

Faculty Executive Committee (FEC)

AY 2018-2019 Operating Code

PREAMBLE

This Operating Code is a set of guidelines for the functioning of the Faculty Executive Committee (FEC). The guidelines are just that: guidelines. Situations arise during the academic year that will require FEC to use its best judgment, in the light of these guidelines, on a particular course of action. This Operating Code should be distributed to all members of FEC at the beginning of each academic year and reviewed and modified at the end of each academic year.

I. FUNCTION AND ROLE IN ALL-COLLEGE GOVERNANCE

A. Function

1. The Faculty Executive Committee serves as the primary conduit of information and ideas into and out of the Faculty concerning all-college issues and policies. FEC oversees faculty governance and faculty participation in all-college governance.
2. FEC fosters communication within the Faculty, via both reports to the Faculty Meeting and organization of other faculty discussion meetings and forums, about all-college issues and policies. The Chair of FEC sits on IPPC in order to strengthen communication between the two committees. FEC, together with the President, the VPAA/DOF, IPPC and SGA, is responsible for the proper constitution of all-college committees and subcommittees.
3. FEC is responsible for coordinating the faculty governance cycle and for furthering democratic representation and committee efficiency. FEC is responsible for ensuring the proper constitution of faculty committees: it solicits faculty preference sheets, solicits nominations for, conducts elections for, and makes appointments to faculty and all-college committees; it provides advice about and oversight of procedures for faculty appointments to search committees for senior administrative positions; and it maintains a list of all faculty members on all committees. In addition, FEC reviews operating codes of all faculty committees and maintains files of annual committee reports.
4. FEC is responsible for ensuring that the text of the *Faculty Handbook* remains precisely as approved by the Faculty.
5. FEC convenes the Committee of Committees, which consists of faculty members (typically the chairs) from FEC, IPPC, CAPT, CAFR, CEPP, CC, FDC, and any current ad hoc committees whose presence FEC believes would be helpful to the Committee and any members of other committees who would like to attend, 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. FEC is then required to inform the Faculty at large of the issues raised by the Committee of Committees. FEC's practice is to alert all committees to the time and place of Committee of Committees meetings.

6. FEC posts Board of Trustee Meeting minutes on its web page

B. Role in All-College Governance

1. Several key faculty and college committees (e.g., IPPC, CEPP, Athletic Council, Curriculum Committee, etc.) include representatives from several constituencies within Skidmore's governance structure, e.g., the Faculty, the Administration, and the student community. The steady and accurate flow of information among these committees and their represented constituencies is essential to the proper functioning of College governance. In the case of communication with the student community, the normal vehicle for such exchange of information is through the student representatives on these committees.

2. In addition,

a. The Student Senate may request a meeting with a chair or other appropriate spokesperson of a faculty or an all-college committee (on which students serve) to provide information and exchange viewpoints about committee matters that are public.

II. MEMBERSHIP OF FEC

A. Four faculty members are elected to serve staggered three-year terms. The Committee will normally elect a Chair from among the continuing members.

III. BEGINNING OF THE ACADEMIC YEAR TASKS

A. The Chair requests from the Dean of the Faculty/Vice President for Academic Affairs (DOF/VPAA) a "FEC-Eligible-List." The Chair, in consultation with the other members of FEC, will review the list for accuracy and alert the DOF/VPAA to any discrepancies.

B. The Chair also requests from the Dean of the Faculty/Vice President for Academic Affairs (DOF/VPAA) a "cohort spreadsheet that lists tenure track faculty members in each sabbatical cohort, tenure track faculty members in years 1 to 3 at Skidmore, and non-tenure track faculty members.

C. Working with staff in Communications, FEC posts the cohort lists and updates link titles on the FEC web page containing "Sabbatical Cohorts"

(<https://www.skidmore.edu/governance/fec/sabbatical-cohorts/secure/index.php>).

D. FEC reviews the Committee Membership List to determine if any committee members need to be replaced for the academic year or for a semester. FEC will make replacements from the Ad Hoc pool. FEC asks Committee Chairs to notify FEC if they know of or anticipate needing any replacements. FEC will

make the replacements as soon as possible.

- E. The DOF Office consults with FEC and then posts the Committee membership list.
- F. The FEC Chair will participate in new faculty orientation to introduce new faculty to Skidmore's faculty governance system.
- G. A representative of FEC should meet with student leaders and inform them of policies for exchanging information between faculty committees and student governance. This discussion should include interpretation of key language
- H. FEC will schedule elections and make appointments to faculty committees
 - 1. FEC will schedule a series of elections for governance committees each year.
 - 2. FEC will inform the Faculty of deadlines for submitting preference sheets and the dates of these elections.
 - 3. FEC will, after these elections are completed, make appointments to appointed governance committees that have vacant seats.
 - 4. FEC will, throughout the year, make appointments to ad-hoc committees and as replacements for partial-term openings on standing committees as needed. Faculty for these appointments will come from the Ad Hoc pool, as needed.
 - 5. FEC will consult with appropriate administrators to ensure faculty representation on search committees and administrative reviews.
 - 6. At the beginning of the fall semester, a shared governance meeting with the college's President will occur. This meeting will consist of chairs of the major committees, the DOF/VPAA, and the President.

