Skidmore College

Faculty Handbook



2026-2027

SKIDMORE COLLEGE

FACULTY HANDBOOK

2026-27

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FACULTY HANDBOOK

PREAMBLE

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 over time in response to changing circumstances, and continue to do so. The function of this Handbook is to codify and clarify them in their current form.

The Handbook is divided into six parts:

- Part One specifies faculty rights and responsibilities and has the force of contract.
- Part Two describes the faculty governance system, including Faculty Meeting by-laws, the function and membership of faculty committees, and academic policies.
- Part Three describes the All-College governance system, including information on All-College committees and the Skidmore College Honor Code.
- Part Four describes benefits extended to the Faculty.
- Part Five describes the College administration and is primarily informational in nature.
- Part Six describes the College policy for equal employment opportunity, diversity, and anti-harassment, and is also primarily informational in nature.

The Faculty Handbook is revised annually by the Faculty Executive Committee (FEC) in consultation with other entities as required, and is presented for adoption by the Faculty early in the academic year. The specific procedures for Faculty Handbook revisions are spelled out in Part One, Article XX. Comments and questions about this Handbook should be directed to FEC.

The employment relationship between Skidmore and its non-tenure-track faculty is governed by a Collective Bargaining Agreement (CBA) by and between Skidmore College and SEIU Local 200United Non-Tenure Track Faculty. Unless otherwise specified in the CBA, non-tenure-track faculty are subject to the relevant provisions detailed in the Handbook and other college policies that apply to all Skidmore Faculty (Article XII).

FACULTY HANDBOOK

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, Article VI (Appointments to the Faculty), Sections A (Tenure-Track Appointments), D (Pre-Tenure-Track Appointments), and E (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 and the CBA. For the Handbook, see in particular Part One, Articles VI (Appointments to the Faculty), VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), and XIX (Faculty Governance); Part Two, Article I (Faculty Meeting By-Laws), sub-Article I (The Faculty Meeting), Section C (Eligibility to Vote); and Part Four (Benefits). For the CBA, see in particular Article XIII (Academic Freedom and Rights), Article XVI (Institutional Support), Article XVII (Non-discrimination and Equal Employment Opportunity), Article XVIII (Intellectual Property), Article XIX (Inclusion In and Service to the Academic Community), Article XX (Compensation), Article XXI (Benefits), Article XXII (Appointments and Assignments), Article XXIII (Academic Rank), Article XXIV (Observations, Evaluations, and Promotion), and Article XXV (Professional Development).

II. FACULTY STATUS

Faculty status and related matters, including appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal, are primarily a faculty responsibility based upon the fact that its judgment is central to general educational policy. Determinations in these matters are first made by the Appointments and Tenure Committee (ATC) and/or the Promotions Committee (PC) through established procedures. Recommendations from ATC and PC and the Dean of the Faculty/Vice President for Academic Affairs are made to the President, who makes final recommendations to the Board of Trustees, which makes final decisions. It is the expectation of the Faculty that the President and the Board of Trustees shall, on questions of faculty status, as in other matters where the Faculty has primary responsibility, concur with the faculty judgment except in rare and exceptional instances and for compelling reasons, which should be stated in detail. In all instances of disagreement, the President and ATC and PC should have an opportunity for further discussion before reporting to the Board.

III. ACADEMIC FREEDOM[1]

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 Dean of the Faculty/Vice President for Academic Affairs.

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 exercise appropriate restraint, should show respect for the opinions of others, and should make

[1] This statement is Skidmore College's adaptation of the 1966 Statement on Government of Colleges and Universities by the American Association of University Professors as amended. Reprinted in AAUP Policy Documents & Reports, 10th Edition, 2006. Some changes in wording and emphasis have been introduced.

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.

IV. ACADEMIC FREEDOM AND TENURE

The Committee on Academic Freedom and Rights (CAFR) and ATC 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 Dean of the Faculty/Vice President for Academic Affairs, and the corresponding committee of the Trustees on matters of common concern and responsibility. On questions of academic freedom and tenure, CAFR and ATC represent the Faculty to the President, the Dean of the Faculty/Vice President for Academic Affairs, and the Trustees and make recommendations for their consideration. The confidential nature of these discussions is respected by all parties taking part.

Non-tenure-track faculty have the same academic freedom and rights as other faculty and the principles of Academic Freedom and Rights apply to them. Any dispute regarding the academic freedom and rights of a non-tenure-track faculty member will be referred to CAFR as provided for herein. If, at the conclusion of the CAFR process, the dispute remains unresolved and the dispute involves disciplinary action, the dispute may be referred to binding arbitration in accordance with Article IX of the CBA (Article XIII).

V. ACADEMIC FREEDOM AND INTELLECTUAL PROPERTY

The Faculty has adopted an Intellectual Property Policy for the purpose of (a) promoting the creativity of the entire College community and to reflect the contributions of inventor(s) and the institution in the determination of the rights of ownership, use, and the distribution of equity interest; (b) ensuring that discoveries, inventions, and other creations generated by the Skidmore College community are utilized in ways most likely to benefit the public; (c) assisting the Skidmore community in properly disclosing their scholarly work, in complying with applicable laws and formal agreements, and in gaining the protection available under US law; and (d) sustaining and enhancing the College's ability to engage in sponsored research and scholarship, funded by federal, state and private sponsors who require that policies and procedures exist for the management of intellectual property interests.

In addition, U.S. Federal Law (37 CFR Section 401) mandates that all recipients of federal grants or contracts must: (1) have intellectual property policies in place regarding the ownership of derivative intellectual property and that such polices require employees to disclose all such inventions; (2) report the details of inventions and patents that have been made through federal grants or contracts; (3) notify the federal sponsor that it will retain ownership of the invention and take steps to commercialize the invention or request permission to transfer title to a third party; and (4) provide a nonexclusive, nontransferable, irrevocable, paid-up license for the government to practice or have the invention practiced on its behalf throughout the world. The above requirements are also stipulated in Notices of Grant Award, contract terms and in the award policies of each agency.

A. Intellectual Property Policy

Introduction

This policy on intellectual property acknowledges the critical role that creativity plays in the intellectual fabric and identity of the College.

The purpose of this policy is to:

- ensure that members of the Skidmore community remain free to create and enjoy the benefits of their creations;
- establish a framework for making intellectual property developed at Skidmore available for the public benefit;
- encourage the prompt and open dissemination of research results;
- ensure that the College's legal obligations under externally funded grants and third party agreements are met; and
- articulate those circumstances where the College has a legitimate ownership interest in the creations of its employees and students, to establish procedures for the transfer of ownership of such creations from the creator(s) to the College and for the administration of such assigned intellectual property.

Intellectual Property at Skidmore College[2]

The following policies apply to ownership of patents and copyrights in works invented or created by members of the Skidmore community using College funds, facilities, or other resources.

Definitions

Author is defined as a person who creates a copyrighted work.

Community members are defined to be the President, members of the President's cabinet, faculty, staff and students.

Copyright is defined as a form of protection the law provides to the authors of "original works of authorship: for their intellectual works that are "fixed in any tangible medium of expression," both published and unpublished. Examples of works which are eligible for copyright protection include: books; periodicals; software; musical or dramatic works; pictorial or other artistic works; and audiovisual works. Copyright includes a bundle of rights: The right to reproduce the copyrighted work; the right to distribute copies of it; the right to prepare derivative works based upon the copyrighted work; and the right to make public performances or displays of most copyrighted works.

Institutional Works is defined as works created by non-faculty employees (either staff or student employees) within the scope of their employment.

Institutionally Commissioned Work as used in Part B.II.A is defined as work that the College specifically commissions its employee(s) to create or produce outside their regular scope of employment. Institutionally Commissioned Work does not include works produced with routine support (see definition below) either during the period of an academic appointment or during the summer.

Intellectual property is defined as creations of the mind or intellect, the ownership of which is recognized and protected by law. It includes any patentable invention, tangible research property, copyrightable subject matter, trademarks, trade secrets, works of art and inventions or creations that might normally be developed on a proprietary basis.

Invention is defined as any new or useful process or discovery, art, method, technique, product, machine, device manufacture, software, composition of matter, or improvement thereof.

Invention Disclosure Form is a form that reports and describes a new invention, signed by the inventor(s).

Inventor is defined as any individual associated with the College who makes an invention.

Patent is defined as a grant issued by the United States or a foreign patent office that gives the inventor or the entity to whom the inventor has assigned ownership rights, the right to exclude others from making, using, or selling the invention within the country within which the patent is issued for a period of twenty years.

Proceeds are defined as all compensation of whatever kind received from the sale, license, or other transfer of intellectual property rights by the College to a third party. This includes, but is not limited to, percentage payments, up-front fees, milestone payments, shares of stock, and any other financial or in-kind consideration.

Routine support is defined as whatever resources are regularly provided to that sort of person in that department at that time. Examples of routine support include office or laboratory space and equipment, secretarial and clerical services, divisional travel grants, access to generally available and departmental computer and network facilities, software, and support, sabbatical leaves, start-up funds at the time of hire (e.g., one-time funding to help a newly hired science faculty set up a laboratory does count as routine support because it is regularly provided in science departments

[2] In developing this policy, we have consulted intellectual property policies from a number of schools. We have borrowed language directly from the policies of Amherst, Colgate, Swarthmore, Hamilton, Dartmouth and Boston College.

at this time), grants for endowed chairs, fellowships, and other grants from the Faculty Development Committee or other similarly constituted intramural grant committees.

Costly, exceptional, individually dedicated resources are generally not routine support. For instance, if an individual faculty member gets one-time money from the budget or the Dean of the Faculty/Vice President for Academic Affairs (DOF/VPAA), that money is not routine support unless it is funding that is regularly offered.

Software is defined as any computer or computer-based materials, including but not limited to computer programs, databases, operating systems, and application programs, or parts thereof, designed to accomplish a task or allow a user to produce, manage, analyze, or manipulate a product, such as data, text, a physical object, or other software. Software may be protected by patent, copyright, or trade secret.

Sponsored Project Agreement (SPA) is a contract between the College and a sponsoring organization that sets the terms and conditions for the conduct of Community member's research or other professional or scholarly activity. Sponsored Project Agreements include, but are not limited to, Notices/Letter of Grant Award, Sponsored Research Agreements, Contracts, Subaward Agreements, Material Transfer Agreements, Non-Disclosure/Non-Use Agreements, etc. These third party agreements identify the expectations and needs of all parties and address a variety of issues, including for example: period of performance; amount of funding; scope of work; the disposition of data; deliverables; intellectual property rights; ownership of equipment or derivative products; liability; publication rights; termination; governing law; space; indirect cost rates, etc.

Trademark is defined as a work, name symbol, or device (or any combination) adopted by an organization to identify its goods and services and distinguish them from the goods and services of others.

Work-for-hire is a work specifically ordered or commissioned under a written work-for-hire contract.

Part A - Copyright

I. Ownership

Skidmore College has historically asserted no ownership interest that it may legally have to copyrightable works created by Community members. Skidmore's fundamental practice with regard to copyrightable intellectual property remains one in which ownership shall be held by the individual(s) who create(s) the work subject to the exceptions specified below in Section II.

However, the College has the right to protect its good name, and therefore retains a right of approval for the dissemination of any intellectual property that suggests College endorsement, (e.g., by the use of the College name, logo or other trademarks). No approval is necessary when the name of the College is used only to identify the employment/affiliation status of the Community member.

II. Exceptions

A. Work-for-Hire

The College shall own intellectual property rights in: (1) works-for-hire; (2) institutional works created by non-faculty employees (either staff or student employees) within the scope of their employment; and (3) works produced in College related service activities, except when otherwise provided in a prior written agreement between the author(s) and the Dean of the Faculty/Vice President for Academic Affairs of the College or in the case of non-academic affairs staff the Vice President of Finance and Administration. Not included in this exception are works created by non-faculty employees (e.g., student employees) under the supervision of a faculty member. In this case, the College would not claim ownership, except in instances in which the College can claim ownership rights under exception II.B.

B. Sponsored Project Agreements

Works created pursuant to a Sponsored Project Agreement with an extramural sponsor will be governed by terms of that agreement, the award policies and procedures of the Sponsor/Grantor, and/or by applicable law governing the ownership of copyrightable intellectual property generated under such agreements. Such agreements are subject to the review and approval or concurrence of the PI/senior personnel responsible for the project and the review and approval of the Dean of the Faculty/Vice President for Academic Affairs. Unless otherwise dictated by the Sponsor/Grantor, the division of intellectual property rights between the College and the creator(s) shall be governed by the principles outlined in this document.

The College will not enter into any Sponsored Project Agreements that prohibit the free use of the intellectual property by the creator(s) for research or educational purposes without consulting with the creator(s). All such agreements shall to the extent practicable provide for the creator's continued free use of the intellectual property for their own ongoing research or education purposes.

Part B - Patents

I. Ownership

Skidmore's fundamental practice with regard to patentable intellectual property when no more than routine support has been received remains one in which ownership shall be held by the individual(s) who create(s) the work subject to the exceptions described below in Section II.

II. Exceptions

A. College-Sponsored Materials

Skidmore shall own intellectual property rights to institutional works, institutionally commissioned works, or when it provides more than routine support to a project.

Not included in this exception are works created by non-faculty employees (e.g., student employees) when they are working under the supervision of a faculty member who has received no more than routine support for a research or teaching project.

When the College provides more than routine support to a project, the community member shall request or the College may elect to provide a notice of "More than Routine Support" to the applicant community member at the time the support is provided. All parties involved shall sign the "More than Routine Support Agreement" outlining the scope of the project, and to the extent practicable, the expected outcomes. During the effective period of this agreement, the participants shall promptly disclose any and all intellectual property generated, in accordance with the procedures described below in Section III.A.

Not included in this exception are works created by non-faculty employees (e.g., student employees) when they are working under the supervision of a faculty member who has received no more than routine support for a research or teaching project.

B. Sponsored Project Agreements.

Works created pursuant to a Sponsored Project Agreement with an extramural sponsor will be governed by terms of that agreement, the award policies and procedures of the Sponsor/Grantor, and/or by applicable law governing the ownership of patentable intellectual property generated under such agreements. Such agreements, when negotiated, are subject to the review and depending on the nature of the agreement, subject to either approval or concurrence of the PI/senior personnel responsible for the project. All such agreements are subject to review and approval of the Dean of the Faculty/Vice President for Academic Affairs. Unless otherwise dictated by the Sponsor/Grantor, the division of intellectual property rights between the College and the creator(s) shall be governed by the principles outlined in this document.

The College will not enter into any Sponsored Project Agreements that prohibit the free use of the intellectual property by the creator(s) for research or educational purposes without consulting with the creator(s). All such agreements shall, to the extent practicable, provide for the creator's continued free use of the intellectual property for their own ongoing research or education purposes.

III. Procedures for Administration of Invention Disclosures and Patents

A. Disclosure and Assignment

Inventions conceived or first reduced to practice using College funds or facilities and for which the College may, pursuant to the principles described herein, have an ownership interest shall be promptly disclosed in writing to the Office of Sponsored Research (acting on behalf of the Office of the Dean of the Faculty/Vice President for Academic Affairs), Palamountain Hall, Room 436, Skidmore College, 815 North Broadway, Saratoga Springs, New York 12866-1632. The creator(s) of the invention shall complete the appropriate Invention Disclosure Form supplied for this purpose. If the College chooses to file a patent application for the invention, to which the College may claim ownership in accordance with the principles described above, the inventor(s) shall execute documents of assignment to convey to the College all of the inventor's interest in the invention owned by the College and shall cooperate and assist the College in all phases of the patent application process. Upon request, each person covered by this policy will sign an appropriate agreement to implement this policy. The Disclosure Form, all supporting documentation and discussions relative to the invention shall be treated as confidential communications. Copies of all such tangible documents and records shall be retained in a locked cabinet in the Office of Sponsored Research.

B. Abandonment

If the College, acting in-a-timely-manner, elects not to patent an invention, the College, upon request, shall reassign ownership to the inventor(s) to the extent possible under the terms of any agreements that support or relate to the work. In this context, “in-a-timely-manner” shall mean a period of time sufficient to provide for the conduct of background research and investigation and for the Dean of the Faculty/Vice President for Academic Affairs to render a decision. As a general guideline, such actions shall be completed within a period of 60 to 90 days following receipt of a complete and fully executed copy of the Invention Disclosure. The actual time required will be dependent on considerations, such as the complexity of the invention and the need to secure outside counsel.

C. Proceeds

Income distribution for patents owned by the College shall be as follows: All administrative and legal expenses incurred in connection with the patent will be deducted from the gross income. After these deductions, the income will be divided 50 percent to the inventor(s), with the other 50 percent divided between a research account in the Office of Sponsored Research and the College.

Skidmore anticipates that a portion of its proceeds will be used to support education or research.

Part C - Resolution of Disputes

Disputes concerning application of this policy shall be resolved by a review panel of three members of the Skidmore community: a representative of the creator(s), a person designated by the Dean of the Faculty/Vice President for Academic Affairs, and a third person selected by the two other members.

The review panel may request meetings with relevant individuals and may review additional materials necessary to understand the issues on which there is disagreement. Such materials may include, but are not limited to, appropriate financial information, sponsored project agreements, human or animal protocols, laboratory notebooks, presentation materials and manuscripts or other relevant materials. The Review Panel will prepare written findings of fact and a ruling, based on their review. Such findings and the ruling will be provided to the creator(s), the Dean of the Faculty/Vice

President for Academic Affairs, and the President. The findings of the Review Panel, when approved by a majority of its members, shall be binding.

The existence of a review panel does not preclude any of the parties from retaining and/or consulting legal counsel.

In the event of disputes between co-inventors, all claims and disputes are to be settled by binding arbitration, pursuant to the rules of the American Arbitration Association, in the state of New York.

Part D - Revisions to Policy

Skidmore College reserves the right to amend this policy as it deems necessary to achieve programmatic and policy objectives, consistent with the procedures prescribed in the College's Policy on Policies.

Part E - Effective Date

This policy applies to intellectual property conceived on or subsequent to the date of policy adoption or to any intellectual property interests that are subject to the terms of a Sponsored Project Agreement.

VI. APPOINTMENTS TO THE FACULTY

A. Tenure-Track Appointments

Initial appointments to all ranks are made by the Dean of the Faculty/Vice President for Academic Affairs in consultation with the Department Chair and the department concerned and (where appropriate) Program Directors. In the case of appointment as Dean of the Faculty/Vice President for Academic Affairs, the President may appoint the Dean of the Faculty/Vice President for Academic Affairs at the rank of Professor with tenure, according to procedures prescribed in the Faculty Handbook, Part One, Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank, Section E (Tenure), number 3(e) (Eligibility). 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 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 or a fraction of two positions, while allowing for flexibility between them in assigning responsibilities.

1. The appointee's department may request the Dean of the Faculty/Vice President for Academic Affairs on or before February 15 of the first year to terminate the appointee’s contract at the end of the academic year. If the Dean of the Faculty/Vice President for Academic Affairs grants the request, the Dean of the Faculty/Vice President for Academic Affairs 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 the contract in mid-year (January), the date for the department's request to the Dean of the Faculty/Vice President for Academic Affairs shall be May 31, and the Dean of the Faculty/Vice President for Academic Affairs 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. Fully Dedicated Tenure-Track Lines in Interdisciplinary Programs

In a case of demonstrated need, a full-time tenure-track appointment may be made to an interdisciplinary (ID) program. Appointments shall be made according to methods described in Article VI (Appointments to the Faculty), Sections A (Tenure-Track Appointments) and D (Pre-Tenure-Track Appointments) as applicable.

Upon the award of a tenure-track line to an ID program and before initiating a search, a Program Personnel Committee (PPC) shall be formed to perform functions normally assumed by a department in all matters of reappointment, tenure, and promotion. An ID program with multiple lines shall have one PPC. The ID PPC will function separately from a Program Steering Committee although membership may overlap.

The ID PPC will consist of the ID Program Director and four to eight tenured and tenure-track faculty in at least the third year of consecutive full-time college service and at least the third year of participation in the ID Program. The Dean of the Faculty/Vice President for Academic Affairs appoints members to the PPC in consultation with the Director and the ID Program Steering Committee. In cases where a Committee member vacates the position on the Committee, a replacement is appointed in the same manner. Normally the ID Program Director will chair the PPC. If the Director is a candidate, however, the Dean of the Faculty/Vice President for Academic Affairs in consultation with the PPC shall appoint a tenured faculty member from the committee to serve as Chair. Appointments will be for one term of three years or for two or more consecutive terms, with the latter recommended if feasible. Appointments should ensure that membership is representative of the disciplinary diversity and range in academic rank of faculty actively teaching in the ID program. The majority of committee faculty should be tenured, if possible, and should have prior experience in reappointment and tenure review.

Before initiating a search, the ID PPC shall establish internal procedures to evaluate candidates for reappointment, tenure, and promotion according to guidelines specified for Chairs and departments in Faculty Handbook, Part I, Articles VII (Rights, Obligations, and Responsibilities of all Faculty) and VIII (Evaluation of Faculty for Continued Service and Advancement in Rank). In support and review of tenure-track faculty appointed to a program, the Director shall perform duties normally assumed by a Department Chair as specified in the Articles noted above and in Article IX (Leaves of Absence). Exception: If the Director is the tenure-track candidate, the Chair of the ID PPC shall perform the duties referred to above. (Also see Faculty Handbook, Part I, Article XII, Section D [Obligations Pertaining to Department Chairs] and Article XIII, Section D [Obligations Pertaining to Program Directors].)

In some considerations for promotion, an ID PPC may need to be reconstituted. In such cases, before promotion consideration of a candidate appointed to an ID Program can begin, the program in consultation with the Dean of the Faculty/Vice President for Academic Affairs shall form an ID Program Personnel Committee according to the procedures specified above.

