

FACULTY EXECUTIVE COMMITTEE (FEC) OPERATING CODE 2024–2025

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 Dean of the Faculty/Vice President for Academic Affairs (DOF/VPAA), 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.
4. When requested, FEC solicits nominations for faculty appointments to search committees for senior administrative positions. In this role, FEC will 1) call for nominations/self-nominations from the faculty and determine whether faculty are willing to accept the nominations, and 2) solicit “polling preferences” from the faculty on the list of potential nominees. Note that brief 3–5-sentence bios may be requested from nominees/self-nominees to help illustrate a candidate’s qualifications for the nomination. Once polling is completed, FEC will report to the larger faculty the list of the names of the nominees who polled the highest (in alphabetical order). The number of names to be reported will be determined by either twice the number that are needed for the committee, or half the number of people on the ballot—whichever is larger. Other ad hoc committee service needs (e.g., working groups and task forces) may also involve FEC in terms of soliciting nominations, but may not necessarily involve faculty polling.
5. FEC maintains a list of all faculty members on all committees. In addition, FEC solicits operating codes of all faculty governance committees and maintains files of annual committee reports.

6. FEC is responsible for ensuring that the text of the *Faculty Handbook* remains precisely as approved by the Faculty.

7. FEC works with the DOF/VPAA to set the agenda for Faculty Meetings. FEC chair meets with the DOF/VPAA monthly to finalize Faculty Meeting agenda and discuss governance-related issues. FEC also reviews motions brought to the Faculty Meeting by governance committees and offers feedback. For motions on changes of committee membership, FEC will ask committees to include a timeline for implementation.

8. FEC convenes the Committee of Committees, which consists of faculty members (typically the chairs) from FEC, IPPC, ATC, PC, CAFR, CEPP, CC, FDC, PHF, AC and any current (e.g. CIGU) and/or 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.

B. Role in All-College Governance

1. Several key faculty and college committees (e.g., IPPC, CEPP, AC, CC, 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, 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.

B. The Committee will elect a Chair by the beginning of the spring semester from among the continuing members—typically a rotating position, but not mandated. Continuing members typically volunteer to stand for election to Chair, and the candidate with the most votes will be elected.

1. If there is a tie, FEC will invite the chairs of the committees that participate in the Committee of Committees (COC) to vote anonymously. The candidate with the most votes will be elected.
2. If no continuing members volunteer to become chair, the continuing member who has served continuously on FEC for the longest shall become chair. If there is a tie, the

continuing member who has served on the Skidmore faculty for the longest shall become chair.

III. BEGINNING OF THE ACADEMIC YEAR TASKS

- A. The Chair of FEC will work with staff in Communications to update membership information for the committee on the FEC webpage.
- B. The Chair of FEC will work with the DOF/VPAA to craft a motion to approve the revised *Faculty Handbook* for the first faculty meeting of the year.
- C. The Chair of FEC works with the DOF/VPAA to put on the first or second faculty meeting's agenda the report on the Committee of Committees meeting from the spring.
- D. The Chair requests from the DOF/VPAA a "FEC-Eligible-List."
- E. The Chair also requests from the DOF/VPAA a cohort spreadsheet that lists tenure track faculty members in each sabbatical cohort, tenure track faculty members in years 1 or 2 at Skidmore, and non-tenure track faculty members.
- F. Working with staff in Communications, FEC posts the cohort lists and updates link titles as well as which cohort is mandated to submit their preference sheets on the FEC web page containing "Sabbatical Cohorts" <https://www.skidmore.edu/governance/fec/sabbatical-cohorts/secure/index.php>
- G. FEC asks Committee Chairs to notify FEC if they know of or anticipate needing any replacements for the year. FEC will make replacements from the Ad Hoc pool as soon as possible.
- H. The Chair of FEC provides the DOF Office with the updated list of Committee Membership and works with Communications to update the membership information on committees' webpages.
- I. The Chair of FEC will provide IT with an updated list of whitelisted faculty members who have access to the all faculty listserv; this list includes the Chair of FEC, the Chair of CEPP, and the Vice Chair of IPPC. The Chair of FEC will consult the Chair of CEPP and the Vice Chair of IPPC on the protocols for forwarding or rejecting emails to the all faculty listserv.
- J. FEC will schedule elections and make appointments to faculty committees
 - 1. FEC will schedule a series of elections for governance committees each year (see Appendix D for the election calendar and activities).
 - 2. 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.
 - 3. FEC will consult with appropriate administrators to ensure faculty representation on

