in general include providing a calendar and master schedule, registering students into courses, allocating all classroom space, recording grades, and maintaining permanent records. In addition, the Registrar and Director of Institutional Research is responsible for the registration of all degree programs with the New York State Education Department. The Registrar and Director of Institutional Research is responsible for collection and analysis of enrollment patterns and projections, student demographic data and academic and budgetary data.

The Dean of Studies is jointly appointed by the Vice President for Academic Affairs and Dean of the Faculty and the Dean of Student Affairs and works closely with the Dean and the Associate Dean of the Faculty in matters related to faculty/student interaction, study abroad and other affiliated programs, graduate fellowships, internships, and questions of academic policy and curriculum development, and in his/her capacity as liaison to assigned faculty committees (see also under the Dean of Student Affairs).

B. Academic Staff

Academic Staff consists of department chairs, single-discipline and interdisciplinary program directors, the Associate Dean of the Faculty, the Dean of Studies, the Registrar and Director of Institutional Research -- that is, all those reporting directly to the Vice President for Academic Affairs and Dean of the Faculty-- as well as others whose work is directly in support of academic programming, such as the Director of User Services and Academic Computing, the Director of UWW, and the Director of the MALS Program. In monthly meetings, information of direct relevance to academic programs is shared. Academic Staff serves to advise the Vice President for Academic Affairs and Dean of the Faculty regarding programs and policies in or pertaining to academic affairs at the College.

V. THE DEAN OF STUDENT AFFAIRS

The Dean of Student Affairs is appointed by the President and is responsible for all matters assigned by the President, which include all student life programs at the College. Together with his/her staff, the Dean is responsible for residential policies and programs; counseling and health services; student and college governance; social, recreational, and cultural programming; career planning; religious life programs; foreign, and minority student concerns. The Dean and his/her staff work with the Vice President for Academic Affairs and Dean of the Faculty to create effective programs of student and faculty orientation and academic advising, and with the College honor societies to encourage academic excellence, provide counseling services for students with academic problems, and provide counseling for study abroad and graduate education.

The Associate Dean of Student Affairs and Dean of Studies is appointed jointly by the Dean of Student Affairs and the Vice President for Academic Affairs and Dean of the Faculty. He/she serves as a bridge between issues traditionally associated with student life and those linked with academic affairs. As Associate Dean of Student Affairs, he/she is responsible for all matters regarding student life assigned by the Dean of Student Affairs, such as serving as chief student affairs officer in the absence of the Dean.

As Dean of Studies he/she is responsible for all aspects of academic advising, including the faculty advising system. He/she and staff provide support and guidance to students considering academic program options, students with academic distinction, and students experiencing academic problems.

VI. THE DEAN OF SPECIAL PROGRAMS

The Dean of Special Programs is appointed by the President and is responsible for the academic and fiscal integrity of external undergraduate and graduate degree-granting programs and for a diverse group of credit bearing and non-credit programs in the liberal arts, creative arts, pre-professional and professional areas. The Dean of Special Programs is charged to initiate and encourage academic innovation and experimentation, to enrich and strengthen the intellectual life of the college, to extend opportunities to non-traditional as well as traditional students and to cultivate Skidmore's relationship with Saratoga Springs and other area communities through educational programming. During the summer months the Dean of Special Programs supervises a broad range of innovative programs as well as the use of academic and residential facilities. The Directors of the External Master of Arts Program, the University Without Walls, Summer Sessions and Summer Special Programs, Summer Conferences and Community Education, the Child Custody Stress Prevention Project, the Computer Career Institute and the Development Associate, as well as other Summer Program and Institute Directors, report to the Dean of Special Programs.

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VII. THE DEAN OF ADMISSIONS AND STUDENT AID

The Dean of Admissions and Student Aid is appointed by the President and sits on the President's staff. He/She holds broad responsibility for managing the recruitment, admission, enrollment and retention of a talented and diverse student body. The Dean also oversees those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Dean works closely with the President's Staff to assure maximum coordination among the many areas in which the College presents itself to the broader public. The Directors of Admissions and Student Aid and Family Finance report directly to the Dean of Admissions and Student Aid. In addition, the Dean collaborates with the Registrar/Director of Institutional Research in conducting research and performing strategic planning in these areas.

VIII. REVIEW OF SENIOR ADMINISTRATIVE OFFICERS

There is a system of regular review of senior administrative officers. Senior administrative officers are divided into two groups: Board-appointed Officers and Deans. Both Board-appointed Officers and Deans will be reviewed according to the procedures outlined in this document.