C. Tenure-Track Lines Apportioned between Departments/Programs

It is expected that in most cases faculty who participate in interdisciplinary (ID) programs do so voluntarily and on a non-contractual basis. However, in a case of demonstrated need, a full-time tenure-track proportional appointment may be made. A proportional tenure-track appointment is a contractual faculty appointment that is shared between a department and an ID program or between two departments or between two ID programs; the proportions of the appointment must be specified in the letter of appointment. These appointments require that the faculty member holding them make a significant and sustained contribution in teaching and service to both departments/programs. Scholarship may be relevant to one or both of the departments/programs. The usual proportional division will be 60/40, although special circumstances might dictate other proportional divisions. The larger proportion may reside in a department or a program.

Under exceptional circumstances and in response to demonstrated need, a proportional tenure-track appointment may be changed to 100 percent in a department or a program, to a different proportional division, or to a proportional appointment with a different department or program. It is also possible to change a 100 percent department appointment to a proportional appointment with an ID program or another department. Any such change must be approved by the faculty member, the department(s) and program(s) involved, and the Dean of the Faculty/Vice President for Academic Affairs.

D. Pre-Tenure-Track Appointments

Visiting Lecturer: Appointments to the position of Visiting Lecturer 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 Dean of the Faculty/Vice President for Academic Affairs judges there are procedural circumstances beyond the candidate's control.

E. Non-Tenure-Track Appointments

The designated Associate Dean of the Faculty (faculty affairs) makes all appointments to non-tenure-track positions in consultation with the Chair of the department concerned and (where appropriate) Program Directors.

Titles, compensation, and other terms and conditions of employment for non-tenure-track faculty are set forth in the CBA.

F. Appointments to Endowed Chairs

Endowed Chairs are appointed by the Dean of the Faculty/Vice President for Academic Affairs in consultation with PC, 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.

VII. 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 IV [Academic Freedom and Tenure]). Faculty members who believe there have been violations of their academic freedom and rights may bring such grievance to CAFR.

2. All faculty members have the right to receive from their Department Chairs or Program Directors written evaluations of their performance: annually if non-tenured; every three years for associate professors; every six years for full professors; and as set forth in the CBA for non-tenure-track faculty (Article XXIV, 6): annually for the first six years and then every three years or more frequently and informally at the individual's request (see Part One [Faculty Rights and Responsibilities], Article XII [Appointment and Review of Department Chairs], Section D [Obligations Pertaining to Department Chairs], number 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, Dean of the Faculty/Vice President for Academic Affairs, CAFR, 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, Program Directors, Librarians and faculty who are on ten-, eleven- or 12-month contracts, and faculty serving in administrative positions, 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 or Program Directors 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 Administrative Assistant or Chair and the Registrar immediately whenever unable to teach because of illness.

3. *Syllabi*: Faculty members are required to provide their students the semester's course syllabus (see Part Two, Article III [Academic Policies], Section A).

4. *Academic Advising*: Assistant, Associate, and full Professors and full-time non-tenure-track faculty on renewable contracts are responsible for giving conscientious and informed guidance to student advisees as assigned. Advising for non-tenure-track faculty is controlled by the CBA (Article XIX, 2E). Full-time faculty on renewable contracts are expected to take on student advisees after their first year at Skidmore.

5. *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.

6. *Administrative Meetings*: Assistant, Associate, and full Professors are expected to attend Faculty Meetings and departmental and committee meetings when called. Non-tenure-track faculty are expected to attend Faculty Meetings and committee meetings when called, and departmental and program meetings when invited (CBA, Article XIX).

7. *College Functions*: Faculty members are expected to attend Commencement, and they may be asked to represent their department or program at Honors Convocation. Any faculty member unable to attend Commencement should notify the Dean of the Faculty/Vice President for Academic Affairs. Faculty members are encouraged to wear academic regalia at Commencement and on other occasions as announced.

8. *Student Evaluations*: Faculty members are required to have student evaluations administered in their courses (see Part Two, Article III [Academic Policies], Section F, and CBA [Article XXIV, 4]).

9. *Grading*: Faculty members must submit grades to the Registrar by the date specified (see Part Two, Article III [Academic Policies], Section C).

10. *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).

VIII. EVALUATION OF FACULTY FOR CONTINUED SERVICE AND ADVANCEMENT IN RANK

Preamble

Every institution must have a vision that animates its actions and gives focus to its aspirations. Learning—learning that will enable students to become wise, responsible, thriving citizens—is Skidmore's fundamental enterprise. The college's Mission Statement notes that "[u]nderpinning the entire enterprise are faculty members' scholarly and creative interests, which inform their teaching and contribute, in the largest sense, to the advancement of learning." The faculty is philosophically committed to lifelong inquiry, the discovery of knowledge, and the fostering of creativity. This

commitment informs our work in the classroom, lab, and studio. But the faculty also is committed to the Academy and to society; it contributes to a community of scholars broadly conceived and prepares students to play their role in the stewardship of the human community. These commitments define what it means to be a teacher-scholar.

Skidmore College is an undergraduate institution, and as teacher-scholars the faculty not only serves students as exemplars of lifelong learning, but also guides them in acquiring the knowledge and skills an individual needs to pursue life's path creatively and productively, and to develop along the way the wisdom required to meet life's often unforeseeable challenges. Lifelong learning does not end within the confines of the Academy, but must stretch throughout its members' lives and, importantly, into the community and its destiny.

Accordingly, Skidmore faculty have the responsibility to envision a model of the excellent teacher-scholar appropriate to their discipline; and the college has a responsibility to coordinate, guide, and enable faculty members to marshal their professional resources to realize their vision in pursuit of carrying out the college's fundamental enterprise. When evaluating faculty members for continuation of service and promotion in rank, the college should have in view the teacher-scholar. The excellence of the teacher-scholar will be evident through engaging students in developing their learning, through professional productivity, and through sharing in the communal work that is an indispensable part of academic life. These are often referred to, respectively, as "teaching," "scholarship," and "service." While the nature of a faculty member's professional work may, in most cases, be relatively easily circumscribed, the faculty member as a teacher and engaged citizen of the community can involve more fluid parameters. The classroom, laboratory, and studio are the primary, though not exclusive, sites where teaching occurs; and college governance and departmental activities are the central, though certainly not exclusive, channels through which a faculty member may help to shape the curricular and extra-curricular life of Skidmore. Just as professional excellence informs and provides the basis for excellent teaching, so professional and teaching excellence informs the quality and character of one's service to the life of the Academy.

The standards by which Departments, Programs, ATC, PC, the Dean of the Faculty/Vice President for Academic Affairs, the President, and the Board of Trustees arrive at their judgments regarding continuing service and advancement in rank are necessarily community-based. Therefore, the judgments of departments and programs, and especially ATC and PC, as the body elected by the faculty to represent the faculty in matters of promotion and tenure, necessarily set the standards for reappointment, tenure, and promotion at Skidmore College.

A. Tenured and Tenure-Track Faculty

Skidmore College seeks to hire, retain, tenure, and promote faculty members who, in addition to successfully performing their duties, bring intellectual acumen, commitment to Skidmore's mission, integrity, and energy to their work on behalf of their students, their discipline, their department or program, and Skidmore College as a whole. Our academic community is enriched through the broad range of academic backgrounds, interests, and perspectives of its diverse faculty.

Decisions to reappoint, tenure, or promote faculty members 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 and the primary criterion. No degree of excellence in scholarship or artistic achievement, no record of unusual productivity or service to the community will compensate for unsatisfactory teaching at any point in one's career. Yet high-quality teaching is but one of three criteria, and alone will not suffice. Through the arc of one's career, the balance among these three areas will vary: 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 their professional fields. 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 and needs. Skidmore College recognizes that the balance of an individual faculty member's commitments and responsibilities will vary according to individual strengths and interests; the needs of departments, programs, and the college; as well as the development of the individual's career. As the faculty member matures and seeks recognition as a senior member of the professoriate, the expectation for more significant service is balanced with the college's expectations of professional accomplishment and a high quality of pedagogy.

Just as there is no single mold into which all Skidmore faculty must fit, so there is no single way in which all faculty are expected to excel. Nonetheless, it behooves the college to articulate general criteria identifying areas of performance that form the basis of faculty review and advancement. The college must also establish standards that clarify expectations

regarding the qualitative levels of performance with respect to these criteria that must be reached in order to receive the positive reviews needed for contract renewal, tenure, and promotion.

This section of the Handbook sets out the criteria and standards that ground judgments regarding reappointment, tenure, and promotion in academic rank. It also discusses the kinds of evidence to be used by departments and programs; ATC; PC; the Associate Dean of the Faculty (faculty affairs); the Dean of the Faculty/Vice President for Academic Affairs; the President; and, ultimately, the Board of Trustees in making those judgments through the process of faculty review.

Definitions of terms relative to reappointment, tenure, and promotion in rank for purposes of this Handbook:

- *criteria* identify areas of performance upon which evaluative judgments are based;
- *standards* are qualitative descriptions of performance that establish levels at which criteria must be satisfied in order to warrant favorable personnel judgments;
- *judgments* are personnel recommendations and decisions made by responsible groups and individuals (see above);
- *evidence* comprises documents and other supportive materials submitted as part of the dossier that are used by those charged with making judgments in the faculty review process to determine whether a candidate for review has satisfied the applicable standards for the personnel decision at issue; and
- *sustained* performance is performance that establishes a clear pattern over time (over the period of time considered in a review). Such a pattern could be a trend (a trend toward improvement), and it could admit a small number of instances that are inconsistent with the overall direction (the odd class that does not work well for identifiable reasons).

The criteria used to evaluate faculty for contract renewal, promotion in rank, and tenure emphasize fulfillment of faculty duties and responsibilities as described in this Handbook through teaching, scholarly or creative accomplishment, and service, as described below. Evaluation criteria also include performance of other mutually agreed upon duties and responsibilities, as specified in a faculty member's letter of initial appointment or as modified in subsequent correspondence, and professional conduct consistent with the standards described in this Handbook.

1. TEACHING: Whereas the primary importance given to teaching follows from Skidmore's mission as an undergraduate institution, the college recognizes that high-quality 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 manifests a sustained interest in teaching as a vocation. It encompasses skills in course management and design; effective classroom manner, modes of presentation and delivery of course materials; and knowledge and mastery of one's subject. These will be addressed below.

   Defining itself first and foremost as a community of teachers and learners, Skidmore invites faculty to share their passion for their disciplines and their understanding of connections between their disciplines and others with colleagues and, most of all, with our students. This commitment to student learning stands at the heart of our mission.

   The college expects faculty to fulfill their responsibilities as teachers by facilitating the intellectual or artistic development of their students in scheduled courses and in other curricular and co-curricular contexts (e.g., through independent studies and advising) in which instruction occurs. More broadly, the college expects faculty to retain a career-long commitment to teaching and supports their professional development with a number of resources that can assist them in meeting this challenge.

   It follows that the quality of a faculty member's contribution to student learning– success as a teacher–is the most important criterion for evaluating the performance of teaching faculty. To receive contract renewal, tenure, or promotion, a member of the teaching faculty must provide evidence of sustained success in teaching at a level of

accomplishment satisfying the applicable standards. No matter how significant they may be, achievements in other areas of faculty work cannot counterbalance ineffective teaching.

Any evaluation of the teaching of Skidmore faculty should take into account the following four features of successful teaching: motivation and mentoring, expertise, course design and delivery, and fostering student learning. Evidence of these may include but is not limited to:

- *Motivation and mentoring*. Through their commitment to and enthusiasm for their subject matter, successful teachers stimulate their students' intellectual curiosity or artistic vision and cultivate intellectual humility. They model for their students the high standards of performance and professionalism appropriate to their disciplines, provide them guideposts toward attaining those standards, and hold them consistently accountable. Successful teaching inspires, guides, and supports students in their courses as well as in their self-directed and collaborative research, independent study, and senior projects.

- *Expertise*. Representing the current state of a discipline or field is crucial to successful teaching. Knowledge informs not only the range and depth of course materials, but also pedagogical methods and goals. Knowledge nourishes the imagination and deepens the appreciation for the complexity and interconnectedness of materials. In short, knowledge makes comprehensiveness and rigor in teaching possible, and by acknowledging the limits to their own expertise, faculty members model academic integrity and demonstrate the need for lifelong learning.

- *Course design and delivery*. Courses should be designed with well-structured content that reflects disciplinary standards and Skidmore's standards and expectations for learning. The relevant elements of course design may include integration of course components, laboratory/studio exercises, assignments, and examinations. The development of these elements, and the generation of new courses, is itself a feature of successful teaching.

- *Fostering student learning*. Successful teaching brings students to engage course materials in a manner that broadens and deepens their intellectual horizons, and may do so employing a variety of strategies and techniques, such as lectures, discussion, group activities, writing, etc. But all successful teaching creates an environment that leads to the students' successful mastery of the course materials and furthers them as independent learners. Successful teachers continue to develop materials and pedagogical techniques that further this end. Successful presentation of course materials includes responsiveness to student participation, providing timely and helpful feedback on assignments and examinations; being available to students outside of class; offering advice and counsel about students' education paths forward in the near and long term. Ultimately, the litmus test of successful teaching is a faculty member's ability to enable students to develop as self-guided, critically engaged scholars and/or artists. Such success will be marked primarily by students' active engagement with the discipline and the quality of their resulting work. It is true that students must do their part as well, but a faculty member's fundamental job is to encourage and help them do so. No amount of expertise or attention to the individual activities that go into teaching can compensate for an overall lack of success in fostering student learning.

Informed judgments about a colleague's teaching should be based on evidence relating to the preceding features of successful teaching that takes into consideration the arc of a candidate's career and development, and work done at the various levels of the curriculum. Such evidence may be obtained in a variety of ways, including, but not limited, to reviews of syllabi, class visits, informal observations of colleagues outside the classroom, products of student research or creative work, discussions of pedagogy, and careful readings of student course evaluations. This scarcely exhausts the ways effective teaching might manifest itself, of course, and candidates may wish to present other evidence.

2. 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. Skidmore expects members of the faculty to remain actively engaged–as participants and not just as observers–with the continuing conversations and innovations that constitute the lifeblood of an academic career. Specifically, Skidmore expects its faculty to cultivate, over the course of their careers, the scholarly or artistic maturity sufficient to define problems and issues

in their areas of expertise, which they then engage in their work. Developing such a mature perspective on one's discipline enables one to integrate and evaluate the elements that constitute both its history and its present developments. 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 their 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 reinforcing; in other words, Skidmore expects its faculty to be teacher-scholars: to be active in the profession because scholarly and artistic pursuits revitalize teaching even as teaching points scholars and artists 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, for instance, 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 non-specialists, be they colleagues or laypersons. Without intending to be comprehensive, exhaustive, or categorical, the following are offered as broadly descriptive of types of scholarly and artistic activity:

- Discovery encompasses traditional research that creates new knowledge through original investigation that may be theoretical or empirical, disciplinary or interdisciplinary, or some combinations of these. Construed broadly, this dimension of professional development also encompasses the creation of new works of art or musical composition and writing works of fiction, poetry, or creative nonfiction.

- Integration involves the critical evaluation, synthesis, analysis, integration, or interpretation of the research or creative work produced by others. It may be disciplinary, interdisciplinary, or multidisciplinary in nature and includes the varieties of artistic interpretation and performance.

- Application involves applying disciplinary expertise or the results of existing scholarship (produced by oneself or others) to the investigation or solution of intellectual, social, or institutional problems. In the arts it can involve mastering a new performance repertory or exploring a style of creative activity (e.g., unique approach to artmaking) developed by someone else. Such work involves activities that make use of one's special areas of knowledge or expertise, and it demands the same levels of rigor and accountability traditionally associated with the scholarship of discovery or the scholarship of integration. Application may also include a scholarly focus on the nature and best practices of delivering the materials of one's discipline to students and other audiences.

Scholarly achievement occurs along a disciplinary-specific continuum ranging from major accomplishments to smaller contributions. Evidence of scholarly achievement includes but is not limited to peer-reviewed books, monographs, and articles published in recognized scholarly venues and by reputable publishers; performances; exhibitions; peer-reviewed, external research grant proposals; conference presentations and invited lectures; and unpublished manuscripts, drafts, and works in progress. Evidence of professional development and engagement such as public scholarship, research grant proposal writing, and unpublished works is relevant but alone is not sufficient. The expectations, challenges, styles of presentation, and standards for research or creative activity can vary considerably by discipline and over time. Accordingly, the judgments of the members of ATC and PC and academic administrators regarding a faculty member's research or creative activity should be informed by the advice of departmental colleagues and other knowledgeable peers (as expressed in letters of evaluation), especially regarding such factors as disciplinary norms, the importance and value of conducting research with undergraduate students, and the effect of doing work with undergraduate students on research productivity, and other relevant conditions within the discipline or the Skidmore department or program. Such advice is particularly important in setting expectations for the quantity of scholarly or artistic productivity in different disciplines.

3. COMMUNITY SERVICE: Service to the college community includes and goes beyond the fulfillment of tasks which Skidmore assumes rather than rewards (see Part One [Faculty Rights and Responsibilities], Article VII

[Rights, Obligations, and Responsibilities of All Faculty]). Service presupposes a sense of responsible citizenship, or collegiality, and is essential at a residential liberal arts college. Community service expresses the extent of one's commitment to the institution, a commitment that transcends parochial interests.

Participation in faculty and shared governance is especially important, requiring skills and commitment that answer the needs of the college. Other common and clear examples of service are contributions that directly stimulate the intellectual atmosphere of the college or sustain conditions for stimulating it–arranging field trips and symposia, presenting and attending public readings or lectures, sitting on panels, and, on a less formal day-to-day basis, exchanging ideas and debating issues of common concern. Community service also includes the various ways one renders service to one's discipline or profession such as reviewing manuscripts, serving as an external reviewer, or holding professional office. Although reappointment, tenure, or promotion 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 will strengthen a candidate's case.

For the purposes of evaluation, effective service is defined as applying one's time, talents, and energy to perform or assist others in performing the necessary work of advising; faculty governance; departmental or programmatic administration; oversight of adjunct faculty and other personnel; development, assessment and oversight of curriculum; and other extra-curricular activities such as attending community events. As citizens of an academic community, faculty are responsible for performing their fair share of this labor, which must be accomplished if departments and the college are to function effectively and students are to be well served. Because of the importance of service to the educational mission of the college, satisfying the appropriate standard relating to this criterion is a necessary condition for contract renewal, tenure, or promotion. Whether a particular form of faculty service is required or elective, its quality and quantity are subject to evaluation.

The broad categories described below encompass the range of professional activities that faculty members can undertake in order to fulfill their responsibilities in service. Faculty members are not expected to perform active service in all of these categories in any one review period or even across an entire career. However, they are expected to demonstrate that they are effectively performing their fair share of this important faculty work.

- *Service to students*. The demands of mentoring fall unequally across the faculty. The concern for the personal and academic well-being of students that this work requires is expressed in the time and care that faculty invest beyond routine advising. In performing this work, faculty need to attain and draw upon knowledge of programmatic and general education curricula and academic policies.

- *Service to departments or academic programs*. This area of service encompasses the various forms of shared work that are particular to academic departments and programs. This includes developing, vetting, delivering, and assessing a department's or program's curriculum. The effectiveness of this work is guided by a faculty member's knowledge of disciplinary practices on a national level, the particular goals of a department at the college, and the contribution of a department to the general curriculum at the college. Such work can be ongoing (e.g., attending department meetings, managing an endowed fund, sponsoring a student organization, directing student honors projects and independent studies) or episodic (e.g., assisting in a departmental review, participating as a member of a search committee, or other standing or ad hoc groups formed to accomplish the goals of the department or program, advising students, and writing letters of recommendation). Effective faculty help to advance this important shared work.

- *Service to the college*. Faculty participate in governance by attending college assemblies and Faculty Meetings, as well as meetings of their departments or programs. Faculty can serve the college as a whole by taking on formal responsibilities such as serving on governance committees, task forces or work groups, or taking on administrative duties, such as chairing a department, directing a program, or assuming some other administrative post. Service includes informal activities such as assisting at Admissions events, directing a student research symposium, performing or speaking at an alumni event or at an event on campus, or advising student organizations. Faculty may also serve the college by undertaking activities with external groups in Saratoga Springs and beyond that increase the visibility of the college or otherwise advance the College's mission.

- *Service to the academic profession*. This area of professional service includes, but is not limited to, holding office or some other position of responsibility in a state, regional, or national professional or disciplinary organization; serving as an evaluator, officer, or consultant for an accrediting body, or as a member of a departmental accrediting body, or as a member of a departmental evaluation team at another institution; serving as a member of a program committee or conference planning committee; refereeing manuscripts for publication; or engaging in other forms of consulting in the service of one's discipline or professional community.

B. Pre-Tenure-Track Faculty

Criteria for pre-tenure-track faculty are (1) high-quality teaching, as defined above, and (2) progress toward the terminal degree (see Part One, Article VI [Appointments to the Faculty], Section D [Pre-Tenure-Track Appointments]).

C. Non-Tenure-Track Faculty

Evaluation of non-tenure-track faculty for continued service and advancement in rank is governed by the CBA (Article XXV.

D. Reappointment

1. Reappointment of Full-Time Tenure-Track Faculty

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 Dean of the Faculty/Vice President for Academic Affairs 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.

a. *Third Year*

i. An appointee will be evaluated in the third year according to department or program procedures. The Department or Program Personnel Committee (PPC) Chair must submit, at a minimum, a consensus letter signed by all faculty eligible to write on behalf of the candidate as indicated by department or program procedures that summarizes (1) the department's or program's overall recommendation, positive or negative, and (2) the evidence supporting the recommendation to the designated Associate Dean of the Faculty (faculty affairs) on or before January 15[3] of the appointee's third year. If faculty members eligible to write on the candidate's behalf disagree with the consensus letter and therefore cannot sign it, faculty members may write an individual letter to the designated Associate Dean of the Faculty (faculty affairs) on or before January 15[3] with their recommendation and a summary of the supporting evidence for the recommendation.

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

For tenure-track faculty appointments that are 100 percent in ID programs, the Program Director/PPC Chair must submit, at a minimum, a letter that summarizes (1) the program's recommendation, positive or negative, and (2) the evidence supporting the recommendation to the designated Associate Dean of the Faculty (faculty affairs) on or before January 15[3] of the appointee's third year. If faculty members eligible to write on the candidate's behalf as indicated by program procedures disagree with the

[3] Specific dates determined by ATC and published in its annual Operating Code and Calendar.

consensus letter and therefore cannot sign it, faculty members may write an individual letter to the designated Associate Dean of the Faculty (faculty affairs) on or before January 15[3] with their recommendation and a summary of the supporting evidence for the recommendation. The program must also demonstrate need and the candidate's professional quality according to guidelines described for departments in paragraph two above.