search committees and administrative reviews.

4. At the beginning of the fall and spring 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.

K. A representative of FEC will make themselves available to student leaders and discuss area of potential interest.

IV. MEETING GUIDELINES AND COMMITTEE WORKLOAD

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).

C. FEC typically meets once per week for one hour, although additional meetings or extended meeting times occur on occasion as needed. The schedule is decided before the beginning of each semester, and the chair is responsible for booking meeting room space.

D. Outside of weekly meetings, committee members are responsible for reviewing and preparing materials for use in FEC's work (see Section I above). This workload varies over the course of the year, but typically ranges from 8-16 hours per week for the chair of FEC, and 1-4 hours per week for the non-chair members of FEC.

V. ELECTION GUIDELINES

A. See Appendix D for the election calendar and activities.

B. Ballot Building: see Appendix A.

C. Faculty will vote electronically.

D. 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, and the term of service for each elected individual. In addition, FEC chair will send a cumulative list of the election results to the faculty and the DOF/VPAA office once elections have been completed.

E. Record Keeping

1. All vote tallies are maintained by FEC (see Article X below).

VI. APPOINTMENTS, REPLACEMENTS AND WORKING GROUPS

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 working group, 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 may provide 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 and committees' membership restrictions.

3. Newly elected FEC members may be invited to 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 ATC, 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 at the end of each semester (typically during study days). Each session 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.

B. FEC writes a report, omitting names, and sends it for corrections to Committee of Committee attendees, and, as a courtesy, sends it to the President and the DOF/VPAA by Jan 31 after the fall semester COC meeting, and May 31 after the spring semester COC meeting. If the President and/or the DOF/VPAA do not respond to FEC's report within one week, FEC will email the report to faculty at least 48 hours before the next faculty meeting. FEC will hold a discussion on the report at that meeting.

C. If the President and/or the DOF/VPAA wish to respond formally to FEC's report before it is distributed, the President and/or the DOF/VPAA can ask FEC to convene a second session in February or early September with the President and/or the DOF/VPAA, FEC, and relevant parties (perhaps just committee chairs of specific committees). FEC will release the report from the first session unaltered along with an additional report reflecting discussion at the second session as soon as possible after that meeting and emailed to faculty 48 hours before the next faculty meeting, where FEC will hold a discussion of the two reports. 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.

D. 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, 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.

D. 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.

E. 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.

F. In June, the FEC archives are updated (see Article X, below).

G. With the religious holiday calendar in mind, FEC reviews the Faculty Meeting dates for the next academic year.

H. In June the new chair of FEC will receive the final version of the Committee of Committees report from the spring semester. The new chair will share the report with the faculty in early September and include it in the agenda for the first or second faculty meeting (see Article VIII, Section B above).

X. ARCHIVING OF COMMITTEE RECORDS

A. Working with staff in Communications, the Chair of FEC will submit approved documents to the Committee's website and archives

1. Approved minutes of FEC meetings will be submitted on a monthly basis.

2. In June, the outgoing Chair of FEC must place in the Committee's archives the following items from the most recent academic year:

- a. Reports of the two Committee of Committee meetings provided to the faculty and any written responses to the report from the administration;
- b. The FEC Annual Report;
- c. The newly revised FEC Operating Code;
- d. Reports from ad-hoc committees;
- e. Board of Trustees Meeting minutes and
- f. 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

In creating ballots, 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. Candidates from the ad hoc pool who are available for less than the three-year term may be contacted by a representative of FEC to inquire, if elected, they would be willing to serve the full term.