IV. MEETING GUIDELINES

- A. The Chair will run meetings of FEC. Questions of committee governance, *Handbook* amendments, elections, appointments, administrative queries, Faculty Meeting agendas, etc., will be the primary subjects of discussion and action.
- B. The duty of taking minutes at FEC meetings will rotate among the membership as determined by the Chair. The Chair, or other designated member, will place electronic copies of all minutes, once approved, on the FEC website(see Article X below).

V. ELECTION GUIDELINES

- A. FEC will hold elections to governance committees once a year. The elections to fill available seats on these committees will occur over a set period of time (usually two weeks), with one election being held each day. Faculty will vote electronically.

- B. FEC will, prior to holding elections, compile a list of those faculty who are required to serve in the forthcoming service period from the DOF/VPAA.
- C. FEC will make available to FEC-eligible faculty a "Faculty Governance Preference Sheet." FEC will establish a deadline for submission of preferences from those faculty who are required or can elect to serve in the next service period. FEC will, once the deadline has passed, contact those faculty who are required to serve but have failed to submit a preference sheet. FEC will forward to the DOF/VPAA names of those faculty who fail to submit a preference sheet after two requests from FEC to submit this sheet.
- D. Ballot Building: see Appendix A
- E. Prior to each election, FEC will announce which candidates will appear on the upcoming ballot, along with a list of restrictions (e.g. divisional and tenure restrictions) for the openings on that committee, if applicable.
- F. For most committees, elections will normally take place from 9:00am until noon the following day. For ATC, PC, and FEC(?) elections will normally last 51 hours, from 9:00am until noon two days following
- G. Announcing the Results
 - 1. FEC certifies the results of all elections. The outcome of each election is then announced to the Faculty at large. The announcement should include the date, the committee name, the names and departments of the elected individuals, the total number of votes cast, and the term of service for each elected individual. In addition, the election schedule, vote tallies, and announcements of results should be sent to the DOF/VPAA for his/her records.
- H. Record Keeping
 - 1. All vote tallies are maintained by FEC. Announcements of results are retained electronically and in hard copy by the DOF/VPAA Office for a period of three years, after which they are turned over to the Skidmore College archives. The FEC Chair also places these materials in the Committee's archives (see Article X below).

VI. APPOINTMENTS AND REPLACEMENTS

- A. FEC will meet after elections to elected governance committees are completed to make appointments to those appointed governance committees that have vacancies. FEC will refer to faculty preferences for each committee when making these appointments. FEC will also take into account committee needs and faculty development when making these appointments.
- B. Consultative Appointments.
 - 1. In those instances where committee or subcommittee appointments are made by others in consultation with FEC, the following procedure applies:

- a. FEC requests lists of candidates under consideration;
 - b. FEC requests a rationale for the recommended appointments;
 - c. FEC provides its input as to the appropriateness of the appointments;
 - d. The appointing body retains the right to make the final appointments.
2. In those instances where FEC makes appointments in consultation with other parties, the following procedure applies:
- a. FEC forwards a list of candidates to the appropriate person or body;
 - b. FEC provides a rationale for the recommended appointments;
 - c. FEC receives input as to the appropriateness of the appointments;
 - d. FEC retains the right to make the final appointments
- C. Replacements.
- 1. When a faculty member of an elected committee needs to be replaced, the replacement should be made after consultation with the committee concerned. The consultation should focus on the replacement procedure, not on replacement candidates.
 - 2. FEC will choose replacements by taking into account such factors as faculty preferences for governance service, faculty performance in the last election to the committee, and junior and non-tenure faculty interest in and need to participate in governance service.
 - 3. Newly elected FEC members may be invited to omnibus appointment meetings in the spring.

VII. OVERSIGHT OF THE *FACULTY HANDBOOK*.

- A. FEC is charged with overseeing changes to the *Faculty Handbook*. This oversight is done in consultation with CAPT, CAFR, SGA, and the Administration. The master copy of the *Faculty Handbook* is maintained by the Office of the Dean of the Faculty/Vice President for Academic Affairs. The outgoing FEC Chair must submit by June 1 any changes that have come to his/her attention over the course of the year to the Dean of the Faculty/Vice President for Academic Affairs. The Chair of FEC, in coordination with the Dean of the Faculty/Vice President for Academic Affairs and, where appropriate, the President of SGA, revises the *Faculty Handbook* in order to present the *Handbook* at the first fall Faculty Meeting. The revised *Handbook* then must lie over for one month before it is voted on. The *Handbook* becomes official only after the Faculty have adopted the revisions. (*Handbook* Part One, XXI describes the procedures for amendments).