For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, both Department Chairs or Program Directors or PPC Chairs must submit, at a minimum, separate letters that summarize (1) the department's or program's recommendation, positive or negative, and (2) the evidence supporting the recommendation to the designated Associate Dean of the Faculty (faculty affairs) on or before January 15[3] of the appointee's third year. If faculty members eligible to write on the candidate's behalf as indicated by department or program procedures disagree with the consensus letter and therefore cannot sign it, faculty members may write an individual letter to the designated Associate Dean of the Faculty (faculty affairs) on or before January 15[3] with their recommendation and a summary of the supporting evidence for the recommendation. The departments and programs sharing the appointment must also demonstrate need and the candidate's professional quality according to guidelines described for departments in paragraph two above.

ii. The designated Associate Dean of the Faculty (faculty affairs) must, on or before February 15[4], recommend to the Dean of the Faculty/Vice President for Academic Affairs either a further three-year contract or termination of the individual's service. The designated Associate Dean of the Faculty (faculty affairs) 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.

iii. The designated Associate Dean of the Faculty (faculty affairs) will report reappointment recommendations to ATC on or before February 15.[5]

iv. If the recommendations of the department and the designated Associate Dean of the Faculty (faculty affairs) differ, ATC will review the candidate's file and make a third recommendation to the Dean of the Faculty/Vice President for Academic Affairs. This recommendation will be made on or before February 25.[6]

v. The Dean of the Faculty/Vice President for Academic Affairs 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 Dean of the Faculty/Vice President for Academic Affairs shall offer further three-year contracts to successful reappointment candidates on or before March 1.

vi. 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 Dean of the Faculty/Vice President for Academic Affairs on or before March 1.

vii. 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, as an option, assume a full-time faculty position at the end of the other partner's terminal year. Should the partner choose not to do so, the position will no longer be tenure-track.

viii. Candidates for reappointment shall have access to all written materials immediately following notification of the Dean of the Faculty/Vice President for Academic Affairs' decision. These materials may not be photocopied.

[4] See annual ATC Operating Code and Calendar.
[5] *Ibid*.
[6] *Ibid.*

ix. The Dean of the Faculty/Vice President for Academic Affairs shall convey the result of a review to the candidate on or before May 1.

x. Reviews.

(1) If the appointee believes that the decision against reappointment was made in violation of academic freedom and rights or was procedurally inadequate, CAFR, upon petition by the appointee, will review the allegations and report to the President.

(2) If the appointee believes that the decision against reappointment was based on inadequate consideration of the standards for continued service, the designated Associate Dean of the Faculty (faculty affairs) may review the evaluation.

2. Reappointment of Non-Tenure-Track Faculty

Reappointment of non-tenure-track faculty is controlled by the CBA (Article XXIV).

E. Tenure

1. Guidelines for Tenure

Awarding tenure to a faculty member is among the most important decisions the College makes, one that inevitably necessitates prospective judgments. Every tenurial decision is predicated upon the likelihood that an individual's performance to date truly augurs the quality of the faculty member's 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 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.

The awarding of tenure is based on teaching of high quality and significant growth as well as achievement in scholarly, creative, or professional work, high-quality teaching being the principal criterion. Evidence of contributions to the community's collective affairs at the departmental and all-college levels will also be taken into account. While one cannot give mathematical precision to the weight given to the three criteria, one may say that 50 percent, 40 percent, and 10 percent express the general expectation that teaching and professional work are primary (teaching being the principal criterion), and that a modest level of service is expected in pre-tenure years. There is no presumption that meeting minimal standards assures one of tenure.

2. Institutional Considerations and Budgetary Considerations

Candidates should be aware that the Administration and Board of Trustees may review tenure recommendations presented by ATC and make their decisions in light of larger institutional and budgetary considerations. The Dean of the Faculty/Vice President for Academic Affairs 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 the third-year review.

3. Eligibility

a. Full-time members of the faculty who are at the rank of Assistant Professor shall become candidates for tenure at the beginning of the fall term of their sixth year of service as faculty members.[7] The timing of tenure consideration will be determined by the faculty member in consultation with the Department Chair or Program Director and the Dean of the Faculty/Vice President for Academic Affairs at the time of the first reappointment.

b. Skidmore acknowledges previous employment as a teacher-scholar at other academic institutions. Faculty who at the time of appointment are at the rank of Assistant Professor, dependent on the number of years of previous full-time teaching at other colleges or universities, may become candidates for tenure and promotion to the rank of Associate Professor as early as the beginning of the fall term of their fourth year of full-time service as faculty members at Skidmore. The credited years of service, which the faculty members will utilize at their discretion, will be included in the individual written contract, as negotiated among the faculty member, the faculty member's Department Chair or Program Director, and the Dean of the Faculty/Vice President for Academic Affairs. To exercise this option, the faculty must decide before April 1 of the year the faculty member elects to be considered for tenure. After consulting with the Department Chair or Program Director, the faculty member must specify the chosen option in writing to the Department Chair or Program Director and the Dean of the Faculty/Vice President for Academic Affairs by April 1.

c. Faculty members at Skidmore who move from non-tenure-track to tenure-track status may choose, in consultation with the faculty member's Department Chair or Program Director, and the Dean of the Faculty/Vice President for Academic Affairs, whether to have up to two years of the non-tenure-track years of service count toward tenure; the decision must be specified in the letter of appointment to the tenure-track position. The credited years of service, which the faculty members will utilize at their discretion, will be included in the individual written contract, as negotiated among the faculty member, the faculty member's Department Chair or Program Director, and the Dean of the Faculty/Vice President for Academic Affairs. To exercise this option, the faculty must decide before April 1 of the year the faculty member elects to be considered for tenure. After consulting with the Department Chair or Program Director, the faculty member must specify the chosen option in writing to the Department Chair or Program Director and the Dean of the Faculty/Vice President for Academic Affairs by April 1.

d. 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 fourth 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.

e. Faculty members in shared positions will be considered for tenure individually but usually simultaneously as early as their sixth year or as late as their ninth year of service at the college. If one tenure-track or tenured partner leaves the position, the remaining partner will be granted an individual, single, full-time appointment to the previously shared position; the faculty member may not retain the 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.

f. When institutional needs or priorities require it, the College may hire, with tenure, a faculty member who has achieved the rank of Associate Professor or Professor and who has been tenured at a previous institution. In such a situation, the Dean of the Faculty/Vice President for Academic Affairs and the hiring department/program must present the merits of the case to ATC prior to any offer being made. A candidate may be evaluated for an immediate award of tenure by the following procedure. The hiring department chair/program director will present the credentials of the candidate to ATC. The Dean of the Faculty/Vice President for Academic Affairs will accompany the department chair/program director to the presentation and offer information related to institutional need/priorities. ATC will deliberate according to those qualifications stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article

[7] The first semester of mid-year appointments may or may not count toward tenure at the option of the candidate.

VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Section E. (Tenure) number 3 (Eligibility). Should ATC recommend against tenure, the department, in consultation with the Dean of the Faculty/Vice President for Academic Affairs, may still hire the candidate on the accelerated tenure clock described in paragraph c above.

g. Part-time appointees are not eligible for tenure. Should such an appointment become full-time, part-time service may accumulate, at the option of the faculty member after consultation with the Dean of the Faculty/President for Academic Affairs 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.

h. A candidate for Dean of the Faculty/Vice President for Academic Affairs 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 Part One, Article VIII, Section E). The department evaluates by "Guidelines for Advancement in Rank," according to Part One, Article VIII, Section F, and consonant, where appropriate, with "Procedures for Promotion."

4. Criteria for Determining Years of Service

a. 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. Faculty may count up to two years of previous full-time teaching employment at Skidmore or at other colleges or universities as years of service.

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

c. 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 IX [Leaves of Absence].)

d. Regular, full-time and shared position untenured faculty members with one or more years of service may request an *extension of the tenure clock* for:

- Childbirth or adoption, or
- Personal hardship.

This option is available whether or not any type of leave is involved.

The maximum number of tenure clock extensions permitted per faculty member is two one-year extensions, regardless of the circumstances, during the probationary period.

Childbirth or adoption:
An eligible untenured faculty member may elect to have the tenure clock delayed for one year for a birth or adoption of a child occurring within the probationary period. The request must be made in writing to the designated Associate Dean of the Faculty (faculty affairs) within one calendar year of the time of the birth or adoption event and in any case no later than May 15 prior to the semester in which the tenure review is scheduled to occur. Upon receipt of the written request, the designated Associate Dean of the Faculty (faculty affairs) will automatically grant the extension. If the faculty member subsequently elects not to delay the

tenure clock, the faculty member must inform the designated Associate Dean of the Faculty (faculty affairs) no later than May 15 prior to the semester in which the tenure review is scheduled to occur.

Personal hardship:
An eligible untenured faculty member may request to have the tenure clock delayed for one year when a personal hardship such as excessive responsibilities for elder or dependent care, personal illness or injury, or some other critical life situation significantly impedes the faculty member's progress toward achieving tenure. Requests for delay of tenure consideration of this type shall be submitted in writing to the designated Associate Dean of the Faculty (faculty affairs) through the Department Chair or Program Director and are granted at the discretion of the designated Associate Dean of the Faculty (faculty affairs) in consultation with the Dean of the Faculty/Vice President for Academic Affairs. The request should be made near the time of the critical event and in any case no later than May 15 prior to the semester in which the tenure review is scheduled to occur. If the faculty member subsequently elects not to delay the tenure clock, the faculty member must inform the designated Associate Dean of the Faculty (faculty affairs) no later than May 15 prior to the semester in which the tenure review is scheduled to occur.

Untenured faculty granted a lengthened probationary period for reasons of childbirth, adoption, or personal hardship will not be expected to have attained a higher level of professional accomplishment and/or to have performed more service than faculty with standard probationary periods.

5. Procedures for Granting Tenure

a. 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 Dean of the Faculty/Vice President for Academic Affairs, the designated Associate Dean of the Faculty (faculty affairs), the Department Chair or Program Director concerned, and ATC.

b. ATC shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Appeal Committee to all faculty.

c. ATC has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community from all years and institutions the candidate applies towards tenure. Sources of this information include:

i. 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 (in the ranks defined in Part One [Faculty Rights and Responsibilities], Article VI [Appointments to the Faculty], Sections A [Tenure-Track Appointments];

ii. At the option of the department or program, which shall be communicated to ATC by the Chair or Program Director in their letter, all full-time NTT faculty on a renewable appointment at the Associate or Full ranks (CBA, Article XXIV, Section XIX, Section 2B).

iii. Department Chair;

iv. Program Directors (where appropriate);

v. For tenure-track faculty appointments that are 100 percent in ID programs, ATC will secure information concerning a candidate in an ID program from all members of the ID Program Personnel Committee. The Program Director (or PPC Chair if the Director is the candidate) will represent the Program position with regard to tenure.

vi. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, ATC will secure information concerning a candidate from all members of the ID Program Personnel Committee(s) and from all eligible faculty in the department(s) or programs involved. The Department Chair will represent the department's

position and the Program Director(s) (or PPC Chair if the Director is the candidate) will represent the Program(s) position.

vi. 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 the candidate holds an appointment;

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

viii. Teaching evaluations. The Department Chair shall bring to the attention of ATC 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, except in those cases in which the candidate is hired with tenure. For further guidance, see Part One [Faculty Rights and Responsibilities], Article VII [Rights, Obligations, and Responsibilities of All Faculty], Section C [Academic Responsibilities], number 8 [Student Evaluations]) and Part Two [Governance], Article III [Academic Policies], Section F [Peer Evaluations of Teaching] and Section F [Student Evaluations].

ix. 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 ATC and kept in a confidential file in the President's Office as required by law.

d. Unsolicited letters received by ATC 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.". Within seven days of the date stipulated by the annual ATC calendar for receipt of all letters, the Chair of ATC will give the candidate a list of names of those who have written unsolicited letters about the candidate.

e. The following procedures should be observed:

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

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

iii. 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 VIII [Evaluation of Faculty for Continued Service and Advancement in Rank], Section A [Tenured and Tenure-Track Faculty]).

iv. 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.

f. After conducting its deliberations, ATC reports its recommendations to the President, the Dean of the Faculty/Vice President for Academic Affairs, and the designated Associate Dean of the Faculty (faculty affairs). The Dean of the Faculty/Vice President for Academic Affairs then consults with the designated Associate Dean of the Faculty (faculty affairs). In the event of a disagreement between the Dean of the Faculty/Vice President for Academic Affairs and ATC, the Dean of the Faculty/Vice President for Academic Affairs and the designated Associate Dean of the Faculty (faculty affairs) meet with ATC to offer detailed and compelling reasons for such disagreement. The Dean of the Faculty/Vice President for

Academic Affairs then makes a recommendation to the President, and notifies ATC of the recommendation. In the rare instance in which the President does not concur with the recommendations of ATC, the President meets with ATC to offer detailed and compelling reasons for such disagreement. Finally, the President's recommendations are reported to the Academic Affairs Committee (AAC) of the Board of Trustees, and ATC informs the AAC of the recommendations it made to the President.

g. Notice of the Board of Trustees' decision regarding tenure must be given on or before May 31 of the appropriate year. Tenure status is effective immediately. Promotion to Associate Professor is automatic with the granting of tenure and is effective on June 1 of the year the decision is made.

h. An individual denied recommendation for tenure may petition the Tenure Review Subcommittee of CAFR for a review.

i. Candidates not recommended for tenure shall have access to all written materials in the tenure file immediately after the Dean of the Faculty/Vice President for Academic Affairs has made the recommendation known to the candidate. These materials may only be reproduced by hand written notes.

j. Candidates recommended for tenure shall have access to written materials in the tenure file immediately after the Dean of the Faculty/Vice President for Academic Affairs has made the recommendation known to the candidate, with the exception of solicited letters of evaluation written by department colleagues, departmental colleagues required to write in accordance with department or program personnel procedures, colleagues internal to the college, colleagues external to the college, and unsolicited letters written by departmental or program colleagues, which shall remain confidential. These materials may only be reproduced by hand written notes.

k. Any member of the Faculty who is considered for tenure by ATC 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.

l. A candidate for the Dean of the Faculty/Vice President for Academic Affairs may be evaluated for an immediate award of tenure by the following procedure. The President will present the credentials of the candidate for Dean of the Faculty/Vice President for Academic Affairs 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 ATC. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Section E. (Tenure) number 3 (Eligibility). The Chair of the academic department to which the Dean of the Faculty/Vice President for Academic Affairs will be appointed forwards a written departmental recommendation to ATC. Simultaneously, ATC 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 VII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section E (Tenure), number 5 (Procedures for Granting Tenure), but may reasonably exclude the stipulations in c.i, c.ix, e.i, e.ii, g, and j. Then, as in Part One (Faculty Rights and Responsibilities), Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section E (Tenure), number 5 (Procedures for Granting Tenure), f, and Section F (Promotion), number 2 (Procedures for Promotion), ATC makes a recommendation to the President, who reports to the Board of Trustees.

m. Tenure granted to the Dean of the Faculty/Vice President for Academic Affairs is not calculated in her/his department's already established (at the time of the Dean of the Faculty/Vice President for Academic Affairs' 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.

6. Review of Negative Tenure Decisions

   a. A faculty member who is denied tenure but believes their academic freedom and/or rights were violated in a way that may have affected the tenure decision may petition the Tenure Review Subcommittee of CAFR (TRS) for a review. Such a review must be requested by March 21 of the academic year in which ATC considered the case. The candidate must submit to the TRS a letter stating in a clear and concise manner exactly how their academic freedom and/or rights were violated.

   b. The TRS is a subset of CAFR consisting of three tenured members of the Faculty. No member of a candidate's department will sit on the TRS for consideration of the case. FEC, according to its procedures, shall provide an alternate for any of the three whose department is the same as the candidate's.

   c. The TRS will have at its disposal all of the materials contained in the original tenure file which were available to ATC, together with the letter referred to in number 1 above. No new materials may be added to the original tenure file by the candidate. However, the candidate may optionally submit supplemental documentation, in support of their letter/claim(s), to the TRS. The TRS will restrict its inquiry to the area or areas of consideration claimed in the candidate's letter to have been problematic. The TRS may consult with ATC, members of the candidate's department, the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty (faculty affairs), and others deemed necessary by the TRS to assess the petition. The TRS shall be bound by confidentiality.

   d. The TRS will convey its recommendation to the President, the Dean of the Faculty/Vice President for Academic Affairs, ATC, the department Chair or program Director, and the candidate by April 1. If the Tenure Review Subcommittee has determined that the case merits reconsideration, the Chair of ATC shall initiate the review by convening the Tenure Appeal Committee (TAC). The TAC consists of two members of the ATC (the current and incoming chairs), two members of the TRS (the current and upcoming chairs of CAFR), and three former members of ATC or CAPT from previous years. The former members of the ATC or CAPT are identified by the chair of the ATC according to the process for soliciting ATC substitutes when there is a conflict of interest in a tenure case. Specifically, former members who do not have a conflict of interest and are not on leave are solicited in order of most recent full-time membership (not substitute membership for a single case) on the ATC/CAPT.

7. Appeal of Negative Tenure Decisions

   a. If the TRS determines that a tenure case requires reconsideration, the TAC will reconsider the case. The TAC will have access to the written information which ATC had in its original deliberations and any additional material included as part of the TRS investigation. The deadline for submission of additional materials shall be April 15.

   b. The TAC 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. The advocate may not be an attorney. By request, the advocate may be informed why tenure was not initially recommended by ATC and/or the President at a joint meeting of the President, the Dean of the Faculty/Vice President for Academic Affairs, the designated Associate Dean of the Faculty (faculty affairs), the Chair of ATC, 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 ATC had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.

   c. The TAC may consult with the President, the Dean of the Faculty/Vice President for Academic Affairs, the designated Associate Dean of the Faculty (faculty affairs), or members of the candidate's department at any time.

   d. The operating procedures to be followed by the TAC will be made available to the candidate well in advance of the proceedings. The Chair of ATC shall preside over appeal proceedings.

e. The TAC shall conduct a review only once.

f. The TAC shall convey its written recommendation based on a majority vote of the seven members to the President upon completing its deliberations. This recommendation shall be made to the President no later than May 1.

g. The President shall decide about appropriate action and 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 TAC's recommendation, with copies to the TAC and the Dean of the Faculty/Vice President for Academic Affairs.

F. Promotion

1. Guidelines for Advancement in Rank

a. Promotion to the rank of Associate Professor accompanies the granting of tenure. Faculty at the rank of Assistant Professor, based on prior full-time teaching employment at Skidmore or at other colleges or universities, may become candidates for promotion to Associate Professor and for tenure as early as the beginning of the fall term of their fourth year of full-time service as faculty members of Skidmore. The criteria for promotion to the rank of Associate Professor are those for tenure.

b. Promotion to the rank of Full Professor is awarded based on a pattern of engagement and achievement in teaching, scholarship/creative work, and service while in the rank of Associate Professor. Faculty members normally will have completed at least five years of full-time employment in the rank of Associate Professor before standing for promotion to Full Professor. Standing for promotion at an earlier time should only occur when the candidate's record in teaching, scholarship/creative work, and service is exceptional. Appropriate terminal degree (or its professional equivalent) normally is required.

To merit promotion to Full Professor, faculty members must present evidence of having met relevant standards in three areas: teaching, scholarship/creative work, and service. Successful candidates will have taken on an increased share of service responsibilities since their last promotion, in addition to continuing their development as teacher-scholars.

More precisely, candidates for promotion to Full Professor must demonstrate the following since their promotion to Associate Professor (see Section VIII for evaluative criteria in all three areas as well as definition of terms):

- sustained high-quality teaching across the features of Motivation and Mentoring, Expertise, Course Design and Delivery, and Fostering Student Learning.

- sustained and significant engagement with the candidate's discipline(s), continued development as a scholar or artist, and evidence of success in completing some substantial aspect(s) of their research or artistic agenda beyond the accomplishments at the time of promotion to Associate Professor.

- sustained, significant, and effective contributions in service, including service that sustains the College.

The College acknowledges that successful candidates can differ in patterns of strength across these three categories; however, the College expects engagement and achievement in all three areas since promotion to Associate Professor, and high-quality teaching remains paramount.

2. Procedures for Promotion

a. *Professorial Ranks*

i. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults as necessary with the Dean of the Faculty/Vice President for Academic Affairs, the designated Associate Dean of the Faculty (faculty affairs), ATC and PC, and the Chair of the department concerned. ATC's and PC's role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.

ii. Consideration for promotion to Professor may be initiated by the candidate, or the Department Chair or Program Director in consultation with the Associate Dean of the Faculty (faculty affairs) or PC. The Associate Dean of the Faculty (faculty affairs) in consultation with the Dean of the Faculty/Vice President for Academic Affairs may also decide to nominate a candidate for promotion consideration. In such a case, the department/program is obliged to consider the candidate's credentials and to present its recommendation to PC. Nomination by the Associate Dean of the Faculty (faculty affairs) for such consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty (faculty affairs) may initiate promotional consideration in the case of Department Chairs/Program Directors. The Department Chair, the Program Director, or the Associate Dean of the Faculty (faculty affairs) shall detail the consultation procedures employed within the department when recommending a promotion.

iii. In the case of a promotion candidate appointed 100 percent to an ID program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to PC.

iv. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, PC will secure information concerning a candidate from all members of the ID Program Personnel Committee(s) and from all faculty in the department(s) involved. The Department Chair will represent the department's position and the Program Director(s) (or PPC Chair if the Director is the candidate) will represent the Program(s) position.