Reviews of the President should be run periodically by the Board of Trustees, and the manner in which such reviews should be run is up to the Board to determine.

Each of the six members of the President's Staff will be reviewed at least once every six years according to a schedule set by the President in consultation with the CAPT.

The reviews are concerned primarily with the performance of the individual being reviewed, and secondarily with the performance of the offices for which the individual is responsible. For example, an evaluation of the Vice-President for Business Affairs will deal not only with the performance of the person who is the Vice-President, but also with the effectiveness of the Vice-President's staff and the extent to which tasks that the Vice-President's staff is responsible for are being carried out effectively.

The purpose of including a focus on both the individual Officer and that person's Office is to ensure a full analysis of the Officer's performance. The review process is not intended to be an in-depth program audit.

Reviews should begin by considering the relevant job description. The job description will include among other things the definition of a set of goals and activities. The review committee will then determine how well the individual has carried out those activities and achieved those goals. If a recent job description is not already available at the time of the review, one should be composed by the Officer under review and his or her supervisor.

Composition of the Review Committee:

Each review committee will consist of five individuals: two faculty and three others in the case of reviews of non-academic officers; three faculty and two others in the case of academic officers. The faculty members shall be appointed by CAPT, after consultation with the CFG, the person being reviewed, and the President.

Detailed Procedure:

1. The review process will be initiated by the President at the beginning of the appropriate academic year, but in no case later than November 1.
2. In consultation with the President and the officer being reviewed, the committee will review the job description for current adequacy, will draw up a list of the specific office functions to be evaluated along with the individual officer, and will determine what individuals will be contacted and asked for comments. The officer under review may add names of particular individuals, from either inside or outside the College, to the list of those to be contacted.
3. After reading the letters of evaluation and before writing the summary report, the review committee will meet separately with the officer under review and the President.
4. The summary report will be given to the officer under review no later than April 1. A discussion of the report with the committee shall be scheduled for the officer being reviewed shortly thereafter, but in any case no later than May 1.
5. The President and the Chairperson of the Review Committee will meet with the CAPT to provide an oral report summarizing the results of the review. The members of the CAPT shall be bound by its rules of confidentiality in not discussing the report with any individuals outside the CAPT, or disseminating its contents in any manner.
6. The CAPT will have the responsibility of monitoring the review process.

Confidentiality:

It is extremely important that the rights of both the Officer being reviewed and those providing comments be protected. Strict rules of confidentiality are therefore necessary.

1. All proceedings of the Review Committee will be held in the strictest confidence. Members of the committee will be asked to accept the same code of confidentiality that is adopted by the members of CAPT and CAFR.
2. Evaluations received by the committee will be kept in confidence. The President will have access to all evaluation materials. The Officer being reviewed will not see them and they will be filed in a sealed, confidential file in the Office of the President for a

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minimum of three years or as long as the person under review continues in his or her position. The file will then be destroyed.

3. The final summary report of the committee will also be kept in confidence and will be held in the same sealed file with the evaluations for a minimum of three years or as long as the person under review continues in his or her position. It will not be shown to anyone other than the members of the original review committee, the President and the officer being reviewed. Members of a review committee for a particular officer shall not have access to previous reviews of that officer. However, the officer being reviewed may, if he or she chooses, share parts or all of the summary report with others.

Changes in Procedure:

Changes in these procedures must be agreed upon by CAPT and the President.

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

PART SIX

POLICY FOR EQUAL OPPORTUNITY AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

I. INTRODUCTION

Equal opportunity, affirmative action and multicultural diversity are different but related concepts. This document represents Skidmore College's philosophy and perspective on these concepts. In addition, it presents the College's policies, objectives and plans for maintaining its status as an equal opportunity employer and educator, for enhancing its affirmative action programming, and for supporting its goal of extending the multicultural diversity of its community.

Equal opportunity may best be described as the foundation for affirmative action and multicultural diversity. Its approach is basic: the laws and regulations focus on prohibiting discrimination. In other words, the promise of equal opportunity is that no person will be denied access to opportunities for education, employment, housing, etc. due to factors such as race, color, religion, gender, disability, age, national or ethnic origin, or sexual preference.

Affirmative action presents the proactive side of equal opportunity. It requires institutions to take positive action to develop policies, programs, and procedures that implement the spirit of the equal opportunity law. The purpose is to redress previous imbalances by strengthening the participation of members of historically underrepresented groups in the employment and educational arenas.