VIII. COMMITTEE OF COMMITTEES.

- A. The Committee of Committees (COC) is convened twice a year, once in the

fall and once in the spring.

- B. The first session, held in early December, permits FEC to discern the state of interactions among member committees and between them and the Administration, and to discuss ongoing issues and problems with committee operations. As a courtesy, members of FEC write up a summary of FEC's assessment, omitting names, and sends this to the President and the DOF/VPAA. Should the President and/or the DOF/VPAA decide that they would like to address issues raised by the COC, a second session will be convened for that purpose in late January. Alternatively, the President and/or the DOF/VPAA may choose to prepare a written response to the COC minutes, which will be posted on the FEC web site.
- C. The same procedures are followed in the Spring Semester.
- D. FEC writes up its assessment of interactions among member committees and between them and the Administration, which is read into the minutes of the final Faculty Meeting in mid-May as FEC's Report. As a courtesy, the Chair of FEC provides the President and/or the DOF/VPAA with a copy of the Report as far in advance of the mid-May Faculty Meeting as possible; the purpose of this advance notice is to afford these administrators the option of preparing a response, to be given after the COC Report is read.
- E. The Chair of FEC is responsible for scheduling all COC meetings and for securing meeting space. The Dean of the Faculty/Vice President for Academic Affairs' office traditionally pays for light refreshments at COC meetings

IX. END OF THE ACADEMIC YEAR TASKS.

- A. In March, immediately following spring break, FEC sends a reminder to the committee chairs to do the following:
 - 1. File a written annual report and send a copy to FEC for its records;
 - 2. Update their committee's Operating Code and send a copy to FEC for its records;
 - 3. Alert FEC to their need for any replacements to their committee;
 - 4. Remind them to select a chair for the following academic year
(Note: Unless constituent committees of the Committee of Committees select a summer liaison to the Administration and inform the FEC of the liaison's identity, the chair-elect of the committee will be the summer liaison.); and
 - 5. Consult with any student representatives who will be on their committees before scheduling meeting times
- B. In early May, the new Chair of FEC and a summer liaison for the Committee is selected.
- C. In mid-May the Annual Report of the Committee of Committees is read into the minutes of the final Faculty Meeting (see Article VIII, Section D above).

- D. In mid-May, a list is obtained of all students appointed by SGA to committees, and the administrative assistant to the Dean of the Faculty/Vice President for Academic Affairs and chairs of the relevant committees are informed of incoming student members.
- E. By June 1, changes to the *Faculty Handbook* made over the course of the year are submitted to the Dean of Faculty/Vice President for Academic Affairs.
- F. In June, a copy of the FEC Annual Report, along with a list of those faculty elected or appointed to committees during the academic year, is distributed to the Faculty.
- G. In June, the FEC archives are updated (see Article X, below).
- H. With the religious holiday calendar in mind, FEC reviews the Faculty Meeting dates for the next academic year.

X. ARCHIVING OF COMMITTEE RECORDS

- A. In June, the outgoing Chair of FEC must place in the Committee's archives the following items from the most recent academic year:
 - 1. Approved minutes of FEC meetings;
 - 2. The results of the prior year's elections and appointments;
 - 3. Board of Trustees Observers' notes;
 - 4. Notes from Committee of Committee meetings, written responses to these notes from the Administration, and the Committee of Committees Annual Report;
 - 5. The FEC Annual Report;
 - 6. The newly revised FEC Operating Code;
 - 7. Reports from ad-hoc committees; and
 - 8. Any other items deemed by the Chair helpful to future incarnations of FEC.
- B. FEC will archive material on the college's governance web page (<https://www.skidmore.edu/governance/fec/index.php>)
- C. FEC members and chairs are encouraged to retain records from previous years for as long as is possible and practical.

APPENDIX A: Ballot Building Guidelines

Faculty Executive Committee: Ballot Building Guidelines

In creating ballots, the FEC has adopted the standard of multiplying the number of candidates that need to be elected (n) by two, plus one ($2n+1$) with some latitude. The table below offers some possible ranges.

Number of openings	Preferred # of candidates	Acceptable # of candidates
1	3	3 or 4
2	5	4 to 6
3	7	5 to 8

FEC considers the following guidelines when constructing a ballot.