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

vi. Eligible faculty are tenure-track and tenured faculty and those holding shared appointments in the department or program concerned who are in at least their third year of full-time service at Skidmore (in the ranks defined in Part One [Faculty Rights and Responsibilities], Article VI [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and, at the option of the department or program, which shall be communicated to PC by the Chair or Program Director in their letter, full-time NTT unit members in a department or program at the Associate or Full rank (CBA, Article XXIV, Section XIX, Section 2B). Eligible faculty shall be consulted and shall write letters to the Chair. In consultation with the candidate, the Department Chair may request letters from program directors and other chairs if the candidate's affiliation with, or contribution to, another program or department has been especially consequential. If the candidate holds a proportional appointment, eligible colleagues from both departments/programs must evaluate the candidate. 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 PC.

In the case of a promotion candidate appointed to an ID Program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to PC.

vii. Promotion files shall include the following:

(1) an updated CV, which makes clear what has been achieved since the last promotion.

(2) all scholarly, creative, or professional materials produced since the submission of the file supporting the last successful promotion candidacy; the candidates may add some earlier materials for purposes of context or to show continued growth. The candidates may wish to seek letters from Skidmore colleagues outside their department/program qualified to speak to their professional accomplishment. The candidate shall also include a Research/Artistic Statement, which articulates the significance, scope, and future directions of scholarly/creative work.

(3) the twelve most recent 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 shall include a Teaching Statement, which articulates teaching goals and methodologies, and charts one's development as a teacher over time.

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

(5) service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty, Community Service). 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. The candidate shall include a Service Statement, which articulates service goals and accomplishments that demonstrate a record of sustained, significant, and effective service to the college.

(6) Annual Reports for the past six years.

viii. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the college. Such letters go to the Department Chair or Program Director and then to PC as part of the candidate's dossier. Letters mandated by the department/program must also be transmitted to PC.

ix. Unsolicited letters received by PC must be signed and must address themselves to one or more of the evaluative criteria for promotion as delineated in the Faculty Handbook. Such letters will be stored in a confidential file in the candidate's dossier labeled "Unsolicited Letters." Within seven days of the date stipulated in the annual PC calendar for receipt of all letters, the Chair of PC will give the candidate a list of names of those who have written unsolicited letters about the candidates.

x. After conducting its deliberations, PC reports its recommendations to the President, the Dean of the Faculty/Vice President for Academic Affairs, and the designated Associate Dean of the Faculty (faculty affairs). The Dean of the Faculty/Vice President for Academic Affairs then consults with the designated Associate Dean of the Faculty (faculty affairs). In the event of a disagreement between the Dean of the Faculty/Vice President for Academic Affairs and PC, the Dean of the Faculty/Vice President for Academic Affairs and the designated Associate Dean of the Faculty (faculty affairs) meet with PC to offer detailed and compelling reasons for such disagreement. The Dean of the Faculty/Vice President for Academic Affairs then makes a recommendation to the President, and notifies PC of the recommendation. In the rare instance in which the President does not concur with the recommendations of PC, the President meets with PC to offer detailed and compelling reasons for such disagreement. Finally, the President's recommendations are reported to the Academic Affairs Committee (AAC) of the Board of Trustees, and PC informs the AAC of the recommendations it made to the President.

xi. In the event that PC forwards a negative recommendation to the Dean of the Faculty/Vice President for Academic Affairs in a promotion case, PC will also notify the designated Associate Dean of the Faculty (faculty affairs) of the reasons for the recommendation. The designated Associate Dean of the Faculty

(faculty affairs) will present the reasons for a negative recommendation to the candidate. In the event that the Dean of the Faculty/Vice President for Academic Affairs or the President forward a negative recommendation, the designated Associate Dean of the Faculty (faculty affairs) and PC will be notified of the reasons for the recommendation. The Dean of the Faculty/Vice President for Academic Affairs will present the reasons for a negative recommendation to the candidate.

xii. 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 may file a complaint following the procedures set forth in Part Six, Article VII [Procedures for Resolving Complaints of Harassment or Discrimination against Faculty Members], provided such a complaint is based on alleged harassment or discrimination in violation of the College's policies as outlined in Part Six.

xiii. Candidates (recommended or not recommended) for promotion shall have access to written materials in the promotion file immediately after the Dean of the Faculty/Vice President for Academic Affairs has made the recommendation known to the candidate, with the exception of solicited letters of evaluation written by department colleagues, departmental colleagues required to write in accordance with department or program personnel procedures, colleagues internal to the college, colleagues external to the college, and unsolicited letters written by departmental or program colleagues, which shall remain confidential. These materials may only be reproduced by hand written notes**.**

b. *Non-Tenure-Track Faculty*

Promotion of non-tenure-track faculty is governed by the CBA (Article XXIV).

IX. 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 Dean of the Faculty/Vice President for Academic Affairs 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, Artists-in-Residence, and Writers-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 Dean of the Faculty/Vice President for Academic Affairs 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, Artists-in-Residence, and Writers-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, Artists-in-Residence, and Writers-in-Residence, reappointment.

3. *Procedures*

   a. Application

      i. Application should be made on forms available through the Dean of the Faculty/Vice President for Academic Affairs.

      ii. Plans should be discussed with the applicant's Department Chair or Program Director at least two weeks prior to submission of application. The Department Chair or Program Director must then submit the online approval form.

      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, including plans for publication, exhibition, performance, innovation in pedagogy, preparation of new course, or modification of existing courses.

      iv. For full-year sabbatical leaves, applications must be received by the Dean of the Faculty/Vice President for Academic Affairs no later than October 15 of the academic year preceding the desired leave. For one-semester sabbatical leaves, applications must be received by January 15 of the academic year preceding the desired leave. The Dean of the Faculty/Vice President for Academic Affairs' Office will transmit one copy to the Chair of the Faculty Development Committee.

   b. Consideration

      i. On or before either October 15 or January 15 (whichever date pertains) of the year preceding the intended leave, the applicant's Chair should submit to the Dean of the Faculty/Vice President for Academic Affairs an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean of the Faculty/Vice President for Academic Affairs' Office will transmit a copy to the Chair of the Faculty Development Committee.

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

      iii. Applicants and their departmental Chairs will be notified by November 15 or March 1 (whichever date pertains) of the academic year preceding the leave.

   c. Reporting

      i. Major changes in objectives after the leave has been granted must be reported and may be made only by agreement with the Dean of the Faculty/Vice President for Academic Affairs. Petition for such change must be made in writing.

      ii. Upon completion of the leave, the faculty member shall report on the sabbatical project in the Annual Report.

      iii. Failure to report on the sabbatical project 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. Faculty are ineligible to apply for a pre-tenure research leave in the year they stand for tenure. 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 six 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 pre-tenure research leave proposals are the same as those stipulated for regular sabbatical leaves of absence. (See Part One [Faculty Rights and Responsibilities], Article IX [Leaves of Absence], Section A [Sabbatical Leaves of Absence])

C. Leaves of Absence Without Pay

1. Requests for leaves of absence without pay should be sent to the Dean of the Faculty/Vice President for Academic Affairs. Leaves of absence, other than sabbatical leaves, are granted by the Dean of the Faculty/Vice President for Academic Affairs upon recommendation of the Department Chair or Program Director 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.

X. RESIGNATIONS

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

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

XI. DISCIPLINE AND DISMISSAL OF TENURED FACULTY

The College is committed to fostering a working and learning environment in which all of its members can flourish. To that end, this Article of the Faculty Handbook broadly defines the standards to which the Faculty expects to hold its members and provides for peer review and appeal.

A. Standards of Conduct

Members of the Faculty are expected to maintain the highest professional standards in their interactions with students, with members of the staff, with external constituents, and with one another. In particular, faculty members are held to the standards published in the Faculty Handbook (Part One, Article VII; Part Two, Article III; and Part Six). The obligations of department chairs and program directors are spelled out in Part One, Article XII D, and Article XIII, D. The procedures for handling complaints of harassment or discrimination may be found in Part Six of this *Handbook*.

Definition of Terms

In the procedures that follow, the following terms are used:

***Professional Incompetence*:** the faculty member either lacks, or is unwilling to demonstrate, the skills and abilities necessary to fulfill the duties of a faculty member.

***Neglect of Duties*:** serious or habitual disregard of the duties of a faculty member as set forth in this Handbook and/or failure to fulfill other departmental and College duties required of a faculty member.

***Professional Misconduct*:** the violation of College policy.

Personal Misconduct: this term includes, but is not limited to, criminal acts or acts of moral turpitude, especially as those acts interfere with a faculty member's ability to discharge professional responsibilities (which include responsible conduct toward all members of the College community) or substantially and unreasonably impair the ability of other community members to carry out their responsibilities. Moral turpitude shall be assessed according to whether the behavior would evoke condemnation by the academic community generally.

B. Note on Confidentiality

To the extent possible, all those involved in the procedures that follow will endeavor to maintain the confidentiality of all parties involved. Information about the complaint is therefore provided only to those individuals within the College who have a need to know that information in order to investigate and/or resolve the complaint.

Nevertheless, the College cannot guarantee absolute confidentiality. In order to ensure compliance with College policies and federal and state laws, the College may be required to disclose information about a complaint to agencies or to individuals not involved in the complaint. Moreover, when the complaint involves alleged acts of a criminal nature, the College may be required by law to notify law enforcement authorities. The College may also publicly divulge details of the outcome if one of the parties discloses selective portions of the proceedings or if the findings or results of the College's investigation are contested in the course of a lawsuit.

C. Procedures for Imposition of Sanctions Other than Dismissal

1. When a department chair, program director, or the designated Associate Dean of the Faculty (faculty affairs) receives or initiates a complaint about a faculty member involving alleged professional incompetence, neglect of duties, professional misconduct, or personal misconduct, the first step should be for faculty and administrative colleagues to determine whether the complaint appears to have merit and then to address the matter informally through conversation and mentoring, provided the nature of the complaint permits informal resolution.

   Informal actions in response to a complaint may include (but are not limited to)

   - clarification of the standards of conduct;
   - recommendation for counseling or mentoring;
   - monitoring of the situation;
   - support for self-help;
   - mediation by a third party.

2. If the faculty member persists in failing to correct the behavior that has elicited the complaint, or if the basis of the complaint is sufficiently serious in the judgment of the designated Associate Dean of the Faculty (faculty affairs) to warrant immediate formal action, the designated Associate Dean of the Faculty (faculty affairs) will provide the faculty member with written notification of the charges and then convene a meeting with the faculty member, the department chair or program director, and others if appropriate. The faculty member may have a representative (not an attorney) present during the meeting.

   After this meeting, the designated Associate Dean of the Faculty (faculty affairs) will have 15 work days to complete the inquiry and to respond in writing to the faculty member regarding the outcome and the imposition of any disciplinary sanctions.

   Formal disciplinary sanctions may include (but are not limited to):

   - placing a letter in the personnel file for a specified period of time;
   - placing a permanent letter in the personnel file;
   - requiring regular reports on the faculty member's actions to rectify the matter;
   - withholding of salary increases, or stipends, or travel funds;
   - denial of sabbatical;
   - reduction of salary;
   - suspension (with or without pay) from teaching and/or other responsibilities and privileges.

   For reasons of confidentiality, any letter in a faculty member's file will be placed only in the personnel file located in Human Resources (HR). When a complaint is made against a faculty member and is found to have merit, the designated Associate Dean of the Faculty (faculty affairs) will check with HR to ascertain whether the faculty member already has a letter in the HR personnel file before deciding on an appropriate sanction.

D. Appeal against Sanctions Other than Dismissal

If the faculty member believes that academic freedom and rights have been violated, or that a formal sanction is based on insufficient evidence or is too severe, the faculty member may appeal in writing, within 15 work days of receipt of the designated Associate Dean of the Faculty (faculty affairs)'s letter regarding sanctions. Failure to appeal within the time limits stated in this section, unless such time limits are extended as provided in section I below, shall make final the decision against which the appeal is sought.

1. For appeals based on an alleged violation of academic freedom and/or rights, the faculty member may appeal to CAFR. CAFR will follow its operating code and will have 20 work days to convey its recommendation to the President.

or

2. For appeals based on insufficiency of evidence or excessive severity, the faculty member may appeal to the Faculty Advisory Board (FAB). For the procedure to be followed, see section E below.

If a faculty member is unsure as to which path of appeal to take, the faculty member may call for a meeting with the designated Associate Dean of the Faculty (faculty affairs) and the chairs of both CAFR and FAB to make that determination.

The sanction(s) will not be applied until the appeal process is completed. If a sanction involves suspension and if the Dean of the Faculty/Vice President for Academic Affairs in consultation with the designated Associate Dean of the Faculty (faculty affairs) and others, finds good cause that the faculty member's continued presence on campus constitutes a threat to the safety of the faculty member or to others, or substantially and unreasonably impairs the ability of other community members to carry out their responsibilities, the faculty member may be suspended immediately. Unless legal considerations prohibit, pay and benefits will continue until the matter is resolved.

E. Procedures of the FAB and the Grievance Panel (GP) in Cases Involving Sanctions Other than Dismissal

If the faculty member appeals a sanction on the grounds that it is based on insufficient evidence or is too severe, the faculty member will appeal in writing to the chair of the FAB (for description of the FAB, see Part Two, Article II, F(2)(m). The FAB will be convened by the FAB chair, and the three members of the GP will be selected from the FAB as follows: all three must be tenured members of the Faculty; the designated Associate Dean of the Faculty (faculty affairs) will select one panelist; the faculty member will select one panelist; and the FAB will select the third panelist. A panelist may not come from the same department or program as the faculty member (where "program" is understood as a unit whose members regularly engage with one another); any panelist with a conflict of interest may not serve. In addition, the faculty member and the designated Associate Dean of the Faculty (faculty affairs) may each make one request that the FAB chair select a replacement. The GP will select a chair from among its membership.

The designated Associate Dean of the Faculty (faculty affairs) will provide the GP with the statement of charges, any other information gathered during the preliminary inquiry, and a rationale for the sanction(s) imposed. The faculty member will meet with the GP and may propose that the GP meet with others who will speak on the faculty member's behalf. The GP may also seek interviews with any persons who may have information relevant to the charges. All individuals appearing before the GP may have a representative (not an attorney) present at any meetings.

After completing its investigation and conducting its deliberations, the GP will report its recommendation, with reasons for that recommendation, in writing to the Dean of the Faculty/Vice President for Academic Affairs, with copies to the designated Associate Dean of the Faculty (faculty affairs) and the faculty member. This recommendation must be delivered within 20 work days of receipt of the case from the designated Associate Dean of the Faculty (faculty affairs). The Dean of the Faculty/Vice President for Academic Affairs will then report in writing within 10 work days the recommendation to the President, with copies to the designated Associate Dean of the Faculty (faculty affairs), the GP, and the faculty member. The President will make the final decision regarding the sanction(s) within 10 work days.

F. Dismissal of a Faculty Member

The appointment of any faculty member, including that of a member in a non-tenure-track appointment, shall not be terminated except for cause and after investigation as provided for in this section of the Handbook. For the purposes of this policy, non-renewal of the appointment of a faculty member in a tenure-track appointment is governed by the procedures in Part One, Article VIII, of this Handbook and is not to be construed as dismissal for cause. For the purposes of this policy, non-renewal of the appointment of a faculty member in a non-tenure-track appointment is not to be construed as dismissal for cause and may not be appealed.

Cause for dismissal of a tenured faculty member or of a non-tenured faculty member before the expiration of an appointment shall be related directly and substantially to the fitness of the faculty member in professional academic capacity, which includes responsible conduct toward all members of the College community. Cause for dismissal may involve alleged professional incompetence, neglect of duties, professional misconduct, or personal misconduct. Dismissal shall not be used to restrain faculty members in their exercise of academic freedom. For dismissals related to the termination of a department or program, please see this Handbook, Part One, Article XIV-XVII.

If the charges against a faculty member are sufficiently grave and deemed by the Associate Dean of the Faculty (faculty affairs) to warrant dismissal, the Associate Dean of the Faculty (faculty affairs) shall refer the matter to a GP consisting of three members of the FAB. If the Dean of the Faculty/Vice President for Academic Affairs in consultation with the Associate Dean of the Faculty (faculty affairs) and others, finds good cause that the faculty member's continued presence on campus constitutes a threat to the safety of the faculty member or to others, or substantially and unreasonably impairs the ability of other community members to carry out their responsibilities, the faculty member may be suspended immediately. Unless legal considerations prohibit, pay and benefits shall continue until the matter is resolved.

G. Procedures of the FAB and the GP in Cases Involving Dismissal

Following the referral from the Associate Dean of the Faculty (faculty affairs), FAB will be convened by the FAB chair, and the three members of the GP will be selected from the FAB as follows: all three must be tenured members of the Faculty; the Associate Dean of the Faculty (faculty affairs) will select one panelist; the faculty member will select one panelist; and the FAB will select the third panelist. A panelist may not come from the same department or program as the faculty member (where "program" is understood as a unit whose members regularly engage with one another); any panelist with a conflict of interest may not serve. In addition, the faculty member and the Associate Dean of the Faculty (faculty affairs) may each make one request that the FAB chair select a replacement. The GP will select a chair from among its membership.

The Associate Dean of the Faculty (faculty affairs) shall convey to the GP the statement of charges and any other information gathered during the preliminary inquiry. The GP shall send copies of the charges in writing to the faculty member within 5 work days of receipt of the case from the Associate Dean of the Faculty (faculty affairs) and notify the faculty member that the faculty member has a right to appear before the committee to present a response. The faculty member may take up to 20 work days to prepare the response and may propose that the GP meet with others who will speak on the faculty member's behalf. The GP may also seek interviews with any persons who may have information relevant to the charges. All individuals appearing before the GP may have a representative (not an attorney) present at any meetings.

The GP shall complete its investigation and deliberations within 40 work days of receipt of the case from the Associate Dean of the Faculty (faculty affairs) and shall immediately report its recommendation, with reasons for that recommendation, in writing to the Dean of the Faculty/Vice President for Academic Affairs, with copies to the Associate Dean of the Faculty (faculty affairs) and the faculty member. The Dean of the Faculty/Vice President for Academic Affairs shall then report in writing within 10 work days the recommendation to the President, with copies to the Associate Dean of the Faculty (faculty affairs), the GP, and the faculty member. In the case of a non-tenured member of the Faculty, the President makes the decision about dismissal. In the case of a tenured member of the Faculty, the President will report the recommendation to the Board of Trustees for action. The President's report to the Board will append the recommendation of the GP.

H. Appeal against Dismissal

If the faculty member believes there are grounds for appeal, the faculty member may appeal in writing within 20 work days after receipt of the recommendation from the Dean of the Faculty/Vice President for Academic Affairs. Failure to appeal within the time limits stated in this section, unless such time limits are extended as provided in section I below, shall make final the decision against which the appeal is sought.

1. For appeals based on an alleged violation of academic freedom and/or rights, the faculty member may appeal to CAFR. CAFR will follow its operating code and will have 20 work days to convey its recommendation to the President.

or

2. For appeals based on (i) procedural error that might have affected the outcome of the decision or on (ii) new evidence, the faculty member may appeal to the President.

Whether the appeal comes through CAFR to the President, or whether it comes directly from the faculty member, the President will decide whether the appeal has merit with respect to the appropriate criteria in each case, a review of the record, and a review of the recommendations and findings related to the charges.

The President has the options of:

- denying the appeal;
- returning the case to CAFR or the GP with specifications for further findings and recommendations;
- conducting further investigation; or
- reversing or modifying the recommendation(s).

The President will provide the written recommendation (with reasons for that recommendation) to the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty (faculty affairs), the GP, CAFR (if applicable), and the faculty member within 10 work days after receipt of the recommendation from the chair of CAFR or within 20 work days after receipt of the appeal from the faculty member.

In the case of a non-tenured member of the Faculty, the President's decision is final. In the case of a tenured member of the Faculty, the President will report the recommendation to the Board of Trustees for final action. The President's report to the Board will append the recommendation of the GP.

I. Extension of Time Periods

If circumstances warrant, the College reserves the right to extend any time periods identified in Article XI.

J. Discipline and Dismissal of Non-Tenure-Track Faculty

Discipline and dismissal of non-tenure-track faculty is governed by the CBA (Article X).

XII. 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 Dean of the Faculty/Vice President for Academic Affairs in consultation with the members of the department concerned.

2. Appointments to the Chair are for four years 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 two years. In the event of an intervening sabbatical or leave of absence, the review will take place in the next year. More frequent reviews may take place at the request of the

Chair or the Dean of the Faculty/Vice President for Academic Affairs. 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 designated Associate Dean of the Faculty (faculty affairs). Each member of the department shall be requested to present a written evaluation to the designated Associate Dean of the Faculty (faculty affairs). 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 Dean of the Faculty/Vice President for Academic Affairs, the Associate Director for Employment and Workforce Diversity, Program Directors (where appropriate), and members of the department. The Chair makes recommendations on appointments, reappointments, promotions, and tenure (Part One, Article VIII); sabbaticals and leaves (Part One, Article IX); and salary increments to the Dean of the Faculty/Vice President for Academic Affairs, the Faculty Development Committee (where appropriate), ATC, and PC (where required).

   The Chair is responsible for coordinating and making equitable the teaching loads of the members of the department according to standards (including those governing course releases) administered by the Dean of the Faculty/Vice President for Academic Affairs; the Chair's personal teaching load is 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, non-tenured faculty meet with their respective Chairs to discuss the contents of their annual letters of evaluation. Tenured members of the department at the rank of Associate Professor 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; tenured members of the department at the rank of Professor shall normally be evaluated every six years on a schedule determined by the Chair and coordinated with the individual’s and the department’s sabbatical cycle. The Dean of the Faculty/Vice President for Academic Affairs 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 Dean of the Faculty/Vice President for Academic Affairs' office no later than June 30 following that academic year for review by the designated Associate Dean of the Faculty (faculty affairs). These evaluations are to be kept on file in the individual's department and in the Dean of the Faculty/Vice President for Academic Affairs' office. Only

the individual, the Chair, the Dean of the Faculty/Vice President for Academic Affairs, and the designated Associate Dean of the Faculty (faculty affairs) may have access to these evaluations.