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. Promotions Committee (PC)
3. Faculty Executive Committee (FEC)
4. Institutional Policy and Planning Committee (IPPC)
5. Committee on Educational Policies & Planning (CEPP)
6. Committee on Academic Freedom and Rights (CAFR)
7. Curriculum Committee (CC)
8. Faculty Development Committee (FDC)
9. Periclean Honors Forum Council (PHF)
10. Athletic Council (AC)

B. Appointed:

1. Self-Determined Major Committee (SDMC)
2. Committee on Academic Standing (CAS)
3. Faculty Advisory Board (FAB)
4. Student Affairs Subcommittee of IPPC (SAS)
5. Committee on Intercultural and Global Understanding (CIGU, subcommittee of IPPC)
6. Campus Sustainability Committee (CSC, subcommittee of IPPC)
7. Subcommittee on Responsible Citizenship (SRC, subcommittee of IPPC)

APPENDIX C: NORMAL SEQUENCE OF ELECTIONS

A. Elected:

1. Appointments and Tenure Committee (ATC)
2. Promotions Committee (PC)
3. Faculty Executive Committee (FEC)
4. Institutional Policy and Planning Committee (IPPC)
5. Committee on Educational Policies & Planning (CEPP)
6. Committee on Academic Freedom and Rights (CAFR)
7. Curriculum Committee (CC)
8. Faculty Development Committee (FDC)
9. Periclean Honors Forum Council (PHF)
10. Athletic Council (AC)

APPENDIX D: ELECTION CALENDAR

When possible, FEC will complete elections and appointments during the fall semester, with elections taking place prior to Thanksgiving break. The following is suggested:

1. Early September: Confirm with committee chairs the number of openings on each committee that will need to be filled (and any relevant restrictions on department, division, and/or rank) for the upcoming service period.
2. Late September: Solicit exemption requests from faculty.
3. Late September: Solicit preference sheets. An email will be sent to all “FEC-eligible” faculty announcing the dates that the preference sheet will be open, and including instructions on how to access and complete the online form. Preference sheets will include any pertinent information about standing committee meeting times and course releases to help faculty make informed decisions about ranking. A separate email will be sent to the cohort of faculty who are required to serve in the forthcoming service period. Once the deadline has passed, FEC chair or a designated member will check to make sure that everyone in that cohort has submitted their preference sheets and identify discrepancies. Faculty who fail to submit preference sheets will have committee preference automatically ranked in committee order by a member of FEC.
4. Before the due-date for preference sheets, FEC will email to the faculty at least once the current slate of candidates for ATC and PC.
5. Mid-October – Mid-November: Hold elections. Ballots for ATC and PC will be open for 2 business days, 9 AM to 5PM the next day; all other ballots will be open for 1.5 days, 9 AM to noon the following day.
6. Prior to each election, FEC will announce which candidates will appear on the upcoming ballot and their ranking of the committee on their preference sheets, along with a list of restrictions (e.g. divisional and tenure restrictions) for the openings on that committee, if applicable. The FEC Chair will email each candidate to inform them what ballot they will appear on before sending that ballot out. (Note: candidate ranking will be shared on announcements of faculty standing for elections; not on the actual ballots.)
7. During elections: FEC will make announcement of the result of each election that should include the date, the committee name, the names and departments of the elected individuals, and the term of service for each elected individual. The FEC Chair will send a cumulative list of the election results to the faculty and the DOF/VPAA office once elections have been completed.
8. Late November, December: Complete appointments to appointed committees. The FEC Chair will send an announcement of appointments to the faculty and to the DOF/VPAA office.