1. FEC respects faculty choice and always attempts to place candidates on ballots to reflect how they ranked committees under their preferences. When faculty members rank committees (1-19), FEC chooses candidates from the ranking groups formed by these choices.
2. For committees that have membership restrictions (for example, based on tenure status, department, or academic division), only faculty eligible to be elected will be on the ballot.
3. Once a faculty member is elected to a standing committee, FEC removes their name from the pool of candidates unless he or she has volunteered for additional service by filling out a second preference sheet.
4. Under normal circumstances FEC will select candidates for a ballot following faculty preferences until the *preferred number* of candidates is reached. FEC will select candidates from those faculty who ranked the committee most favorably among those available to serve.
5. If more candidates are needed to achieve the preferred number on the ballot, then faculty will be selected from groups that ranked the committee successively less favorably until the preferred number of candidates is reached.
6. If the last ranking group represented on a ballot has more candidates than necessary to achieve the preferred number of candidates, then the candidates from that final ranking group will be chosen randomly from that last group. For example, if three candidates ranked a committee 4th, and only one of those is needed for the ballot, that candidate will be chosen at random. (The ballot-builder feature of the committee management

software orders names randomly within ranking groups, so selecting the top names from the list will achieve the goal of making randomized selections.)

7. When choosing candidates from the last ranking group to be represented on the ballot, two considerations may override the random selection from that group. First, for an election in which only one member of a department can be elected, additional members of that department would be selected for the ballot only after faculty from other departments in that final represented ranking group. Second, faculty members who will be available for full three-year terms will be placed on a ballot before those who will be unavailable for one or more semesters during the same period.

Special Circumstance 1

If more faculty members than the *preferred* number of candidates for an available position rank a committee first in their preferences, then up to the *maximum acceptable* number of candidates will appear on the ballot. If more faculty members than the *maximum acceptable* number rank the committee first in their preferences, then the candidates will be selected randomly.

Special Circumstance 2

FEC will select candidates to appear on a ballot for a committee for which they have given the least preferred ranking only in instances where it is necessary to achieve the *minimum acceptable number* of candidates on a ballot. For example, if there are 19 committees, a candidate who ranked a committee as their 19th preference will appear on a ballot only if fewer than the *minimum acceptable number* of candidates who rank the committee 18 or better are available. In such circumstances, FEC will choose candidates from the last possible ranking group until the *minimum acceptable number* of candidates on the ballot is achieved.

Special Circumstance 3

For cases in which a faculty member from a specific group must be elected due to tenure, departmental, or divisional restrictions, at least two, but preferably three, faculty members from that group must be on the ballot. Meeting this requirement may force the ballot to have up to the *maximum acceptable number* of candidates. In some cases this may require eliminating candidates from the ballot who had ranked a committee more favorably than the candidates who represent the necessary group.

APPENDIX B: FACULTY AND ALL-COLLEGE GOVERNANCE COMMITTEES

A. Elected:

1. Appointments and Tenure Committee (ATC)
2. Athletic Council (AC)
3. Committee on Academic Freedom & Rights (CAFR)
4. Committee on Appointments, Promotions, & Tenure (CAPT)
5. Committee on Educational Policies & Planning (CEPP)
6. Curriculum Committee (CC)
7. Master of Arts in Liberal Studies Committee (MALS)
8. Faculty Development Committee (FDC)
9. Faculty Executive Committee (FEC)
10. Institutional Policy and Planning Committee (IPPC)
11. Promotions Committee (PC)
12. Tenure Review Board (TRB)
13. Committee on Intercultural and Global Understanding (CIGU, subcommittee of IPPC)
14. Subcommittee on Responsible Citizenship (SRC, subcommittee of IPPC)
15. Campus Sustainability Committee (CSC, subcommittee of IPPC)

B. Appointed:

1. Committee on Academic Standing (CAS)
2. Faculty Advisory Board (FAB)
3. Student Affairs Subcommittee of IPPC (SAS)

APPENDIX C: NORMAL SEQUENCE OF ELECTIONS

- A. Appointments and Tenure Committee (ATC)
- B. Promotion Committee (PC)
- C. Faculty Executive Committee (FEC)
- D. Institutional Policy and Planning Committee (IPPC)
- E. Committee on Educational Policies and Planning (CEPP)
- F. Committee on Academic Freedom and Rights (CAFR)
- G. Curriculum Committee
- H. Faculty Development Committee (FDC)
- I. Tenure Review Board (TRB)
- J. Committee on Intercultural and Global Understanding (CIGU, subcommittee of IPPC)
- K. Periclean Honors Forum Council
- L. Master of Arts in Liberal Studies Committee (MALS)
- M. Athletic Council (AC)
- N. Subcommittee on Responsible Citizenship (SRC, subcommittee of IPPC)
- O. Campus Sustainability Committee (CSC, subcommittee of IPPC)