In the case of a proportional appointment shared between two departments or between a department and a program, the Department Chair communicates with the other Department Chair or Program Director at least once a semester in order to coordinate the shared faculty member's teaching and service assignments and to perform all other personnel duties of a Chair or Program Director, including periodic letters of evaluation.

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 biennial departmental report to the President and the Dean of the Faculty/Vice President for Academic Affairs.

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

XIII. 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.

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 Dean of the Faculty/Vice President for Academic Affairs in consultation with the teaching faculty in the program and (when applicable) 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 designated Associate Dean of the Faculty (faculty affairs) once every two years. In the event of an intervening sabbatical or leave of absence, the review will take place in the following year. More frequent reviews may take place at the request of the Dean of the Faculty/Vice President for Academic Affairs. 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 designated Associate Dean of the Faculty (faculty affairs). Each active member of the program shall be requested to present a written evaluation to the designated Associate Dean of the Faculty (faculty affairs). 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 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.

   In the case of tenure-track appointments to programs, the Director consults with the Dean of the Faculty/Vice President for Academic Affairs on the formation of a Program Personnel Committee, and the Director (in consultation with the ID PPC) performs those functions normally assumed by a Chair in recruitment, support, and evaluation of tenure-track faculty with regard to search procedures, appointment, reappointment, promotion, tenure, sabbatical and leave, salary recommendations, faculty development and mentoring, as well as annual letters of evaluation as described in Part One, Article VI, Section B and Article XII, Section D, number 3 above.

   In the case of a proportional appointment shared between an ID program and a department or between two ID Programs, the Program Director communicates with the Department Chair or other Program Director at least once a semester in order to coordinate the shared faculty member's teaching and service assignments and to perform all other personnel duties of a Program Director or Chair, including periodic letters of evaluation.

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 Dean of the Faculty/Vice President for Academic Affairs.

5. *Support*: The Director, in consultation with the Dean of the Faculty/Vice President for Academic Affairs 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 of Directors Tenure-Track or Tenured to a Department

1. If the candidate is tenure-track or tenured to a department, the 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. (For candidates tenure-track to a program, see Part One [Faculty Rights and Responsibilities], Article VI [Appointments to the Faculty], Section B [Fully Dedicated Tenure-Track Lines in ID Programs]).

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 Gender 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 the candidate's work in the program.

5. 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 of the Faculty/Vice President for Academic Affairs and/or ATC/PC.

XIV. 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.

XV. 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 XIV (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.

XVI. 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 the 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.

XVII. ESTABLISHMENT OR ELIMINATION OF A MINOR

Authority to establish or eliminate minors is vested in the Faculty and Dean of Faculty/Vice President for Academic Affairs. The primary vehicle for faculty approval rests with the Curriculum Committee.

Establishment or elimination of a minor is accomplished according to the following procedures:

A. A proposal to establish or eliminate a minor 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/program (or departments/programs) of the minor in question and will consult with CEPP. It will invite faculty input.

C. Upon approval of a proposal to establish or eliminate a minor, the result will be announced at a Faculty Meeting by the Curriculum Committee.

XVIII. 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 Dean of the Faculty/Vice President for Academic Affairs rather than from departmental funds. Policies for such support shall be established and conveyed to the Faculty by the Dean of the Faculty/Vice President for Academic Affairs.

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 Dean of the Faculty/Vice President for Academic Affairs, 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 (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above; all full-time non-tenure-track faculty as provided for in the CBA (Article XIX, 1A); the President; the Dean of the Faculty/Vice President for Academic Affairs; the Associate Dean of the Faculty for Recruitment and Academic Personnel (Faculty Affairs); the Associate Dean of the Faculty for Development, Research, and Infrastructure (Faculty Affairs); the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs; the Vice President for Enrollment and Dean of Admissions and Financial Aid; the Dean of Students and Vice President for Student Affairs; the Registrar; the Director of Institutional Research; the

Senior Associate Director of Admissions; the Director of Special Programs and Summer Academic Programs; the Dayton Director of the Tang Teaching Museum and Art Gallery; the Associate Director for Curatorial Affairs of the Tang Teaching Museum and Art Gallery; 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 ATC and with the concurrence of the Faculty.

XX. PROCEDURES FOR HANDBOOK AMENDMENTS

A. Proposals for substantive amendments to the Handbook may be initiated by the Faculty, Administration, or Trustees.

B. These proposals should be brought to FEC, which will refer them to the appropriate faculty committee, e.g., ATC, PC, and/or CAFR (Part One, Articles I through VIII, XIV, XII through XVIII); CEPP (Part One, Article XIV and Part Two, Article III); Curriculum Committee (Part One, Article XVI); Faculty Development Committee (Part One, Article IX and XVIII); Institutional Policy and Planning Committee (Part Four). FEC will deal with proposals to Part One, Articles XVII and XIX, 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 FEC for presentation to and action by the Faculty.

C. If FEC 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 FEC have agreed upon the revision. Revisions to Part Three should be agreed upon by the Institutional Policy and Planning Committee (IPPC), the Student Government Association (SGA), and FEC. Once such agreement is obtained, the revision is adopted.

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; and (2) also concerned with those subjects in which faculty members have a major interest and share responsibilities with other constituencies, such as financial policy and planning, long-range planning, admissions, student affairs, advancement, and Special Programs.

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.

When the Faculty seeks to establish broad and equitable representation of its body, the following Division of Disciplines shall be used:

Humanities: Art History Asian Studies Classics English World Languages & Literatures Media and Film Studies Moore Documentary Studies Collaborative Philosophy Religious Studies	Pre-Professionals: Art Arts Administration Dance Education Library Management & Business Music Social Work Theater
Natural Sciences: Biology Chemistry Environmental Studies and Sciences Geosciences Health and Human Physiological Sciences Mathematics and Statistics Computer Science Neuroscience Physics Psychology	Social Sciences: American Studies Anthropology Black Studies Economics Gender Studies Political Science History International Affairs Sociology

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. The primary purpose of Faculty Meetings is to provide a forum for discussion on important college matters and to facilitate governance of college affairs.

B. Faculty Meetings, presided over by the Dean of the Faculty/Vice President for Academic Affairs, 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 tenure-track and tenured members of the Faculty (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above;

   b. All full-time non-tenure-track faculty as provided for in the CBA (Article XIX, 1A);

   c. the President; the Dean of the Faculty/Vice President for Academic Affairs; the Associate Dean of the Faculty for Recruitment and Academic Personnel (Faculty Affairs); the Associate Dean of the Faculty for Development, Research, and Infrastructure (Faculty Affairs); the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs; the Vice President for Enrollment and Dean of Admissions and Financial Aid; the Dean of Students and Vice President for Student Affairs; the Registrar; the Director of Institutional Research; the Senior Associate Director of Admissions; the Director of Special Programs and Summer Academic Programs; the Dayton Director of the Tang Teaching Museum and Art Gallery; and the Associate Director for Curatorial Affairs of the Tang Teaching Museum and Art Gallery;

   d. such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with ATC and with the concurrence of the Faculty; and

   e. members of the full-time faculty appointed to administrative positions within the College. These individuals retain their right to vote at Faculty Meetings but not to run for committees or to vote in committee elections.

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. 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 Dean of the Faculty/Vice President for Academic Affairs shall preside over the Faculty Meeting. In the absence of the Dean of the Faculty/Vice President for Academic Affairs, the presiding officer will be in successive order

1. The President;
2. The Chairperson of the Faculty Executive Committee;
3. A member of the Faculty selected by the Faculty Meeting.

B. The Dean of the Faculty/Vice President for Academic Affairs 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. Agenda

1. Faculty members should notify either the Dean of the Faculty/Vice President for Academic Affairs or the Chair of FEC of items they wish included on the agenda by Monday in the week of a Faculty Meeting. The Chair of FEC will convey agenda items to the Office of the Dean of the Faculty/Vice President for Academic Affairs by 9:00 a.m. on Tuesday. The Dean of the Faculty/Vice President for Academic Affairs and FEC will work together on constructing the agenda.

2. The agenda shall be distributed to the Faculty by the Wednesday in the week of a 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 Dean of the Faculty/Vice President for Academic Affairs shall appoint a note-taker for the Faculty Meeting.

2. The Dean of the Faculty/Vice President for Academic Affairs 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. The Faculty Meeting will set a time limit on discussion (e.g., twenty minutes).

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."

9. Committee of the Whole discussions will take place during at least two, but preferably more, Faculty Meetings each semester. The topic of discussion will be determined by FEC and the Dean of the Faculty/Vice President for Academic Affairs, and as directed by suggestions from either individual faculty or committees. Suggestions may be sent to either the Dean of the Faculty/Vice President for Academic Affairs or the Chair of FEC.

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

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, using electronic polling technology. In the event of a technology failure, an ayes and nays vote will be taken, either by voice vote or – under circumstances determined by the Chair – paper ballot The Faculty Meeting shall vote by paper ballot if at least one voting member makes such a request. The members of the Faculty Executive Committee shall tally all votes taken by paper ballot, except in cases where the motion before the Faculty Meeting comes from FEC. In the latter instance, the Chair shall appoint up to six faculty members to make the count.

B. 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.

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.

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 only 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.

II. COMMITTEES OF THE FACULTY

A. Voting Rights and Eligibility: Only full-time members of the teaching or library faculty (including those on phased employment) 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: FEC, IPPC, ATC, PC, CEPP, Curriculum, CAFR, Periclean Honors Forum Council, Faculty Development, Athletic Council, and FAB. Faculty representatives on appointive committees of the Faculty are appointed by FEC from those in the ad hoc service pool; FEC also participates in the appointment of faculty representatives to various all-College committees.

There is also a Committee of Committees composed of the faculty members of CAFR, ATC, PC, CEPP, FEC, Curriculum Committee, FDC, IPPC, and any current ad hoc committees whose presence FEC believes would be helpful to the committee. FEC convenes the Committee of Committees twice a year, or at the request of the faculty members of any constituent committee.

Replacements on an elected committee for longer than an academic year will normally be chosen by special election. Replacements for an academic year or less than an academic year will normally be appointed by FEC from the members of the ad hoc pool.

The eligibility and obligation of non-tenure-track faculty to serve on elective or appointed committees are governed by the CBA (Article XIX, 1B).

B. Election Schedule. Elections normally shall be scheduled following the Operating Code of FEC. FEC 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 FEC and the Dean of the Faculty/Vice President for Academic Affairs 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 FEC with a copy. All committees shall 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 FEC and to the Dean of the Faculty/Vice President for Academic Affairs 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. Faculty Governance Structure.

1. *The Service Cycle*

Tenure-track faculty are expected to participate in the faculty governance system, which staffs faculty committees by election and appointment in a process implemented by FEC. These committees, which are listed in Part Two, Section II, F(2)(a-o), oversee and fulfill functions that are the proper responsibility of the faculty (including functions related to tenure, promotion, curriculum, academic standards, and academic freedom). The requirements of such service for individual faculty are determined by the seven-year sabbatical cycle of each faculty member. Tenure-track faculty are required to stand for elections/appointments in the first, second, and third academic year after each sabbatical, until and unless elected/appointed to a committee. Additionally, any of these faculty not having been elected/appointed to a committee after three election years will enter into FEC's *ad hoc* pool for short-term appointments in the years remaining before their next sabbatical.

One year of entry into FEC's *ad hoc* appointments pool will be expected from untenured tenure-track faculty in either their second or third year. For instance, untenured tenure-track faculty may serve on ad hoc committees, task forces, or working groups, or as replacements for short-term committee vacancies. This experience will introduce them to faculty committee work and will provide an opportunity to forge relations with their new colleagues.

Full-time non-tenure-track faculty on renewable appointments have the right, and are welcome, to participate in faculty governance, except that members of the NTT bargaining unit may not serve on committees that the College deems to have a managerial function, including but not limited to: Appointments and Tenure Committee, Promotions Committee, Institutional Policy and Planning Committee, the Faculty Executive Committee, and the Committee on Educational Policies and Planning (CBA, Article XIX, 1B). They will express their service preferences at the appropriate time as part of the process that establishes the pool of faculty who are available for service in the following year.

The cycle determines who is available for service in any particular year. Faculty at large will still determine, by way of election, who serves on any particular committee. There will be, however, only one election per year. The year prior to their service, faculty will fill out their individual "Service Preference List," ranking the various committees, from which a ballot will be determined. All eligible faculty members will then vote to establish committee membership. In general, faculty members will not serve on more than one faculty committee at any one time. Faculty who are willing to serve more are welcome to serve beyond the minimum three years.

Exemption to the cycle will be determined by the Dean of the Faculty/Vice President for Academic Affairs in consultation with FEC.

2. *Faculty Governance Committees*

a. FACULTY EXECUTIVE COMMITTEE (FEC) — Elected

Function: To act as the primary conduit of information and ideas into and out of the Faculty concerning all-College issues and policies; and to oversee faculty governance and faculty participation in all-College governance.

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 shall sit on IPPC in order to strengthen communication between the two committees. FEC, together with IPPC and SGA, is responsible for the proper constitution of all-College committees and subcommittees.

FEC is responsible for coordinating the faculty governance cycle. FEC is responsible for ensuring the proper constitution of faculty committees: it issues and collects faculty preference forms, conducts elections for, and makes appointments to faculty and all-College committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions; and it maintains a list of all faculty members on all committees. FEC appoints an additional member to a committee if and when requested by the committee because of unusual workload. In addition, FEC reviews operating codes of all faculty committees and maintains files of annual committee reports, and FEC is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the Faculty.

FEC convenes the Committee of Committees (comprising faculty members of FEC, IPPC, ATC, PC, CAFR, CEPP, Curriculum Committee, FDC, and any current ad hoc committees whose presence FEC believes would be helpful to the Committee) 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.

Finally, FEC posts Board of Trustee Meeting minutes on its web page. (In addition, ATC, PC, and CAFR meet annually with the Academic Affairs Committee of the Board of Trustees.)

Membership: Four members of the Faculty elected to serve three-year terms.

b. APPOINTMENTS AND TENURE COMMITTEE (ATC) — Elected

Function: To represent the Faculty on administrative appointments and reviews and on faculty appointments, promotions related to the tenure process, and tenure, and to make recommendations on these matters to the appropriate administrative officer. The Administration shall consult ATC to determine which administrative personnel decisions the committee judges to require faculty representation. Special meetings with the President, the Dean of the Faculty/Vice President for Academic Affairs, and the Associate Dean of the Faculty (faculty affairs) 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 ATC for its recommendations prior to a faculty vote.

Membership: Seven faculty members with tenure, at least one each from the different divisions and no two with primary affiliation to the same department/program, chosen from the ranks of Professor and Associate Professor, none of whom is on CAFR, PC, or FAB, elected to serve three-year terms.

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.

Members of ATC may not participate in the tenure cases of candidates with primary affiliation in their own departments/programs and a substitution will be made by the remainder of the committee. In other cases of conflict of interest (for example when an ATC member and candidate serve the same academic program), ATC may substitute one or more members for a specific case. Former ATC, PC, and CAPT members may serve as substitutes. Substitutes may serve concurrently on cases for ATC and PC but may not be current members of CAFR or FAB.

c. PROMOTIONS COMMITTEE (PC) — Elected

Function: To represent the Faculty on promotion cases to Professor.

Membership: Five faculty members with tenure, including at least two at the rank of full Professor and at least one each from the different divisions and no two with primary affiliation to the same department/program, none of whom is on CAFR, ATC, or FAB, elected to serve three-year terms

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.

Members of PC may not participate in the promotion cases of candidates with primary affiliation in their own departments/programs and a substitution will be made by the remainder of the committee. In other exceptional cases of conflict of interest, PC may substitute one or more members for a specific case. Former PC, ATC, and CAPT members may serve as substitutes. Substitutes may serve concurrently on cases for PC and ATC but may not be current members of CAFR or FAB.

d. 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 Chair of CEPP shall sit on IPPC. CEPP meets annually, and whenever necessary in the pursuit of its functions, with the appropriate faculty committee and/or the appropriate committee of the Board of Trustees.

Membership: Five faculty members, two of whom must be tenured, each from a different department or program, and with at least one member from each of the four Divisions of Disciplines, elected to serve three-year terms; the Dean of the Faculty/Vice President for Academic Affairs or a designated representative; the Dean of Students and Vice President for Student Affairs or a designated representative; and two students selected by SGA; and the faculty director of assessment who, as an ex officio member, serves as liaison between CEPP and the IPPC subcommittee on institutional effectiveness. CEPP may appoint such subcommittees from among its members or from the College community at large as it deems helpful to facilitate its work.

e. 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 ATC and PC; to advise and make appropriate recommendations.

A subcommittee of CAFR consisting of the three tenured faculty, the Tenure Review Subcommittee (TRS), reviews negative tenure recommendations at the request of the candidates. The TRS may consult with the ATC, members of the candidate's department, and/or the Dean of the Faculty/Vice President for Academic Affairs, if necessary. In the event that the TRS determines that a tenure case requires reconsideration, the TRS will convene the Tenure Appeal Committee to reconsider the case. The TRS is free to discuss with the administration or with the Chair of ATC issues raised by a candidate that—although not warranting an appeal—nonetheless might improve future tenure deliberations. If the complaint involves alleged harassment or discrimination in violation of the college's policies as outlined in Part Six, in addition to carrying out the TRS investigation, the TRS will notify the Dean of the Faculty/Vice President for Academic Affairs following the procedures set forth in Part Six, Article VII [Procedures for Resolving Complaints of Harassment or Discrimination against Faculty Members].

Members of the TRS may not participate in the tenure cases of candidates with primary affiliation in their own departments/programs and a substitution will be made by the remainder of the committee from the most recent former members of CAFR with tenure.

CAFR meets annually, and whenever necessary in the pursuit of its functions, with the Academic Affairs Committee of the Board of Trustees. Revisions to Part One of the Faculty Handbook, Articles I–VIII, XIV, XII through XVIII are reviewed by CAFR for its recommendations prior to a faculty vote.

Membership: Four members of the Faculty, none of whom is on ATC, PC, CAS, or FAB, at least one of whom is untenured at the time of election and at least three of whom are tenured, each to serve a three-year term and each from a different department; and no more than five 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. A member shall recuse himself or herself if the member is involved in the matter about which the complainant is bringing the case.

f. 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 make recommendations to the Faculty concerning other curricular matters brought before it by faculty, students, and the Administration.

Membership: Voting members: Four faculty members, each from a different Division of Disciplines and at least two of whom are tenured, elected to serve three-year terms; the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs; and one student selected by SGA. Non-voting member: the Registrar.

g. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected

Function: To advise the Dean of the Faculty/Vice President for Academic Affairs 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 of the Faculty/Vice President for Academic Affairs 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 Dean of the Faculty/Vice President for Academic Affairs; and to select the annual Edwin Moseley Faculty Research Lecturer, the recipient of The Ralph A. Ciancio Award for Excellence in Teaching, and the Phyllis A. Roth Faculty Distinguished Service Award.

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

h. TENURE APPEAL COMMITTEE

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

Membership: Two members of the ATC (the current and upcoming chairs), two members of the TRS (the current and incoming chairs of CAFR), and three former members of the ATC or CAPT from previous years. The former members of the ATC or CAPT will be identified by the chair of the ATC according to the process for soliciting ATC substitutes when there is a conflict of interest in a tenure case. Specifically, former members who do not have their own conflict of interest and are not on leave will be solicited in order of most recent full-time membership not substitute membership for a single case) on the ATC or CAPT. The chair of the ATC will serve as chair of the TAC.

i. PERICLEAN HONORS FORUM COUNCIL — Elected

Function: The ongoing responsibilities of the Periclean Honors Forum 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 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 Periclean Honors Forum in achieving its goals. Annually the Periclean Honors Forum Council will constitute the Periclean Scholar Award Sub-Committee as follows: two students and three faculty members of the Periclean Honors Forum Council not including the chair. The three faculty members of the Periclean Scholar Award Sub-Committee shall elect a Chair from their membership.

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as Director of the Periclean Honors Forum for a four-year term; the Associate Dean of Student Affairs

and Director of Campus Life; the Director of the First-Year Experience; and three students appointed from members of the Forum.

j. ATHLETIC COUNCIL — Elected

Function: To provide oversight and support for the athletic, fitness, physical activity, and recreation programs on campus; to advise the Dean of Students and Vice President for Student Affairs in articulating and espousing the vision for athletics, fitness, and recreation at Skidmore and to recommend policies regarding these programs; to work in conjunction with the President, the Dean of Students and Vice President for Student Affairs, the Dean of the Faculty/Vice President for Academic Affairs, the Athletic Director, the Student Athletic Advisory Committee (SAAC), and Advancement to assure productive links between athletic and academic programs; to evaluate the teaching of physical activity instructors and to review the physical activity program; and to assist in other matters relating to athletics, fitness, physical activity, and recreation, as may be brought to the Council's attention by the Athletic Director or by any other member or group of the College community.

Membership: Three faculty members, each from a different department, elected to serve three-year terms; two students, one selected by SGA and one representative from SAAC; the Dean of the Faculty/Vice President for Academic Affairs or a designated representative; the Dean of Students and Vice President for Student Affairs or a designated representative; the National Collegiate Athletic Association Faculty Athletics Representative ex-Officio (voting); the Senior Woman Administrator (non-voting); and the Athletic Director (non-voting).

k. SELF-DETERMINED MAJOR COMMITTEE — Appointed

Function: To act for the faculty in overseeing the Self-Determined Major (SDM) Program by setting the academic criteria and procedures required of self-determined majors. The Committee is charged with evaluating and approving proposals for self-determined majors according to the criteria. Additionally the Committee evaluates and approves changes to core requirements and final project proposals that serve as the culminating experience for each individual major. After a student's program has been approved and the student's major declared, the SDM Committee functions as the student's "department," with the Director of the SDM Program functioning as the student's "department chairperson." The SDM Director works in close contact with the Registrar to monitor the progress toward the degree of each self-determined major. The Committee is responsible for recommending SDM honors as outlined in the College Catalog.