Unlike equal opportunity and affirmative action, there are no legislative underpinnings for multicultural diversity. Rather, this commitment to becoming a community where differences are valued is internally motivated. The rationale may be summarized by the following statement:

"Appreciation of diversity is fundamental to a liberal arts education which attempts to foster the growth of the whole person in the context of respect and tolerance for others who have different experiences and backgrounds. A diverse community provides us with the opportunity to learn from the experiences of others and to submit our own values and assumptions to critical examination. We learn to understand ourselves in a richer environment that encourages deepened appreciation of other individuals, other cultures, other perspectives." [from "Toward Increasing Minority Presence at Skidmore", Affirmative Action Committee (Spring, 1988)]

The programs and plans presented in this document were developed in expectation of regular review, evaluation and modification. The policy and philosophy, however, stand as a firm commitment and a reminder that we learn best when we learn together.

II. STATEMENTS OF POLICY

A. College Policy on Equal Opportunity and Affirmative Action

The following statement of policy affirms Skidmore College's commitment to equal employment opportunity and affirmative action principles:

Skidmore College pledges to prohibit discrimination for or against any individual or group of its students, prospective students, employees or prospective employees on the basis of race, color, religion, gender, disability, age, national or ethnic origin, or sexual preference.

Skidmore College values its long traditions of academic and personal freedom, and affirms the right of individual privacy. The College is enhanced and strengthened as a learning and working community by the diversity of its members. Therefore, the College affirms the right of all individuals to equal opportunity in education and employment without regard to race, color, religion, gender, disability, age, national or ethnic origin, sexual preference, or any other considerations not substantially related to effective performance.

B. College Policy on Sexual Harassment

Sexual harassment will not be tolerated at Skidmore College. Unwelcome sexual advances and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or educational activities;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting that individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or educational performance or of creating an intimidating, hostile, or offensive working or learning environment.

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C. College Policy on Diversity

The principal mission of Skidmore College is the education of predominantly full-time undergraduates, a diverse population of talented students who are eager to engage actively in the learning process. (Mission Statement, November 1993)

Fulfillment of this mission relies on mutual respect, recruitment, and retention of qualified students, faculty, and staff of diverse backgrounds and cultural heritages. Equally important is a community where individuals respect all differences and recognize that they can learn from each other.

D. Policy Implementation

To put these policies into action, Skidmore College has developed an affirmative action program which may be modified by the President based upon recommendations of the Diversity and Affirmative Action Committee and the Director of Diversity and Affirmative Action. The College shall regularly review its practices and procedures regarding admissions, recruitment, hiring, promotion and other areas of concern to students, employees and employer, and shall seek to redress any inequities.

Inquiries concerning the application of these policies should be directed to:

Director of Diversity and Affirmative Action
Skidmore College
Saratoga Springs, New York 12866
518/580-5943

III. EQUAL OPPORTUNITY AND DIVERSITY AND AFFIRMATIVE ACTION PROGRAM

The Equal Opportunity and Diversity and Affirmative Action Program covers the educational and employment environment of the College, and establishes specific procedures and standards as appropriate.

A. Scope

1. Educational Environment

In accordance with its policy on equal opportunity and affirmative action, Skidmore College prohibits discrimination against any students on the basis of race, color, religion, sex, disability, age, national or ethnic origin, or sexual preference.

2. Employment Environment

Human resource administration guidelines have been established to ensure uniformity in process and treatment of employment policies and practices. The guidelines apply across the institution. The College prohibits discrimination on the basis of race, color, religion, sex, disability, age, ethnic origin, or sexual preference.

In accordance with this program, guidelines have been established for affirmative action recruitment and hiring:

- a. All position vacancies will be subject to affirmative action search standards, which establish internal posting and external advertisement procedures appropriate to the position's relevant labor market. The scope of a search is determined by the nature of the position and whether a qualified pool of candidates may be recruited from a local, regional or national market.
- b. In some situations the standards for a full search may be waived by the Director of Diversity and Affirmative Action (DDAA). Normally, a waiver-of-search may be approved if one of the following three actions is proposed: filling a vacancy by promotion; filling a vacancy on a temporary basis (non recurring appointment for a maximum of one year); or, internal reorganization. In these cases or in extenuating circumstances a full search may not be desirable and the DDAA will give careful consideration to requests for search waiver.
- c. The Director of Diversity and Affirmative Action reviews the job description and all components of the proposed search plan before approving the search.
- d. The Office of Human Resources maintains and updates lists of recruitment resources for both academic and nonacademic searches.
- e. The Office of Human Resources routinely sends position vacancy announcements to local and regional organizations that represent historically underrepresented individuals. Heads of departments, offices, and programs are strongly encouraged to network through personal and/or professional contacts in an effort to broaden the diversity of candidate pools for academic and administrative positions. Such outreach should be done on a regular basis, even when position vacancies are not immediately available. Networking through personal and/or professional contacts in an effort to broaden the diversity of candidate pools for academic and administrative positions is strongly encouraged.
- f. All applicants for academic and nonacademic position vacancies will receive an acknowledgment and information request card. This dual-purpose card enables the College to monitor the success of its recruitment strategies. The information collected is used solely to determine the diversity of the candidate pool.