Membership: The SDM Committee is composed of five members. The SDM Director is appointed by the Dean of Faculty/VPAA to serve as the administrator of the SDM Program. In addition to the Director, three faculty members will be appointed for staggered three-year terms, such that all four of the College's major divisions (Humanities, Social Sciences, Natural Science and Pre-professional programs) are represented. A representative from the Office of Academic Advising will be appointed by the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs annually.

l. 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 CAFR, appointed to serve three-year terms; the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs and/or a designated representative, the Registrar and/or a designated representative, and two students selected by SGA to be appointed each year to serve a one-year term. Additional staff may join the meeting at the request of the Chair, the Associate Dean of the Faculty for

Academic Operations and Student Academic Affairs, or the Registrar. Such staff may include representatives from the Office of Academic Advising, the Registrar, or Off-Campus Study and Exchanges. This expanded participation in CAS meetings can occur only with the consent of the regular CAS membership. Those voting on CAS are the three faculty members, the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs or a designated representative, the Registrar or a designated representative, and the two students.

m. FACULTY ADVISORY BOARD (FAB) — Appointed

Function: To provide a pool of faculty peers to staff an Advisory Panel (AP, see n below), which is convened in the formal investigation of a discrimination or harassment charge made against a member of the Faculty; or to staff a Grievance Panel (GP, see o below), which is convened (i) when a member of the Faculty appeals disciplinary sanctions, based upon charges of professional incompetence, neglect of duties, professional misconduct, or personal misconduct or (ii) when the Associate Dean of the Faculty (faculty affairs) believes dismissal of a member of the Faculty is warranted, based upon charges of professional incompetence, neglect of duties, professional misconduct, or personal misconduct; to provide faculty to hearings related to sexual and gender-based misconduct; if and when needed, to provide three members to serve on the Administrative Hearing Board and one member to serve as Faculty representative in cases of academic integrity violations.

Membership: Five members of the Faculty, at least three of whom must be tenured and two of whom may be untenured at the time of appointment, serving overlapping three-year terms. FAB should not contain more than two members appointment to the same department or program. These members will be appointed by FEC in consultation with the Dean of the Faculty/Vice President for Academic Affairs and trained by Human Resources in matters of discrimination, harassment, and disciplinary proceedings. FAB members will have additional training on sexual and gender-based misconduct by the Dean of Student Affairs Office. Members of FAB may not serve concurrently on CAFR, ATC, or PC. FAB will select its chair from its membership.

n. ADVISORY PANEL (AP) – Appointed

Function: To provide the Associate Director for Employment and Workforce Diversity (ADEWD) with advice, suggestions, and comments during the formal investigation of a discrimination or harassment charge made against a member of the Faculty; to participate, with the guidance of the ADEWD, in interviews of the complainant, the respondent, and relevant witnesses (or in lieu of participation to review all documents pertaining to the charge, if the complainant or the respondent so requests and both parties agree); to review the ADEWD's final report and to ensure that the views of the AP are represented therein; to uphold the strictest standards of confidentiality both during and after an investigation (See further Part Six, Article VII, Sections D, E, and F.)

Membership: Two members of the Faculty Advisory Board (FAB, see above) selected by the ADEWD in coordination with the chair of FAB, and subject to the following restrictions. A faculty member may not serve on an AP if the faculty member is from the same department, program, or office as the complainant or the respondent, has a conflict of interest, or is recused by either the complainant or the respondent. In such instances, the ADEWD will select replacements from FAB. If there are no eligible faculty remaining on FAB, the Dean of the Faculty/Vice President for Academic Affairs and the Chair of FEC will provide replacements from the faculty at large; any such replacements will receive training appropriate to the charge.

If the complainant is a staff member, the AP will be augmented with two members chosen from the Staff Advisory Board (SAB), which is established by the Chief Human Resources Officer and consists of staff members trained in matters of discrimination and harassment. The two staff members of the AP are subject to restrictions similar to those of the two faculty members.

o. GRIEVANCE PANEL (GP)—Appointed

Function: To provide a panel of peers to hear appeals brought by members of the tenure-track or tenured Faculty regarding disciplinary sanctions involving professional incompetence, neglect of duties, professional misconduct, or personal misconduct; to consider cases involving dismissal of members of the Faculty, based on charges involving professional incompetence, neglect of duties, professional misconduct, or personal misconduct; and to uphold the strictest standards of confidentiality both during and after an investigation. (See, further, Part One, Article XI, Sections D, E, F, and G.)

Membership: The three members of the GP will be selected from FAB (see above) as follows: all three must be tenured; the Associate Dean of the Faculty (faculty affairs) will select one panelist; the faculty member will select one panelist; and FAB will select the third panelist. A panelist may not come from the same department or program as the faculty member (where "program" is understood as a unit whose members regularly engage with one another); any panelist with a conflict of interest may not serve. In addition, the faculty member and the Associate Dean of the Faculty (faculty affairs) may each make one request that FAB chair select a replacement. If there are not sufficient eligible faculty remaining on FAB to constitute the GP, the Dean of the Faculty/Vice President for Academic Affairs and the chair of FEC will provide replacements from the faculty at large; any such replacements will receive appropriate training. The GP will select a chair from among its membership.

G. AD HOC COMMITTEES, TASK FORCES, AND WORKING GROUPS

Members of the Administration may appoint, in consultation with FEC, ad hoc committees, task forces, and working groups as the need arises. A written statement of the purpose, scope, and expected timetable of an ad hoc committee, task force, or working group will be presented to FEC, and reports will be distributed to FEC and to any appropriate faculty committees at the conclusion of the work of the ad hoc committee, task force, or working group.

H. OTHER COMMITTEES

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

III. ACADEMIC POLICIES

A. Course Syllabi

Faculty members will provide their students the semester's course syllabus (print or electronic), on or before the first day of class. The following policy does not apply to independent educational opportunities (e.g., independent studies, internships, and thesis or individual research courses), though faculty can create syllabi for these courses if they wish. If valid pedagogical reasons prevent the distribution of the syllabus on the first day of class (e.g., need for student input), the faculty member will announce the intended course structure and cause for syllabus delay and provide their students the semester's course syllabus (print or electronic) by the Friday before the Drop/Grade Option (SU) Deadline. The syllabus can consist of multiple documents, but must contain, at a minimum, the following items:

- Course number, title, and credits
- Instructor name, office location, contact information, office hours
- Learning goals/course objectives
- Course description/overview
- Course requirements (projected assignments, examinations, presentations, due dates, etc.)

- Course materials (books, supplies, etc.)
- Grading policy
- Attendance policy
- Academic integrity policy.

Although faculty may amend their syllabus after a class has begun, students should be able to rely on consistency in course expectations, workload, attendance policies, and grading policies in a course over the semester. Faculty members will notify their students, with sufficient advanced notice and clear rationale, of any substantive changes to the syllabus.

Faculty will also include the following statements regarding institutional policies, as provided by Office of the Dean of the Faculty:

- Policy about accommodating students with disabilities and providing accessibility
- Conscientious religious observance policy
- Sexual and gender-based misconduct: Title IX statement.

Faculty are encouraged to include language addressing the topics below.

- Honor Code
- Diversity and inclusion.

B. 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. 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.

2. The dates of the final examination periods are announced early in the semester. No student should make arrangements to leave the 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/Program concerned.

3. Self-scheduled examinations are to be picked up at and returned to the place previously arranged with the instructor of the course.

4. Final examinations may not be given in whole or in part prior to the scheduled examination period.

C. Class Attendance

1. Instructors will make known to their classes in their syllabi 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 Associate Dean of the Faculty for Academic Operations and Student Academic Affairs.

D. 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 in the Student Information System.

3. If an instructor has made a computational or clerical error, the instructor may request a change in the student's grade. No grade may be changed on the basis of re-testing or supplementary work. Except in the circumstances outlined in the Policy to Appeal a Final Failing Grade (Part Two, III, D), petitions to change grades must originate with the faculty members concerned and be brought before the Committee on Academic Standing for consideration.

E. Policy to Appeal a Final Failing Grade

Preamble
Instructors are responsible for clearly articulating the basis for determining students' grades. Sharing the basis for grades is essential to ensure fair and equitable treatment of students and their work. A student has the right to be informed in a timely and clear manner of the basis for the evaluation of the academic performance in a course, and a student is entitled to fair, equitable treatment in academic relationships with members of the faculty. In most, if not all instances, the College expects any misunderstanding regarding grading will be resolved informally, either in writing or in discussions, between a student and an instructor. The following appeal process is only for final failing grades.

Appeal Process
A student who believes that there is grounds for a legitimate grievance that the coursework has been evaluated in a prejudicial or capricious manner in the calculation of their final failing grade should first make a request in writing to the faculty member involved to confirm that no computational or clerical error has been made. The student must make this request not later than two weeks after the start of the following semester. The instructor must respond to the student in writing within two weeks of receipt of the request. Ideally, the student and faculty member should then meet to discuss the final grade in question. If the communication between the instructor and student results in the instructor requesting to change a grade, then the instructor must submit a petition to change the grade to the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs, and the petition must be brought before the Committee on Academic Standing (CAS) for consideration. If the student is studying away from Skidmore College in the following semester, or if the faculty member is on leave in the following semester, the request for an explanation still must be filed within two weeks after the start of that semester. But, if the student or the faculty member makes the request, the appeal process may be deferred by the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs until the student returns to studies on campus or the faculty member returns from leave.

If the student is not satisfied with the instructor's explanation, or if a meeting with the faculty member was not possible or not advised, or if the instructor did not respond within two weeks of receipt of the student's request, then the student may report the grievance in writing with supporting documentation to the appropriate department chair (in the case of an ID course, to the chair of the faculty member who has assigned the grade) or program director and submit a copy of the report to the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs. If the instructor is the department chair or program director, the request may be addressed to the Dean of the Faculty/Vice President for Academic Affairs. The student must make this request within four weeks after having sent the initial request for an explanation from the instructor. The student's supporting documentation must provide evidence of prejudicial or capricious grading. In particular, the student must provide evidence of one or more of the following conditions:

a. The instructor used inappropriate criteria in determining a final failing grade.
b. The instructor assigned a grade on some basis other than performance in the course.
c. The instructor did not adhere to stated procedures or grading standards.

The appropriate department chair or program director must respond to the student in writing within two weeks of receipt of the request. The department chair or program director will contact the instructor to obtain an explanation

of the criteria and standards used in evaluating the student's course work. If, after consultation with the faculty member (when possible) and after a review of the written evidence, the appropriate department chair or program director finds legitimate cause for the complaint, the department chair or program director will try to work toward an equitable solution with the student and faculty member. If the solution results in the instructor requesting to change a grade, then the instructor must submit a petition to change the grade with the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs and the petition must be brought before the CAS for consideration.

If the appropriate department chair or program director concludes there is no cause for the complaint, or if there is a disagreement between the appropriate department chair or program director and the faculty member, the student may request in writing a review by the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs. The request must be submitted to the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs by the end of the semester following the semester in which the grade was awarded.

The written request must include a full account of the incident or circumstances giving rise to the complaint of prejudicial or capricious grading. If the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs conclude there is no cause for complaint, the Dean of Faculty/Vice President for Academic Affairs will inform the student, the instructor, and the appropriate department chair or program director in writing that the appeal has been denied. If, however, the review results in the instructor requesting to change a grade, then the instructor must submit a petition to change the grade with the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs and the petition must be brought before the CAS for consideration.

If the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs recommend changing the final failing grade to a passing letter grade, and if the faculty member who gave the original grade objects to changing the final failing grade to a passing letter grade, then the Dean of the Faculty/Vice President for Academic Affairs, in consultation with the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs and the department chair or program director, may recommend to the faculty member changing the grade to Satisfactory.

If the faculty member rejects the recommendation of the Dean of the Faculty/Vice President for Academic Affairs, Associate Dean of the Faculty for Academic Operations and Student Academic Affairs, and the appropriate department chair or program director, to change the final failing grade to a passing grade or to Satisfactory, the Dean of the Faculty/Vice President for Academic Affairs, with the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs, may submit a petition to change the grade to the CAS for consideration. Only the faculty representatives on CAS have the authority to change the final failing grade to Satisfactory, and only following a vote where the majority of those faculty representatives on CAS approves the change.

A student's failure to meet time limits will result in denial of the student's appeal. If the faculty member, department chair, program director or dean fails to meet a deadline, the appeal will move to the next level.

F. Peer Evaluations of Teaching

Each department shall establish a timetable and procedures for visiting classes taught by departmental colleagues and discussing with them observations derived from visitations. For non-tenure-track faculty, peer observation of teaching is governed by the CBA (Article XXIV).

G. 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. Given confidentiality, individualized courses (e.g., independent studies, internships, and thesis or individual research courses) are exempt from having the All-College student evaluations administered. The Dean of the Faculty/Vice President for Academic Affairs will determine the form and manner of distribution of the All-College student evaluation forms.

b. The completed evaluations shall return to the Dean of the Faculty/Vice President for Academic Affairs, who shall be responsible for processing the evaluations. The Dean of the Faculty/Vice President for Academic Affairs shall return the summaries to the Department Chairs and Program Directors for retention in department files.

c. Summaries shall be made available each term to the faculty being evaluated.

d. The summaries shall be available to the Associate Dean of the Faculty (faculty affairs), to the Dean of the Faculty/Vice President for Academic Affairs, and to the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to ATC and PC for its examination during consideration for reappointment, promotions, or tenure.

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, Program Director, Dean of the Faculty/Vice President for Academic Affairs, CAFR, 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. (See CBA, Article XXIV, 5.)

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 their 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.

PART THREE

ALL-COLLEGE GOVERNANCE

I. ALL-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 "All-College Committees") whose function lies outside of the exclusive purview of the Faculty, and whose membership includes representatives of the Faculty, staff, and/or the Student Government Association.

B. Specific College Committees

1. THE INSTITUTIONAL POLICY AND PLANNING COMMITTEE (IPPC) — Elected

   Function: The IPPC advises the President with regard to strategic planning, taking a comprehensive view of significant issues affecting the College. In so doing, it serves as the central deliberative body for all-College governance. More specifically, IPPC advises the President on all policy areas, with primary responsibility for those areas beyond the purview of faculty governance (such as budget and financial planning, benefits, environmental issues, admissions and financial aid, student affairs, and advancement).

   The President chairs IPPC; an elected member of the Faculty serves as Vice-Chair. The agenda of the committee is set by these two individuals.

   The IPPC may appoint subcommittees to serve as resources for the committee with regard to any area of policy or planning as needed. The composition of such subcommittees is determined by IPPC in consultation with FEC and with other groups or individuals as appropriate.

   The Chair of FEC and the faculty Vice-Chair of IPPC shall meet regularly throughout the academic year so that each committee can be apprised of the other committee's work.

   Membership: The President (Chair); the Dean of the Faculty/Vice President for Academic Affairs; the Vice President for Finance and Administration and Treasurer; the Collyer Vice President for Advancement; the Vice President for Enrollment and Dean of Admissions and Financial Aid; the Dean of Students and Vice President for Student Affairs; the Vice President for Communications and Marketing; the Vice President for Strategic Planning and Institutional Diversity; the Co-Chair of the Subcommittee on Institutional Effectiveness; the Director of Institutional Research; the Chief Technology Officer; the Chair of the Campus Sustainability Subcommittee; the Chair of the Committee on Intercultural and Global Understanding; the Co-Chair of the Subcommittee on Responsible Citizenship; three faculty members elected for three-year terms, one of whom serves as Vice-Chair; the Chair of FEC; the Chair of CEPP; one member from the Exempt staff; one member from the Non-Exempt staff; the President of SGA; and the SGA Vice President for Financial Affairs.

2. BOARD OF APPEALS — Appointed

   Function: To serve as the Appeal Board for cases heard by the Administrative Hearing Board. At the discretion of the Dean of the Faculty/Vice President for Academic Affairs, the Board of Appeals may review cases heard by the Administrative Hearing Board. Appeals will be considered on the following grounds: (a) a procedural error occurred that significantly impacted the outcome of the hearing (e.g., substantiated basis, material deviation from established procedures, etc.); (b) to consider new evidence, unavailable during the original hearing or investigation, that could substantially impact the original

finding or sanction; or (c) the sanctions imposed are substantially outside the guidelines set by the College for this type of violation or the cumulative conduct report of the respondent.

Membership: For academic integrity cases, three faculty members appointed by the Dean of the Faculty/Vice President for Academic Affairs, who have not heard the case in question nor serve as the student(s)'s advisors.

3. 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 Dean of the Faculty/Vice President for Academic Affairs in accordance with State regulations; and one person from outside the College.

4. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE — Appointed

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

Membership: No fewer than five members appointed by the Dean of the Faculty/Vice President for Academic Affairs; 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.

5. SAFETY COMMITTEE — Appointed

Function: To design, implement, and maintain a comprehensive safety program that supports and encourages a safe work environment for all employees and is compliant with all external laws and regulations.

Membership: Two faculty members, one student member, one non-exempt staff member, all appointed by the President and serving staggered three-year terms; one union representative/UPSEU serving one year appointments; representatives from the Departments of Health Services and Human Resources; and the Vice President for Academic Affairs/Dean of the Faculty or her/his designee. The Chief Human Resources Officer and the Associate Vice President for Finance/Controller serve as co-chairs by title. Additional members may be appointed by the Committee by the co-chairs as appropriate.

II. 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.

2. Instructors should bring a copy of the following Honor Code Statement to every test or examination:

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

   Students should hand-write this statement on their exam booklets or papers and sign the statement if it is true. Failure on the part of the student to write the statement or to sign it indicates that the faculty member responsible should speak to the student about possible Honor Code violations.

3. 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 Associate Dean of the Faculty for Academic Operations and Student Academic Affairs.

B. Violations of the Honor Contract

1. In case an academic infraction of the honor system comes to the attention of a member of the Faculty, 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." The faculty member must make a confidential report to the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs even if the faculty member decides to handle it directly.

2. If more than one honor code violation is reported for a particular student, or if the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs determines that the violation constitutes a major violation, the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs may take further disciplinary action or request an administrative hearing.

3. In case of a violation of the social honor code, the faculty member may follow the procedure described in 1 above or consult with the Associate Dean of Student Affairs/Judicial Counsel on possible action.

C. Administrative Discipline

The Dean of Students and Vice President for 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, nor 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.

PART FOUR

BENEFITS

The College offers a comprehensive benefit program to eligible faculty, including, but not limited to, health care, dental, life insurance, health care and dependent care reimbursement accounts, retirement, sick leave, and long-term disability coverage.

Benefits for non-tenure-track faculty are governed by the CBA (Article XXI).

What follows are summaries of select benefits available to full-time faculty members of the College. Although these sections are intended to provide general information about programs of greatest interest to the Faculty, they are not complete descriptions in themselves, nor do they describe all available benefits. Faculty are encouraged to obtain full information from Human Resources, located on the first floor of the Barrett Center, or from the HR Benefits website:

http://www.skidmore.edu/hr/benefits/index.php

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. Benefits included in this Program are health care coverage, dental insurance, group-term life insurance, and Flexible Spending Accounts.

A complete description of the Flexible Benefits Program including College contribution, faculty contribution and waiting periods, if any, is contained in the Flexible Benefit Program booklet available from Human Resources and at the following web address:

https://www.skidmore.edu/benefits/

II. 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 and at the following web address:

http://www.skidmore.edu/hr/documents/DomesticPartnershipBenefitsPolicy.pdf

III. PARENTAL LEAVE FOR FACULTY

The following applies to leaves of absence related to the birth or adoption of a child. All provisions and applications of this policy are meant to be consistent, at a minimum, with state and federal law, including the Family and Medical Leave Act (FMLA) and the New York State Paid Family Leave Act, as applicable. Absence under the Faculty Parental Leave Policy will run concurrently with short term disability, as applicable, and Family and Medical Leave.

The provisions of the CBA govern the paid family leave for birth or adoption benefits available to non-tenure-track faculty**.**

Faculty applying for leave under this policy will complete a Faculty Parental Leave Application form. Further information about this benefit and the form are available online at:

https://www.skidmore.edu/hr/documents/faculty-parental-leave-application-form-revised-2026.pdf

A. Faculty Parental Leave Options

1. Birth Parent or Primary Caregiver of an Adopted Child

A full-time faculty member with at least one year of full-time continuous employment is eligible for paid leave for a semester. This pay will combine 8 weeks full disability pay (or equivalent for adoptions) and full pay under this policy for the remainder of the semester surrounding or following the disability period.

A full-time faculty member with less than one year of full-time continuous employment is eligible for a combination of 8 weeks of disability at partial pay based on NYS Disability benefits rate (equivalent for adoptions), and remainder of the semester surrounding or following the disability period at half-pay for a semester.

Faculty who will be absent from the College due to giving birth will also be responsible for completing a Notice and Proof of Disability Claim Form provided by Human Resources and forwarding the claim form to their physician for completion. The physician will return the form to Human Resources. Completion of these forms will allow paid and unpaid leave under this policy as outlined below under Faculty Parental Leave Options.

In the event a faculty member who gave birth chooses to return to the classroom during the 8-week short-term disability period, it is required that the faculty member's physician complete and return a Physician's Release for Work form to Human Resources indicating the faculty member may return to full employment and specifying whether there are any restrictions. The C/PD, in conjunction with the DOF/VPAA, will determine if restrictions can be accommodated. The C/PD, in conjunction with the DOF/VPAA, may also offer the faculty member special project work for the remainder of the semester, if available.

If a full-time faculty member that is a birth parent, or primary caregiver for an adopted child, gives birth or adopts a child twelve (12) or fewer weeks before the start of the spring semester (defined as the date classes begin), the faculty member may elect leave for the fall semester. Alternatively, they may elect leave for the spring semester. In the spring semester leave circumstance, due to the eight (8) weeks of disability period in the fall semester, fall teaching responsibilities will be determined in consultation with the C/PD and the DOF/VPAA, and may include special project work (to the extent available) and/or courses taught in a compressed format.

A part-time faculty member with at least 4 weeks of part-time continuous employment is eligible for 8 weeks of disability at partial pay based on NYS Disability benefits rate (equivalent for adoptions). The remainder of the semester surrounding or following the disability period would be unpaid.

2. Non-Birth Parent or Co-equal Caregiver of an Adopted Child

A full-time faculty member with at least one year of full-time continuous employment is eligible for paid leave for a semester within twelve (12) months of the birth or adoption of a child.

A full-time faculty member with less than one year of full-time continuous employment is eligible for leave at half-pay for a semester within twelve (12) months of the birth or adoption of a child.

3. Teaching Load Reduction Across Semesters

A full-time faculty member who has at least one year of full-time continuous employment, in consultation with their C/PD, may request that their reduced teaching load for Faculty Parental Leave be split over two (2) consecutive semesters, within the twelve (12) months of the birth or adoption of a

child. The semester-equivalent reduced teaching load, and proportional reduction in service commitments if applicable, must be requested on the Faculty Parental Leave Application form. One semester will be designated as the semester of full pay Faculty Parental Leave for benefits tracking purposes.

B. Librarians

Librarians are eligible for the College's Short-Term Disability, FMLA, and New York Paid Family Leave policies in accordance with those policies.

C. Parental leave does not extend an appointment

Nothing in this benefit should be interpreted as extending a faculty member's appointment.

Faculty members who wish to stop the tenure clock must make the request in writing to the Dean of the Faculty/Vice President for Academic Affairs no later than May 15 prior to the semester in which the tenure review is scheduled to occur (Faculty Handbook, Part One, Article VII, E, 4).

Note: Administrators holding faculty rank are not eligible for this policy. The College maintains the sole authority to approve the requested leave and reserves the right to change, revise, or terminate this policy at its sole discretion.

IV. TUITION BENEFITS

The College offers a number of tuition programs to full-time faculty, to include:

- Matriculated Students at Skidmore College
- Non-Matriculated Students at Skidmore College
- Students at Other Colleges (for employee's children who are dependents under the IRS code)

A complete description of the tuition programs offered, including eligibility and waiting periods, if any, can be found in the Skidmore College Employee Benefit Plans summary, which is available in Human Resources. Visit the following web addresses for further information:

Skidmore College Employee Benefit Plans Summary:

https://www.skidmore.edu/benefits/

Tuition Benefit Frequently Asked Questions and The Tuition Exchange Program:

http://www.skidmore.edu/hr/benefits/tuition-benefits-information.php

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.

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.

B. Basic Retirement Plan

Faculty who teach at least nine credit hours in a calendar year are eligible for the Basic Retirement Plan after one year of employment. The College will recognize time spent previously employed at a postsecondary degree granting institution, or a qualified research organization which is considered tax-exempt under code 501c(3) of the Internal Revenue Code, toward the one-year waiting period as long as the employee has participated in a previous employer's 401(a), 403(a) or 403(b) basic retirement plan and has been employed for at least one consecutive year. The previous employer must confirm participation in one of the above mentioned basic retirement plans and certify the term of such employment to the College.

Please refer to the *Retirement Plan Overview* for full plan details. The *Overview* can be obtained from Human Resources and at the following web address:

http://www.skidmore.edu/hr/benefits/retirement.php

C. Early Retirement

The Skidmore College Supplemental Retirement Plan is available to those eligible employees who were in the College's employ on November 15, 1990. All such employees were vested in the plan's basic benefit after five 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.

For full plan details, please refer to the *Early Retirement Plan Summary Plan*, which can be obtained from Human Resources.

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 and a minimum of 15 years of employment. All participants must retire at the completion of the agreed upon period.

Faculty who are full-time for the entire academic year and who meet the above criteria are eligible to apply for this program. Further details may be obtained from Human Resources or at the following web address:

https://www.skidmore.edu/hr/documents/PhasedEmploymentProgram.pdf

E. Post-Retirement Health Benefits

Different levels of health care benefits are provided to those employees who are considered retirees of the College. A full description of these benefits may be obtained from Human Resources or at the following web address:

http://www.skidmore.edu/hr/benefits/retirement.php

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

The President is the executive head of the College with general administrative responsibility for all its activities and affairs.

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

Official communication with 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 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 Dean of the Faculty/Vice President for Academic Affairs is authorized to act on the President's behalf; however, at the discretion of the President, those responsibilities may be delegated to another senior administrator. In the case of the President's prolonged absence – whether through incapacity, resignation, death, or other cause – the Board, or its Executive Committee, may delegate the College's executive powers and responsibilities to a person or persons as it sees fit, pending the President's return or the election of a new President.

B. President's Cabinet

The President's Cabinet constitutes the President's administrative council and meets regularly to advise the President on major issues of policy, planning, and operation. The Cabinet consists of those senior members of the Administration who report directly to the President (the Dean of the Faculty/Vice President for Academic Affairs, the Vice President for Finance and Administration and Treasurer, the Collyer Vice President for Advancement, the Dean of Students and Vice President for Student Affairs, the Vice President for Enrollment and Dean of Admissions and Financial Aid, the Vice President for Communications and Marketing, the Vice President for Strategic Planning and Institutional Diversity, and General Counsel and Vice President for Human Resources). The composition of the Cabinet is determined by the President and may be altered upon of the evolving needs of the College.

II. THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION AND TREASURER

The Vice President for Finance and Administration 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 Finance and Administration and Treasurer is responsible for all matters assigned by the President which, generally, include all budgets, fiscal affairs, investments, facilities, construction, auxiliary services, campus safety and 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 COLLYER VICE PRESIDENT FOR ADVANCEMENT

The Collyer 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 and Alumni Affairs. The Collyer Vice President for Advancement is responsible for all duties assigned by the President which, typically, include development of institutional support and resources and the coordination of programming for alumni.

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

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

The Dean of the Faculty/Vice President for Academic Affairs is appointed by the Board of Trustees upon the nomination of the President and serves as the College's Chief Academic Officer. In this capacity, the Dean of the Faculty/Vice President for Academic Affairs advises the President on all issues that fall within the wide purview of academic matters with regard to personnel, budget, and curriculum. The Dean of the Faculty/Vice President for Academic Affairs has administrative responsibility for addressing such issues. Additional matters may be assigned by the President. The Dean of the Faculty/Vice President for Academic Affairs represents the President to both internal and external constituencies at the behest of the President and normally serves as the Acting President in the President's absence.

The Associate Dean of the Faculty for Recruitment and Academic Personnel (Faculty Affairs); the Associate Dean of the Faculty for Development, Research, and Infrastructure (Faculty Affairs); and the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs report directly to the Dean of the Faculty/Vice President for Academic Affairs. All deans sit on the DOF/VPAA Senior Staff. Nine other staff members report directly to the Dean of the Faculty/Vice President for Academic Affairs: the Director of Institutional Research; the Dayton Director of the Tang Teaching Museum; the Chief Technology Officer (dotted line report); the College Librarian; the Director of Sustainability; the Director of Special Programs and Summer Academic Programs; the Director of Faculty Assessment; the Director of the Zankel Music Center; and the Director of Creativity, Innovation, and Entrepreneurship at the Schupf Family IdeaLab.

The Dean of the Faculty/Vice President for Academic Affairs works closely with and considers recommendations from ATC and PC regarding faculty tenure and promotion candidacies. The Dean of the Faculty/Vice President for Academic Affairs presents to the President the decision with regard to each candidate's case. The Dean of the Faculty/Vice President for Academic Affairs also works with PC and the President in determining appointments to the College's endowed chairs. More broadly, the Dean of the Faculty/Vice President for Academic Affairs works with ATC and the Associate Dean of the Faculty (faculty affairs) on other matters of concern to the Faculty and may consult with ATC on issues pertinent to faculty personnel issues. The Dean of the Faculty/Vice President for Academic Affairs is the College's chief assessment officer; works closely with the Faculty Executive Committee in annually updating the Faculty Handbook; is a member of the Committee on Educational Policies and Planning; chairs all searches for deans and directors who report to the Dean of the Faculty/Vice President for Academic Affairs; and reports on academic issues at the monthly Faculty Meeting. The Dean of the Faculty/Vice President for Academic Affairs also works closely with the Director of Special Programs and Summer Academic Programs in overseeing the many initiatives of the Office of Special Programs and representing the Office of Special Programs and the College at an array of summer programs, institutes, workshops, and performances.

The Dean of the Faculty/Vice President for Academic Affairs works directly with the Collyer Vice President for Advancement in matters of fundraising, donor relations, alumni, and the stewardship of endowed chairs. The Dean of the Faculty/Vice President for Academic Affairs also works directly with the Vice President for Finance and Administration and Treasurer in representing Academic Affairs and preparing all budgetary matters. The Dean of the Faculty/Vice President for Academic Affairs works closely with the Chair of the Academic Affairs Committee of the Board of Trustees in preparing agendas and discussing pertinent issues of personnel, budget, and curriculum with the Committee.

The Dean of the Faculty/Vice President for Academic Affairs initiates and supervises the evaluation of Department Chairs and Program Directors, and generally assists them in the performance of their duties. The Dean of the Faculty/Vice President for Academic Affairs also assists Chairs and Directors in the development of

teaching and scholarly effectiveness in the Faculty and in maintaining orderly departmental governance and a spirit of professional cooperation. The Dean of the Faculty/Vice President for Academic Affairs works with the Committee on Educational Policies and Planning, and other appropriate bodies, on educational matters.

B. Academic Staff

Academic Staff consists of two groups: (1) Department Chairs and single-discipline and interdisciplinary Program Directors and (2) Academic Leadership comprising the Associate Deans of the Faculty and all those reporting directly to the Dean of the Faculty/Vice President for Academic Affairs and to the Associate Deans of the Faculty — as well as others whose work is directly in support of academic programming, such as the Director of IT-Learning Experience Design and Digital Scholarship Support. In quarterly meetings, information of direct relevance to academic programs is shared. Academic Staff serves to advise the Dean of the Faculty/Vice President for Academic Affairs regarding programs and policies in or pertaining to academic affairs at the College.

C. The Associate Dean of the Faculty for Recruitment and Academic Personnel (Faculty Affairs)

The Associate Dean of the Faculty for Recruitment and Academic Personnel (Faculty Affairs) is appointed by the Dean of the Faculty/Vice President for Academic Affairs and is responsible for all matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which generally include the following: faculty recruitment, liaison with the NTT faculty union, liaison with Chairs and Program Directors, and liaison with Academic Administrative Assistants.

The Director of Civic Engagement reports to the Associate Dean of the Faculty for Recruitment and Academic Personnel (Faculty Affairs).

D. The Associate Dean of the Faculty for Development, Research, and Infrastructure (Faculty Affairs)

The Associate Dean of the Faculty for Development, Research, and Infrastructure (Faculty Affairs) is appointed by the Dean of the Faculty/Vice President for Academic Affairs and is responsible for all matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which generally include the following: faculty development; diversity and inclusion initiatives; Title IX and anti-harassment/bias; infrastructure (space and safety); support for capital requests and start-up funds; tenure-track personnel cases; research compliance; and institutional point of contact for health and environmental safety matters.

The Director of the Center for Leadership, Teaching, and Learning; the Director of Sponsored Research; the Director of Environmental Health and Academic Safety; and the Director of Building Operations for the BTCIS and Associate Director of Environmental Health report to the Associate Dean of the Faculty for Development, Research, and Infrastructure (Faculty Affairs).

E. The Associate Dean of the Faculty for Academic Operations and Student Academic Affairs

The Associate Dean of the Faculty for Academic Operations and Student Academic Affairs, appointed by the Dean of the Faculty/Vice President for Academic Affairs, is responsible for matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which typically include matters relating to the development and implementation of the academic program, including Department, Program, and Office budgeting within Academic Affairs. The Associate Dean of the Faculty for Academic Operations and Student Academic Affairs addresses questions regarding academic policies and procedures, academic integrity, and aspects of enrollment management related to the academic achievement and persistence of students.

The Registrar, the Director of the First-Year Experience, the Director of Academic Advising, the Director of the Off-Campus Study and Exchange Program, the Director of the Opportunity Program, the Director of the Writing Center, and the Student Academic Development Coordinator and Associate Director of the FYE for Orientation report directly to the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs.

The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of the First-Year Experience, who works with the Associate Dean of the Faculty for Academic Operations and Student Academic Affairs in

staffing the Scribner Seminars and in addressing other academic and co-curricular activities for the entering class. The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of the Office of Off-Campus Study and Exchanges, who works with students wishing to study abroad and is responsible for monitoring all relevant programs and policies. The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of Academic Advising, who implements the faculty-based advising system and provides guidance to students considering academic program options, to students with academic distinction, and to students experiencing academic problems. The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of the Opportunity Program who oversees the development and implementation of Skidmore's HEOP and AOP programs.

V. THE DEAN OF STUDENTS AND VICE PRESIDENT FOR STUDENT AFFAIRS

The Dean of Students and Vice President for Student Affairs is responsible for all matters assigned by the President, which include all student life programs at the College. The Dean of Students and Vice President for Student Affairs appoints the Assistant Vice President for Student Affairs and Director of Athletics; the Assistant Dean of Student Affairs for Student Success; the Associate Dean of Student Affairs for Health and Wellness; the Associate Dean of Student Affairs for Inclusion and Engagement; and the Executive Director of the Career Development Center. Together with the Associate Deans, the Dean of Students and Vice President for Student Affairs is responsible for athletics; residential life policies and programs; counseling and health services; student participation in College governance; social, recreational, and cultural programming; career planning; religious life programs; and international and ALANA student concerns.

The Dean of Students and Vice President for Student Affairs and the staff work with the Dean of the Faculty/Vice President for Academic Affairs to create effective programs for student and faculty orientation and academic support services.

VI. THE VICE PRESIDENT FOR ENROLLMENT AND DEAN OF ADMISSIONS AND FINANCIAL AID

The Vice President for Enrollment and Dean of Admissions and Financial Aid is appointed by the President and sits on the President's Cabinet. The Vice President for Enrollment and Dean of Admissions and Financial Aid holds broad responsibility for managing the recruitment, admission, enrollment, and retention of a talented and diverse student body. The Vice President for Enrollment and Dean of Admissions and Financial Aid also oversees those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Vice President for Enrollment and Dean of Admissions and Financial Aid 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 Director of Admissions and Director of Financial Aid report directly to the Vice President for Enrollment and Dean of Admissions and Financial Aid. In addition, the Vice President for Enrollment and Dean of Admissions and Financial Aid collaborates with the Registrar and the Director of Institutional Research in conducting research and performing strategic planning in these areas.

VII. THE VICE PRESIDENT FOR MARKETING AND COMMUNICATIONS

The Vice President for Marketing and Communications is appointed by the President and sits on the President's Cabinet.

VIII. VICE PRESIDENT FOR STRATEGIC PLANNING AND INSTITUTIONAL DIVERSITY

The Vice President for Strategic Planning and Institutional Diversity is appointed by the President and sits on the President's Cabinet.

IX. GENERAL COUNSEL AND VICE PRESIDENT FOR HUMAN RESOUCES

The General Counsel and Vice President for Human Resources is appointed by the President and sits on the President's Cabinet.

X. 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.

President: The Board of Trustees will manage periodic reviews of the President. The schedule and manner of such reviews will be determined by the Board.

Members of the President's Cabinet: The President, ATC, and the Chief Human Resources Officer will manage a 360-degree review of each member of the President's Cabinet to supplement and support the President's annual performance review of Cabinet members. Each officer will be reviewed once every five years, according to a schedule set by the President in consultation with ATC.

The goals of the senior administrative review are to provide confidential feedback – both to the individual and to the President as supervisor – that is direct, timely, actionable, and unbiased, recognizing strengths as well as areas for leadership development, and to ensure alignment with the educational mission of the college.

Following the process detailed below, the reviews will focus primarily on constituent feedback regarding leadership skills and secondarily on the performance of the officer's division. The process will incorporate input from selected faculty members, as identified by ATC, as well as other key constituents.

Detailed Procedures

1. The President and ATC will establish the schedule for leadership assessment of Cabinet members.

2. The Cabinet member, in collaboration with the President, will provide a current position description and a brief summary of the functions within their scope of responsibility. The assessment will focus primarily on the individual's leadership and secondarily on the performance of their division.

3. The leadership assessment process will be initiated by the President at the beginning of the spring semester, and not later than February 1, to align results with the annual performance review cycle.

4. ATC will review the position description and division summary and determine which faculty members will be invited to complete the leadership assessment. The Cabinet member may suggest faculty with whom they have worked directly. The President and Cabinet member will have the opportunity to review the list of faculty respondents. For meaningful assessment, the total number of faculty respondents will typically range from 10 to 20.

5. As determined by the President and the Cabinet member, the assessment survey will also be distributed to other constituents, including the President (as supervisor), direct reports, and other relevant stakeholders (e.g., members of the Board of Trustees, Skidmore staff, Cabinet peers, appropriate student group representatives, and external constituents). This process will constitute a 360-degree assessment and will include a self-assessment. Survey questions will include both standardized and open-ended items. Any changes to the survey questions will be agreed upon by ATC, the President, and the Chief Human Resources Officer.

6. The Chief Human Resources Officer (or designee) will administer the assessment as an online standardized survey to all selected participants. Participants will complete the survey anonymously. Following the survey deadline, a comprehensive report will be generated within one day, presenting the anonymous feedback organized by respondent group (e.g., faculty, direct reports supervisor, peers, self). The full process will take approximately 4-6 weeks.

7. The President and Cabinet member will receive the report, which includes comparisons with the individual's self-assessment, analysis by respondent group, and a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The report is intended to support self-reflection and to identify actionable next steps, for ongoing improvement.

8. The President, ATC Chair, and Chief Human Resources Officer will meet to confidentially review the assessment results, with particular attention to faculty feedback.

9. The ATC Chair will report to ATC that the leadership assessment process has been completed.

Confidentiality

Evaluations received as part of the review of Cabinet members and the final report will be kept in strict confidence, and the rights of both the officer being reviewed and those providing comments will be protected.

Changes in Procedure

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

PART SIX

EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, AND ANTI-HARASSMENT: POLICIES AND PROCEDURES

I. INTRODUCTION

Part Six communicates the philosophy and perspective of Skidmore College regarding issues of equal employment opportunity, diversity, and anti-harassment. It also presents the College's policies, objectives, and plans for maintaining its status as an equal opportunity employer and educator and for supporting its goal of extending the diversity of our community. While some of the policies outlined in Part Six are required for legal compliance, others are internally motivated and reflect our commitment to an inclusive and hospitable working and learning environment.

Equal Employment Opportunity laws and regulations prohibit discrimination against employees or applicants for employment based on race, color, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition and carrier status, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression, domestic violence victim status, or any other characteristic protected by applicable federal, state, or local laws. This Policy further prohibits domestic violence, sexual violence, and stalking, which need not be based on an individual's protected status. The Policy also prohibits complicity for knowingly assisting in an act that violates this Policy and retaliation against an individual because of the individual's good faith participation in the reporting, investigation, or adjudication of violations of this Policy. The College fully supports these prohibitions and has adopted policies reflecting its commitment to non-discrimination and equal opportunity in its employment and educational practices.

For more information on Equal Employment Opportunity laws, please visit these sites:

http://www.eeoc.gov/policy/laws.html

http://www.eeoc.gov/

Skidmore College's equal opportunity and diversity policies further apply to the recruitment and admission of its students, to the administration of its educational policies and programs, and to the recruitment and retention of its faculty and staff. They apply, in addition, to all individuals and organizations associated with, or doing business with or for, Skidmore College.

Part Six of this Handbook is subject to periodic review, evaluation, and modification (see Article IV, A). The policies and philosophy, however, constitute a firm commitment to the principles of equal opportunity for all members of the college.

II. ACADEMIC FREEDOM

In the context of the policies outlined in Part Six, the College reaffirms its commitment to its long tradition of supporting the academic and personal freedom of all members of the community. In particular, the policy against harassment shall not be applied in a manner that contradicts the principle of academic freedom: faculty and other members of the community are entitled to freedom in research, and faculty members are entitled to freedom in the classroom to pursue controversial matters related to their disciplines. However, this right to teach controversial material entails the responsibility that it be carried out in a way that would be judged by peers as not violating the College's anti-harassment policy. (For the College's complete statement on Academic Freedom, see Part One, Article III of this Handbook.)

III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

Skidmore College affirms that its community members have the right to be free from acts of unlawful discrimination. The following statement of policy on equal employment opportunity affirms Skidmore College's commitment to the principle of equal employment opportunity in education and employment:

Equal Employment Opportunity Policy

Skidmore College is committed to being an inclusive campus community and an Equal Opportunity Employer. The College therefore prohibits discrimination against any individual or group of its students, prospective students, employees, or candidates for employment on the basis of race, color, religion, gender, age, national or ethnic origin, genetic information, predisposition or carrier status, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, gender identity or expression, domestic violence victim status, familial status, dating violence, and stalking or any other category protected by applicable federal, state, or local laws. Domestic violence, dating violence, or stalking need not be based on an individual's protected status to be a violation of this policy.

B. 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 (*Skidmore College Mission Statement*). Fulfillment of this mission entails building an academic community based upon mutual respect and openness to ideas, one in which individuals value differences in perspective. Fostering such a community requires the active recruitment and retention of students, faculty, and staff members of diverse backgrounds and cultural heritages.

To read the *Skidmore College Mission Statement* in its entirety please visit the Skidmore website at:
http://www.skidmore.edu/about/mission.php

Appreciation of diversity is fundamental to a liberal arts education that aims to foster the growth of the whole person in an environment of respect and understanding for different experiences and backgrounds. A diverse community provides each of 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 others and ourselves better in an environment that encourages deepened appreciation of other cultures, perspectives, and lived experiences.

The following statement of "Diversity Policy" affirms the College's commitment to increasing the diversity within the various groups that constitute our academic community:

Diversity Policy

Skidmore College's learning and working communities are strengthened by the diversity of their members. Accordingly, the College is committed to acting affirmatively to enhance the diversity of every population within the campus community: students, faculty, and staff.

To place the commitment to diversity within the context of the College's strategic goals and objectives, and as a further guide to hiring practices, please see the statement on "*Diversity in Hiring: Strategic Considerations*":

http://www.skidmore.edu/hr/documents/DiversityinHiringStatement.pdf

As a matter of policy, Skidmore College will work actively to increase the diversity of our community. We will address imbalances in both student and employee populations and meet our diversity-related objectives by recruiting the best candidates from as broad a pool as possible. As always, we will continue to be guided by our fundamental educational values – leading our students to develop robust cognitive abilities, enhanced critical and

intercultural skills, and an appreciation of their individual and social responsibilities as citizens of the world. Meeting these objectives is crucial to our achieving new levels of excellence.