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g. Before the interview phase, the hiring department will contact the Director of Diversity and Affirmative Action to review the applicant pool. The resumes of applicants recommended for interview, and application material belonging to applicants belonging to underrepresented groups should also be made available to the DDAA. If necessary, a search may be extended in an effort to attract a more appropriately representative pool.

h. At the conclusion of the interviewing phase, the hiring department will contact the Director of Diversity and Affirmative Action to discuss the candidates interviewed and the top candidate. No verbal or written commitment may be made to a candidate until the Director of Diversity and Affirmative Action, the President, or the Vice President for Academic Affairs and Dean of the Faculty in the case of academic searches, has agreed that appropriate affirmative action procedures have been followed and that the search may be closed.

B. Administration

1. Roles and Responsibilities

a. The Director of Diversity and Affirmative Action shall be appointed by and report to the President. The DDAA is charged with providing leadership in recommending and implementing strategies to secure and maintain a diverse campus community; coordinating institution-wide affirmative action and diversity efforts, including affirmative action strategies and activity on all searches; planning and initiating all education for faculty and staff on matters of affirmative action, and sexual harassment, and coordinating this activity with related student education provided by Student Affairs staff; providing leadership in developing curriculum; serving as a resource for faculty interested in modifying curriculum to reflect a multicultural approach; coordinating and disseminating to the community a qualitative and quantitative annual report on the state of diversity at the College. The DDAA works closely with and is assisted by the Associate DDAA who is a member of the professional staff in the Human Resources Office.

The DDAA provides counsel to the President and President's Staff on issues of affirmative action, equal opportunity, and diversity. As a regular course of conducting business, the DDAA is in communication with the President, members of President's Staff, the Assistant to the Dean for Multicultural Students, the Assistant to the President, the Director of the Higher Education Opportunity Program, the Director of Human Resources, the Assistant Director of Admissions/Coordinator of Multicultural Recruitment, the Disabilities Specialist, the Director of Alumni Affairs, the Diversity and Affirmative Action Committee, members of academic staff, the Committee on Educational Policies and Planning, and the Sexual Harassment Resource Network.

b. The Assistant to the Dean of Students for Multicultural Student Affairs shall maintain liaison with the Dean of Student Affairs and shall be appointed as an ex officio voting member of the Diversity and Affirmative Action Committee by the President.

c. The members of the Diversity and Affirmative Action Committee are appointed by the President to advise the President, consult with the Director of Diversity and Affirmative Action, review the College's Affirmative Action Program and submit, through the Director of Diversity and Affirmative Action, specific recommendations for its improvement.

(1) Membership: The Diversity and Affirmative Action Committee shall consist of a representative group of eight members: two faculty members, two students, two support staff, and two administrators. Committee members shall be appointed by the President to serve a two-year term, for no more than two consecutive terms

The Committee shall elect a Chair and determine rules for the conduct of its meetings. The Director of Diversity and Affirmative Action and the Assistant to the Vice President for Academic Affairs and Dean of the Faculty for Diversity shall serve as ex officio members with a vote but may not serve as Chair.

The Chair shall call a minimum of three meetings a year, although meetings may be called at any time by the Chair, the President, the Director of Diversity and Affirmative Action, or a majority of the Committee.

(2) Access: The Committee shall have access to any available information relevant to Affirmative Action policies and may expect the cooperation of the administration in fulfilling its duties.

(3) Programs: The Committee shall have the duty of effecting ongoing educational programs to provide the Skidmore community with information about affirmative action policies and issues, including sexual harassment and diversity issues.

2. Communication of Policies and Programs

The Equal Opportunity and Affirmative Action Statement of Policy program will be communicated to all constituencies and will appear in the College Bulletin, the Student Handbook, the Faculty Handbook, the Personnel Policy Manual, and other appropriate publications of the College as identified by the Director of Diversity and Affirmative Action. The Policy for Equal Opportunity, Affirmative Action and Multicultural Diversity shall be on permanent reserve in the Lucy Skidmore Scribner Library.

The Statement of Policy shall be made available to all applicants for admission and employment, students, employees, all sources of referral for applicants for admission and employment, and all unions or professional organizations involved with Skidmore College. All candidates for employment will be advised that Skidmore College is an equal opportunity and affirmative action employer. The College's job application form and all recruitment advertising shall include the phrase, "Skidmore College is an equal opportunity/affirmative action employer and educator."

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C. Resolution of Complaints/Grievances

Individuals, whether employees or enrolled students, should report discrimination based on race, color, religion, gender, disability, age, national or ethnic origin, or sexual orientation in order for everyone to enjoy a work and learning environment free from discriminatory behavior.

The College has established procedures to insure that concerns relating to alleged discrimination are dealt with swiftly, equitably, and sensitively; confidentiality will be maintained to the extent possible.

The following sections detail College procedures and options for employees of the college. A detailed description of disclosure, investigation, and appeal procedures related to discrimination complaints involving *only* enrolled students can be found in the Student Handbook, under the College Policies section.

1. Disclosure

Any **employee** of the College community who believes he or she has been the victim of discrimination based on race, color, religion, gender, disability, age, national or ethnic origin, or sexual orientation is encouraged to disclose the conduct and to talk candidly to whomever they call upon for help. Disclosure provides the complainant (the person seeking help) an opportunity for consultation regarding the respondent (the person exhibiting discriminatory behavior) with College personnel educated in handling such matters. These individuals include the following:

- The Director of Diversity and Affirmative Action (DDAA)
- Any member of the Diversity and Affirmative Action Committee (DAAC)
- The Director of Human Resources

The individuals listed above are available to provide information concerning the College's Affirmative Action Policy, the process that the College has designed, and appropriate action that may be taken. The wide range of personnel available to receive and address situations of alleged discrimination has been established to help insure that faculty, staff, and students have open to them many avenues for comfortable disclosure. The DDAA, however, has the ultimate responsibility in following up on all complaints and will be involved in each case where discrimination is alleged.

2. Investigation

Once a discrimination complaint based on race, color, religion, gender, disability, age, national or ethnic origin, or sexual orientation is disclosed to the DDAA, a member of the DAAC, or the Director of Human Resources, the College will address and respond to the complaint. College personnel, led by the DDAA, must follow a process that includes:

- Discussing confidentiality standards and concerns
- Advising complainants and respondents of College policy and the law
- Putting the complaint in writing and verifying its accuracy with the complainant
- Filing a written complaint with the DDAA (all documents will be kept in a confidential file by the DDAA)
- Gathering all relevant information central to recommending action
- Directing appropriate and necessary action

Alleged discrimination complaints will be looked into promptly, and the DDAA will recommend appropriate action to the President in response to the complaint within twenty business days, if possible, after the complainant has filed his/her complaint.

If the DDAA determines that a hearing panel is needed to respond to the situation, he/she will appoint and convene such a panel. The hearing panel will consist of three employee (faculty/staff) members of the Diversity and Affirmative Action Committee; the DDAA will appoint one of the three to serve as chair of the panel. In the case of a student-to-student incident, the DDAA will insure that the Dean of Student Affairs or his/her designee joins the panel as a member. In the case of a union member, the DDAA will insure that the Director of Human Resources or his/her designee joins the panel as a member. The DDAA is present at the hearing, acting as an observer and resource to panel members. If the case presents a conflict of interest for the DDAA, the President will appoint an alternate to replace him/her. The hearing is a private, internal procedure of the College to which attorneys do not have access. The panel shall have access to any legally available information relevant to Equal Opportunity and Affirmative Action Policies and may expect the cooperation of the administration in fulfilling its duties. If access to confidential data or information pertaining to any member of the college community is requested, the written consent of that person is required for such access. The panel recommends a response to the DDAA who will make a final recommendation to the President.

The President's decision is final.

IV. SEXUAL HARASSMENT POLICY FOR THE SKIDMORE COLLEGE COMMUNITY

Introduction

Skidmore College believes that acts of sexual harassment are absolutely unacceptable and that its community members have the right to be free from offensive and hostile behavior. Sexual harassment is a form of sex discrimination prohibited by state and federal law. Unwelcome sexual advances, gender hostility, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

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1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or educational activities;
2. submission to, or rejection of, such conduct by an individual is used as the basis for employment or educational decisions affecting the individual; or,
3. such conduct has the purpose or effect of unreasonably interfering with an individual's work or educational performance or of creating an intimidating, hostile, or offensive working or learning environment.

Sexual harassment is an issue of power--power to control or manipulate people or to determine the tone of the work/learning setting. Power may take many forms. Since traditionally more men than women are in positions of power in administrative, managerial, supervisory, leadership and teaching roles, more men than women are charged with sexual harassment throughout all business and educational settings. The law and Skidmore policy, however, cover all forms of sexual harassment: men harassing women, women harassing men, men harassing men, and women harassing women.

Sexual harassment may be perpetrated on or off campus--including, but not limited to the classroom (student to student, faculty to student, student to faculty) and the work setting (supervisor to employee, employee to supervisor, employee to employee). In short, Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another.

In addition, an employee or student may experience sexual harassment from a salesperson, vendor, parent of a student, alumnus/a, visitor, or any other member of the extended College community that has contact with Skidmore faculty, staff and students. Sexual harassment can take place in person, over the phone, fax, and computer.

Examples of sexual harassment may include but are not limited to the following: sexually degrading words or gestures used to describe an individual; subtle--or not--pressure for sexual activities; unnecessary touching, patting, pinching, or brushing against a person's body or clothing; comments about an individual's body, clothing or lifestyle which have sexual implications; leering or ogling or other non-verbal "comments" about an individual's appearance; displays of material (objects, pictures, cartoons, articles, books or magazines) that are both sexually explicit and demeaning; repeated derogatory statements and/or jokes that are related to gender and/or sexual orientation; demanding sexual favors accompanied by implied or overt threats concerning one's job, performance evaluation, recommendations, promotion, grades, etc.; physical assault of a sexual nature.

Third-party harassment

It is important to recognize that sexual harassment may occur to a third party when that person is negatively affected by unwelcome or welcome sexual conduct between other individuals in that third party's work setting or classroom--or any other setting that requires a Skidmore employee or student be present for work or learning purposes.

Consensual relationships

Dating relationships between faculty and students, or between supervisors and subordinates or student workers, are generally deemed unwise. Such consensual relationships may unfairly exploit power differences, violate the respect and trust given someone in authority and may subtly, albeit perhaps inadvertently, pressure those in the more vulnerable positions. Consensual relationships are discouraged, and mutual consent will not automatically provide immunity if a complaint of sexual harassment is filed.

Employees and students should report sexual harassment in order for everyone to enjoy a work and learning environment free from offensive and hostile behavior. Employees and students are strongly encouraged to seek information about campus resources available to them in cases of sexual harassment and to disclose cases of harassment so that situations can be addressed.

The College has established procedures to insure that concerns relating to sexual harassment are dealt with swiftly, equitably and sensitively; confidentiality will be maintained to the extent possible. Note that once identifying information concerning sexual harassment is received, the College has a legal obligation to investigate and respond to complaints of sexual harassment. The following sections detail College procedures for all complaints except those between students. For a detailed description of disclosure, investigation, and appeal procedures related to sexual harassment between students, see the Student Handbook, under the College Policies section.

The first step: Disclosure

Any member of the College community who believes he or she has been the victim of sexual harassment at the College is encouraged to disclose the conduct and to talk candidly to whomever they call upon for help. Disclosure provides the complainant (the person seeking help) an opportunity for consultation regarding the respondent (the person exhibiting harassing behavior) with educated personnel. These individuals include the following:

- * the Director of Diversity and Affirmative Action Officer (DDAA)
- * any member of the Diversity and Affirmative Action Committee (the list of members is available in Human Resources)

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- * the Dean of Student Affairs
- * any member of the Sexual Harassment Resource Network (the list of members is available in Human Resources)

The individuals listed above are available to provide information concerning the College's sexual harassment policy, the process that the College has designed, and appropriate action that may be taken. The wide range of personnel available to receive and address situations of sexual harassment has been established to help insure that faculty, staff, and students have open to them many avenues for comfortable disclosure. The DDAA, however, has ultimate responsibility in following up on all complaints and will be involved in each case where sexual harassment is alleged. College personnel charged with hearing and addressing sexual harassment complaints have been educated and are updated regularly on issues relevant to sexual harassment. Complainants are strongly encouraged to disclose incidents of sexual harassment so that the College can address situations swiftly and take appropriate action.

Next step: Investigation

Once sexual harassment is disclosed to College personnel, the College is legally obligated to address and respond to the complaint. College personnel, led by the DDAA, must follow a process that includes:

- * discussing confidentiality standards and concerns.
- * advising complainants and respondents of College policy and the law
- * putting the complaint in writing and verifying its accuracy with the complainant
- * filing a written complaint with the DDAA (all write-ups will be kept in a confidential file)
- * gathering all relevant information central to recommending action
- * directing appropriate and necessary action

Complaints of sexual harassment will be looked into promptly, and the DDAA will recommend appropriate action to the President in response to the complaint within twenty business days, if possible, after the complainant has disclosed his/her situation.

If the DDAA believes a hearing panel is needed to respond to the situation, one may be convened and members appointed by the DDAA. The hearing panel will consist of three employee (faculty/staff) members of the Diversity and Affirmative Action Committee;

the DDAA will appoint one of the three to serve as chair of the panel. In the case of a student to student incident, the DDAA will insure that the Dean of Student Affairs or his/her designee joins the panel as a member. The DDAA will be present at the hearing, acting as an observer and as a resource to panel members. If the case presents a conflict of interest for the DDAA, the President will appoint an alternate to replace her/him. The hearing is a private, internal procedure of the College; attorneys cannot be present. The panel will have access to all available information required to establish relevant facts (including discussions with both the complainant and the respondent) and to recommend a response to the DDAA; the DDAA will make a final recommendation to the President.

Final step: Appropriate action

Action in response to a complaint of sexual harassment may include discussion, counseling, monitoring of the situation, support for self-help, remediation by third party intervention, formal discipline or termination of employment. The President will take under advisement the DDAA's recommendation, decide appropriate action, and direct the DDAA to work with one, two or all of the following individuals to implement appropriate action:

- * the Vice President for Academic Affairs and Dean of the Faculty
- * the Dean of Student Affairs
- * the Director of Human Resources

If one of the above has a conflict of interest with a case, the President will designate a replacement. Both the complainant and the respondent will be informed of all decisions concerning the complaint and the action taken.

The DDAA will follow up with the complainant and the respondent as time and judgment indicate to ensure that there are no further concerns or incidents.

Retaliatory actions

Attempts to take retaliatory action to influence the normal conduct of the process or of persons involved in it--either during or after the process--will be considered a serious offense and will be subject to separate disciplinary action.

False allegations

False accusations of sexual harassment will not be tolerated by the College. Such allegations constitute employee misconduct, and any employee who knowingly, maliciously or frivolously makes a false allegation of sexual harassment will be subject to discipline up to, and including, termination of employment.

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QUESTIONS

* Why is it important for me to come forward with a report of sexual harassment?

It's important because if you do not come forward you are enabling the behavior to continue, and you may not be the only person being sexually harassed. Speaking up allows the College to protect you from further sexual harassment; it also allows the College to protect you from retaliation. Ignoring the behavior doesn't help, and your silence gives the harasser the message that his/her behavior is OK--which could lead to the behavior worsening. Though the College is required by law to have a sexual harassment policy in place, the College believes that no employee or student should tolerate or be expected to tolerate sexual harassment while in the employ of Skidmore or while enrolled as a student.

* Who will know about my report?

As few people as possible: the DDAA, the person who received the complaint, the respondent, and other individuals as necessary who may be central to responding to the complaint.

* Should I keep a record?

Yes, in all instances, keep a written, dated record of sexual harassment incidents. Include the time, place, who was involved, what was said, and what was expressed non-verbally. Make note if there were witnesses. Save any letters, cards, etc. at home.

* I'm worried that something I'll say will offend someone without my intending to do so. How can I tell if someone feels sexually harassed by me?

Observe carefully how people respond to what you say. Non-verbal language says a lot: what is it saying to you? You often cannot rely on verbal behavior; the majority of us were taught to be polite (women, especially), so automatic or "polite" laughter at inappropriate behavior is often a response. It's a good idea to take stock of one's behavior from time to time--what is OK in a social group may not be OK in a work setting. Don't assume that co-workers, employees and students enjoy sexually oriented comments, statements about their appearance, or sexist jokes. If you're in doubt about something you said, ask people if they were offended in a way that makes it comfortable for them to be honest with you and, if they were, apologize and refrain from saying/doing similar things in the future.

* There is so much talk about sexual harassment these days. I'm concerned that as a supervisor I'll be liable for incidents of sexual harassment among my staff--should I be?

You and the institution are liable if no action is taken and you know about offensive behavior--regardless of the source of the information. Liability is drastically reduced, if not eliminated, however, when an institution and individuals in managerial positions can show that they took "immediate and appropriate corrective action" to address sexual harassment. The "grapevine," third party comments, information from alumni, etc. are all reasons to investigate. If in doubt about whether you should take action, consult with the Director of Diversity and Affirmative Action.

* As a faculty member, I am concerned that the sexual harassment policy could potentially violate my academic freedom and free speech rights. What guidance and protection is there for a faculty member like me whose course content is often controversial?

Academic freedom and free speech are the cornerstones of education, and everyone at the College (including the committee members responsible for writing this document) wants to protect these central aspects of academic life. The intent of the sexual harassment policy is in no way to violate or limit one's academic freedom and rights. Faculty who feel their course work may be potentially vulnerable (e.g., art faculty showing slides of nudes; government faculty teaching current issues in public policy--e.g., abortion and sodomy laws; English faculty teaching literature with explicit sexual language and themes; sociology faculty working with feminine and masculine identities; etc.) might want to employ strategies that will help strengthen their right to explore material germane to their research and teaching. One faculty member, whose course deals almost exclusively with sensitive material, has had great success by alerting students on the first day of class to the controversial nature of much of the material in the syllabus. The faculty member reports that as a result of this clear description of the course's content she has never had a complaint.

* Who are the victims of sexual harassment?

Victims do not fit one profile, though there are people who may be especially vulnerable to harassment: the young, inexperienced, unassertive, or socially isolated; women in non-traditional fields; minority women, gays and lesbians who may be sexually harassed as an expression of racism or homophobia; individuals in a subordinate position either in the workplace or in the classroom.

* What are the effects of sexual harassment?

At a minimum, sexual harassment makes for an uncomfortable work or learning environment. It can also be humiliating and degrading, undermining self-esteem and sometimes ruining careers. Targets of harassment may experience stress-related physical and emotional symptoms, which may leave victims feeling that they must change jobs, drop courses--or leave the College entirely. If numbers of people within a department are affected, for example, morale can plummet--and so can quality of work.

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* To whom does Skidmore's sexual harassment policy apply?

In short, Skidmore's sexual harassment policy applies to all College employees and enrolled students.

It applies to all employees of the College: faculty, staff, and students who are drawing a paycheck from Skidmore, though harassment may come from individuals outside the Skidmore community (salespeople, alumni, visitors, etc.). The College encourages employees to report all instances of sexual harassment, whether they've occurred at the College or while an individual is off-site working on College business.

In addition, this policy protects all enrolled students from sexual harassment within the College, while away on a study-abroad program, and/or during an internship or volunteer assignment if the harasser is another enrolled student. Faculty and staff who hear from a student about sexual harassment she/he is experiencing from another student should immediately direct the student complainant to the Office of the Dean of Student Affairs for help. Students are also protected from sexual harassment by faculty and staff and should bring their complaints to the Office of the Dean of Student Affairs. The Dean will insure that the student's complaint is heard by the DDAA and other appropriate individuals responsible for employee (faculty and staff) conduct.

* Are respondents and complainants entitled to an advisor? If so, when?

Respondents and complainants are entitled to bring a community member to any conversation or hearing panel relevant to their case. Advisors may speak on their behalf or simply be present as a source of support. A number of individuals in the community have been trained and educated in matters of sexual harassment and are available to help respondents and complainants; the DDAA will ensure that names of these individuals are shared with respondents and complainants.

* What is the impact of this policy on the Skidmore Community?

A policy such as this one will have a positive impact upon the College community. Free speech and academic freedom are of paramount importance at an institution of higher education. This policy will not curtail that freedom but rather liberate the community by defining what is, and is not, sexual harassment. The policy also will serve as the beginning of dialogues which will work to dispel misconceptions about what constitutes sexual harassment and strengthen mechanisms which prevent its occurrence.

* The policy states that the Director of Diversity and Affirmative Action has ultimate responsibility for following up on all complaints and will be involved in each case of sexual harassment. What if there is a conflict of interest on a particular case?

In instances where there is a conflict of interest for the DDAA, the President will appoint someone from the Diversity and Affirmative Action Committee in place of the DDAA.

* What if someone reports and charges ME with sexual harassment--and it is not true?

Anyone who knowingly, maliciously or frivolously makes a false allegation of sexual harassment will be subject to disciplinary action by the College, including termination of employment.

Inquiries concerning the application of this policy should be directed to:

The Director of Diversity and Affirmative Action
Skidmore College
815 North Broadway
Saratoga Springs, New York 12866-163

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