C. Policies on Accessibility and Accommodations

Skidmore College is committed to supporting accessibility, with respect to both physical access and other forms of access, to all programs on campus.

Accessibility and Accommodations Policy

In accordance with applicable federal[8] and state laws protecting qualified individuals with documented disabilities, Skidmore College will reasonably accommodate such individuals (except in the rare case when doing so would create an undue hardship for Skidmore College).

Any student with a disability who requires accommodations to function effectively in residential or academic life on campus should contact the Coordinator of Student Access Services to disclose the condition and to request accommodations. Any faculty member with a disability who requires accommodations to perform duties effectively should contact the department chair, the Dean of the Faculty/Vice President for Academic Affairs, or the Associate Director for Employment and Workforce Diversity (ADEWD). Any staff member or administrator with a disability who requires accommodations to perform duties effectively should contact the supervisor or the ADEWD.

D. Policy on Anti-Harassment

Skidmore College affirms that its community members (faculty, staff, administration, and students) have the right to be free from acts of harassment (based on the protected characteristics of an employee or student) that constitute unlawful, offensive, and hostile behavior. Such acts include (but are not limited to) sexual or racial harassment. In general, such harassment may consist of (but is not limited to) words, signs, jokes, pranks, acts of intimidation, or acts of stalking and interpersonal violence that unreasonably interfere with an individual's work or educational pursuits or that create a hostile, offensive, or intimidating work or learning environment. By College policy, all members of the Skidmore community are prohibited from engaging in any such acts of harassment. Applicable federal and state laws also prohibit harassment in the workplace. The complete statement of College policy may be found in the "Anti-Harassment Policy" statement, Article VI.

To read Skidmore College's "Anti-Harassment Policy" statement in its entirety, please visit the Skidmore website at http://www.skidmore.edu/hr/eeo_diversity/index.php.

E. Policy on Retaliation

Skidmore College prohibits any and all retaliation against any person who opposes a discriminatory practice, makes a good faith report of harassment or discrimination or who participates or cooperates in any investigation arising from such a report. Any individual who retaliates against a person opposing a discriminatory practice, making a good faith report of harassment or discrimination, or cooperating or participating in such an investigation will be disciplined, up to and including separation from the College. (See also Article VIII, Section B.)

[8] http://www.eeoc.gov/policy/laws.html

F. Policy on Consensual Sexual Relationships Involving Students

As an academic community, Skidmore College stands by principles of fairness, equal opportunity, and non-discrimination. These principles take on special meaning in the relationship between students and members of the faculty or others in an advising or evaluative relationship. Specifically, all students have the right to be treated fairly, held to the same requirements and standards, and afforded equal opportunities based on their individual accomplishments. All employees are expected to ensure that their relationships with College students are professional, to act in accordance with standards of professional conduct, and to avoid conflict of interest, favoritism, bias, or creation of a hostile environment for any student of the College.

Sexual relationships between faculty members and students are fraught with the potential for exploitation. The respect and trust accorded a professor by a student, as well as the actual or apparent authority of the professor, make voluntary consent by the student suspect. Even when both parties have in fact consented, the development of a sexual relationship renders both the faculty member and the College vulnerable to subsequent allegations of harassment.

1. *Policy on Consensual Sexual Relationships with Current Students*

   Sexual relationships, whether consensual or not, between College employees and their students (those whom they currently teach, advise, supervise, coach, evaluate, or hold authority over in any way) violate the integrity of the College's academic community and constitute grounds for disciplinary action up to and including separation from the College.

2. *Policy on Consensual Sexual Relationships with Students When There Is No Formal Authority over the Student*

   Even if a College employee does not currently hold a position of authority over a student, any sexual relationship between an employee and a student of the College potentially jeopardizes the integrity of the academic or living environment of the Skidmore community. The College, therefore, discourages in the strongest possible terms any sexual relationship between an employee and any student of the College. In the event that any such relationship is found to undermine the trust, respect, and fairness that are essential to the success of Skidmore's educational mission, the College will take appropriate disciplinary action, up to and including separation from the College.

G. Policy on Violence Against Women Act (VAWA)

Skidmore College is committed to promoting a campus environment where sexual assault, domestic violence, dating violence, stalking and exploitation are not tolerated, and where every member of the community is expected to do their part to prevent and address violence. The College also is committed to providing survivors and all community members affected by sexual and relationship violence support and avenues of redress as appropriate. Sexual assault, domestic violence, dating violence, and stalking are violations of Skidmore College policy and crimes as defined by the state of New York.

IV. REVIEW AND LIABILITY

A. Policy Review

These policies may be modified by the President based upon recommendations by, and consultation with, members of the President's Cabinet, the Chief Human Resources Officer, the ADEWD, IPPC, and FEC. The College leadership shall periodically review its practices and procedures regarding admissions, recruitment, hiring, promotion, and other areas of concern to students, employees, and the College as an employer and shall seek to redress any inequities or conditions related to prohibited practices that come to its attention.

B. Employees' Liability for Violations of these Policies

Any employee of Skidmore College who violates the policies described above is subject to disciplinary action, up to and including separation from the College. Additionally, any supervisor or manager who has information regarding possible violations of these policies, and takes no action to stop the misconduct or fails to report the possible violation to an appropriate individual, may also face disciplinary action, up to and including separation from the College. Employees who violate these policies and supervisors or managers who fail to address or report such possible violations may also be subject to civil or criminal liability.

Employees of the College are further advised that violation of these College policies by definition entails actions that fall outside the scope of their duties**.** This means that they may not be eligible for the College's insured or uninsured protection should their conduct become the subject of civil or criminal legal proceedings.

V. PROCEDURES REGARDING EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

This article establishes procedures for implementing the policies regarding Equal Employment Opportunity and Diversity at Skidmore College.

A. Scope

1. *Educational Environment*

In accordance with its policy on equal opportunity, Skidmore College prohibits discrimination against any students on the basis of race, color, creed, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, gender identity or expression, domestic violence victim status, familial status, dating violence, or stalking, or any other characteristic protected by applicable federal, state, or local laws.

Title IX

Complaints of sexual harassment, sexual misconduct or gender-based violence may implicate Title IX of the Education Amendments of 1972, as well as other applicable non-discrimination and harassment laws. Skidmore has designated a certain individual to address efforts in this area to comply with Title IX laws as outlined by Office of Civil Rights OCR's "Dear Colleague Letter" dated April 4, 2011. Questions on any concerns about Title IX should be directed to:

Title IX Coordinator
jaure@skidmore.edu
(518) 580-5708

For more information on Equal Employment Opportunity law, please visit this site:

http://www.ed.gov/about/offices/list/ocr/know.html

2. *Employment Environment*

As stated above, the College prohibits discrimination on the basis of race, color, creed, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, gender identity or expression, domestic violence victim status, familial status, dating violence, or stalking or any other category protected by applicable federal, state or local laws. To implement this policy, guidelines have been established to ensure equal opportunity in all employment policies and practices. These guidelines apply across the institution:

a. All position vacancies will be subject to equal employment opportunity search standards, which establish procedures for internal posting and external advertisement appropriate to a position's relevant labor market. In academic searches, the scope of a search is determined by the ADEWD in consultation with the Associate Dean of the Faculty (faculty affairs) or the Dean of the Faculty/Vice President for Academic Affairs, as appropriate, and the hiring department or office. The nature of the position dictates whether a qualified pool of candidates may most appropriately be recruited from a local, regional, or national market.

b. In some situations, the ADEWD may waive the requirement for a full search. 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 filling a vacancy as a result of internal reorganization. In these cases, or in the case of other extenuating circumstances, a full search may not be desirable, and the ADEWD will give careful consideration to requests for search waiver.

c. In academic searches, the ADEWD, in collaboration with the Associate Dean of the Faculty (faculty affairs) or the Dean of the Faculty/Vice President for Academic Affairs, as appropriate, reviews the position description and all components of the search plan proposed by the hiring department or office before approving a search.

d. Human Resources maintains and updates lists of recruitment resources for both academic and nonacademic searches.

e. Human Resources routinely sends announcements of position vacancies to local and regional organizations that represent historically underrepresented groups. Heads of departments, offices, and programs are strongly encouraged to network through their own personal and/or professional contacts in an effort to broaden the diversity of candidate pools for all positions. Such outreach should occur on a regular basis, even in the absence of an immediate position vacancy.

f. All applicants for academic and nonacademic position vacancies will receive an acknowledgment of their interest in employment at Skidmore through a postcard, e-mail, or letter. Those applicants who file their applications online will receive a confirmation number as well as an on-screen acknowledgment.

g. Before any candidate in an academic search is invited for an interview (whether on or off campus), the office or department responsible for hiring will contact the ADEWD and the Associate Dean of the Faculty (faculty affairs) or the Dean of the Faculty/Vice President for Academic Affairs, as appropriate, to review the applicant pool. If the pool is not sufficiently inclusive, the Associate Dean of the Faculty (faculty affairs), the Dean of the Faculty/Vice President for Academic Affairs, and the ADEWD may recommend further steps.

h. At the conclusion of the interviewing phase, the office or department responsible for hiring will contact the ADEWD and the appropriate Dean or Vice President to discuss the candidates interviewed. No oral or written commitment may be made to a candidate until the ADEWD, and, in the case of academic searches, the Associate Dean of the Faculty (faculty affairs) or the Dean of the Faculty/Vice President for Academic Affairs have agreed that appropriate equal employment opportunity procedures have been followed. If such policies and procedures have been violated, the search may be deferred.

B. Administration: Roles and Responsibilities

1. Members of President's Cabinet are responsible for the coordination of institutional efforts and resources to advance the strategic goals of increasing and retaining a diverse faculty and staff and of fostering an inclusive campus climate.

2. The ADEWD, in consultation with the Dean of the Faculty/Vice President for Academic Affairs, and others as appropriate, is charged with providing leadership in recommending and implementing strategies to secure and maintain a diverse campus community of faculty and staff; coordinating institution-wide equal opportunity and diversity employment efforts, including equal employment opportunity strategies and activity on all searches; planning and initiating all education for faculty and staff on matters of equal employment opportunity, unlawful discrimination, and harassment; and coordinating this activity with related student education provided by Student Affairs staff. The ADEWD is responsible for coordinating and disseminating to the community an annual report on the state of diversity at the College.

3. The ADEWD provides counsel to the President and President's Cabinet on issues of equal employment opportunity, diversity, and anti-harassment. The ADEWD communicates as appropriate with the President, members of President's Cabinet, the Chief Human Resources Officer, and members of Academic Staff. The ADEWD is also available for consultation with any other member of the Skidmore community.

VI. ANTI-HARASSMENT POLICY

Harassment is unlawful and therefore prohibited by Skidmore College.

The College is committed to maintaining a positive learning and working environment for all of its students and employees. In accordance with applicable laws, including Title VII of the Civil Rights Act of 1964 as amended, Title IX of the Education Amendments of 1972, the Pregnancy Discrimination Act of 1978, the Americans with Disabilities Act, the Civil Rights Act of 1991, the Genetic Information Nondiscrimination Act, and applicable federal, state, or local laws prohibiting sexual assault and abuse, the College prohibits harassment (including sexual harassment) of any individual or group of its students, prospective students, employees, or candidates for employment on the basis of race, color, creed, religion, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, gender identity or expression, domestic violence victim status, familial status, dating violence, or stalking or any other category protected by applicable federal, state, or local laws. These policies apply to all persons affiliated with the College including administrators, faculty members, staff members, and students.

A. Harassment Defined

Harassment on the basis of race, color, creed, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, military or veteran status, marital status, sex, sexual orientation, gender identity or expression, domestic violence victim status, familial status, dating violence, or stalking or any other category protected by federal, state, or local laws occurs when

- an individual or group of individuals is targeted with oral, written, visual, or physical insults based on that person's or group's protected status; and

- such conduct has the purpose or effect of unreasonably interfering with an employee's or student's work, professional or educational performance, productivity, physical security, living arrangements, extracurricular activities, academic or career opportunities, services or benefits - or of creating an intimidating, hostile, or offensive working or learning environment.

When both circumstances identified above are present, examples of conduct constituting harassment may include (but are not limited to) the following:

- intimidation, hostility, or rudeness;

- oral or written threats, derogatory comments, name-calling, or slurs;

- display of derogatory posters, photographs, cartoons, drawings;
- offensive gestures; or
- assault, unwanted touching, or blocking normal movement.

Whether the alleged conduct constitutes harassment will be determined on a case-by-case basis, taking into account relevant factors, such as the nature of the conduct and the context in which the incidents occurred.

The fact that someone did not intend to harass another individual may not constitute an adequate defense in response to a complaint of harassment. Regardless of intent, the characteristics, context, and effect of the behavior that determine whether the behavior constitutes harassment.

In addition, a faculty member, employee, or student may experience harassment from a salesperson or vendor, the parent of a student, alumna/us, visitor, or any other member of the extended College community who has contact with Skidmore faculty, staff, or student populations. Harassment may take place in person, by phone, or by means of print or electronic media (e.g., social media). Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another. Off-campus violations may occur at campus-sponsored events or programs, such as athletic events, internship arrangements, professional meetings, or at private events (such as parties).

B. Sexual Harassment Defined

Applicable state and federal law defines sexual harassment as any unwelcome sexual advances, requests for sexual favors, or other visual, verbal, or physical conduct of a sexual nature. In particular, sexual harassment occurs when:

- submission to the conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic advancement (*quid pro quo* harassment);
- submission to, or rejection of, the conduct is used as the basis for employment or academic decisions affecting the individual (*quid pro quo* harassment); or
- the conduct has the purpose or effect of unreasonably interfering with an employee's or student's work, professional or educational performance, productivity, physical security, participation in living arrangements, extracurricular activities, academic or career opportunities, services or benefits—or of creating an intimidating, hostile, or offensive working or learning environment.

This definition includes verbal, non-verbal, and physical harassment. The following examples of sexual harassment are intended to be instructive but not inclusive:

- Verbal harassment may take oral or written form and may include profanity, sexual jokes or sexual teasing, threats, whistling, cat calls, or repeated unwelcome requests for a date.
- Non-verbal harassment may include staring, blowing kisses, winking, or displaying sexually suggestive material in the work area, in the classroom, in lockers, or as screen savers on one's computer.
- Physical harassment may include touching, bumping, grabbing, cornering, or blocking passages.

Whether the alleged conduct constitutes harassment will be determined on a case-by-case basis, taking into account relevant factors, such as the nature of the conduct and the context in which the alleged incidents occurred.

Sexual harassment may occur 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, faculty to faculty, student to faculty or employee). Skidmore's policy applies to all

employees and students of the College whenever they are interacting with one another. Off-campus violations may occur at campus-sponsored events or programs, such as athletic events, internship arrangements, and professional meetings, or at private events such as a party. In addition, a faculty member, staff member, administrator, or student may experience sexual harassment from a salesperson or vendor, the parent of a student, an alumna/us, visitor, or any other member of the extended College community who has contact with Skidmore faculty, staff, or student populations. Sexual harassment may take place in person, by phone, or by means of print or electronic media.

The fact that someone did not intend to sexually harass another individual may not constitute an adequate defense in response to a complaint of sexual harassment. Regardless of intent, the characteristics and effect of the behavior that determine whether behavior constitutes sexual harassment.

A. Sexual Misconduct and Gender-Based Violence

Gender-Based Violence can occur between strangers or acquaintances, including people involved in both long-term and brief intimate partnerships. Gender Based Violence can be committed by men or women, and it can occur between people of the same or different sex.

The following type of conduct is considered to be sexual misconduct and gender-based violence and is not permitted.

"**Dating Violence**" is violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship will be determined based on consideration of the length of the relationship, the type of relationship, and the frequency of the interaction between the persons involved in the relationship. Dating violence includes, but is not limited to, sexual, physical abuse, emotional violence or the threat of such violence and does not include acts that meet the definition of "domestic violence."

"**Domestic Violence**" means felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the state.

"**Stalking**" is engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for her or his safety or the safety of others or suffer substantial emotional distress. Examples of stalking include: unwanted, intrusive, and frightening communications by phone, mail, and/or email; repeatedly leaving or sending unwanted items such as gifts; following or waiting for a person at places such as home, school or work; making direct or indirect threats of harm to a person, or the person's children, relatives, friends or pets; damaging or threatening to damage property; harassment through the internet or social media; and posting information or spreading rumors about a person.

If any of the above Gender Based Violence involves student against student it should be reported to the **Title IX Coordinator or Campus Safety.**

D. Third-Party Harassment

It is important to recognize that sexual harassment may be injurious to a third party when that person is negatively affected by harassment of other individuals in that third party's work space or classroom – or any other setting that requires a Skidmore College employee or student to be present for purposes of work or learning.

VII. PROCEDURES FOR RESOLVING COMPLAINTS OF HARASSMENT OR DISCRIMINATION AGAINST FACULTY MEMBERS

Faculty members, staff, and students should report any instances they believe to constitute harassment or discrimination. Disclosing such incidents provides the parties an opportunity for consultation with appropriate College personnel and the opportunity to resolve complaints promptly and effectively.

The procedures outlined in Article VII apply to all situations where a faculty member is accused of harassment or discrimination. Allegations against students (including part-time and full-time students who are also employees) will be resolved according to procedures outlined in the Student Handbook. Allegations against staff members (including staff members who may be part-time students) and administrators will be resolved according to procedures outlined in the Employee Handbook.

Using the procedures outlined below, any faculty member, staff member or student who believes they are the victim of harassment by a member of the faculty should report the matter to one of the individuals specified in B of Article VII, all of whom are able to assist those having a harassment concern. These individuals are available to provide information about the College's harassment policy, the resolution process that the College has adopted, and appropriate actions that might be taken.

A. Definition of Terms

In the process that follows, the following terms are used:

- Complainant: the individual filing an informal or formal complaint of discrimination or harassment.
- Respondent: the individual alleged to be responsible for a discriminatory or harassing action.
- Appellant: the individual appealing the disposition of a complaint (either the complainant or respondent).
- Inquiry: the process used in the informal stage of a complaint.
- Interpersonal Violence (commonly referred to as intimate partner violence, dating violence, domestic violence and relationship violence): can encompass a broad range of abusive behavior committed by a person who is or has been:
    - In a romantic or intimate relationship with the reporting party (of the same or different sex);
    - The reporting party’s spouse or partner (of the same or different sex);
    - The responding party’s family member; or
    - The responding party’s cohabitant or household member, including a roommate.
- Investigation: the process used in the formal stage of a complaint.
- Appropriate Official: the complainant's or respondent's Department Chair (or, in the case of faculty with interdisciplinary appointments, Program Director), the Dean of the Faculty/Vice President for Academic Affairs, any other division head, or the Chief Human Resources Officer. If the appropriate official has a conflict of interest, the Chief Human Resources Officer will designate a replacement.

B. Reporting Suspected Harassment and Discrimination

Who should report? Any faculty member, staff member, student, or former student who believes that he/she has been discriminated against or harassed by a faculty member should report such instances to the appropriate official.

When to report. A report must be made to the College within 60[9] days of the alleged incident. A formal complaint must be filed in writing within 10 work days after an informal inquiry has been completed or within 10 work days of the conclusion of the mediation process (see C below). Federal regulations require that a student complaint be filed with the appropriate agency within 180 days and faculty/employee complaints be filed within 300 days; New York State law requires that an administrative complaint be filed within one year.

Confidentiality. To the extent possible, those handling complaints will endeavor to maintain the confidentiality of all parties involved in the informal and formal process. This confidentiality extends to those seeking assistance, to those filing a complaint, to respondents, and to those serving as witnesses; confidentiality also extends to those creating or reviewing any documents related to the complaint. Information about the complaint is therefore provided only to those individuals within the College who have a need to know that information in order to investigate and/or resolve the complaint. This requirement of confidentiality does not mean that the details of the complaint will be withheld from the respondent.

Nevertheless, the College cannot guarantee absolute confidentiality. In order to ensure compliance with College policies and federal and state laws, the College may be required to disclose information about a complaint to agencies or to individuals not involved in the complaint. Moreover, when the complaint involves alleged acts of a criminal nature, the College may be required by law to notify law enforcement authorities. The College may also publicly divulge details of the outcome if one of the parties discloses selective portions of the proceedings or if the complainant or respondent contests the findings or results of the College's investigation in the course of a lawsuit.

Prior to or concurrent with lodging a sexual harassment complaint, individuals may find it helpful to consult with a counselor or otherwise seek assistance. The Employee Assistance Program (EAP) can provide advice and support to individuals who believe they are experiencing sexual harassment. All information shared with these individuals will remain confidential to the extent permitted by law and College policy. Discussions with representatives from EAP will not be considered a report to the College regarding the problematic behavior and will not, without additional action by the complainant, result in intervention or corrective action.

Filing a Complaint

Faculty members, staff members, or students should report instances of alleged harassment or discrimination by faculty members to one of the following:

- the appropriate Department or Program Chair;
- the Dean of Faculty/Vice President for Academic Affairs;
- Supervisor;
- Chief Human Resources Officer or a designated representative; or
- ADEWD.

Students may report to any of the above or to the Dean of Students and Vice President for Student Affairs.

All the above officials will convey information received to the ADEWD, who will initiate an informal inquiry.

When a complaint of harassment or discrimination has been taken up by an agency outside of the College as a result of a possible violation of federal, state, or local law or regulation, the College may decide to cancel or

[9] In the case of a student bringing a complaint against a faculty member who teaches or advises that student, or who supervises that student's research or other academic work, this deadline may be extended to 60 days after the end of the semester during which such faculty/student relationship exists.

continue any internal inquiry/investigation already in process. The College may also conduct its own investigation once the external action is completed.

The College's complaint process, for the purpose of meeting required deadlines, begins once the ADEWD conducts an initial interview with the complainant. During the initial interview, the ADEWD will discuss with the complainant whether or not the alleged incident(s) of harassment or discrimination constitute(s) a violation of the College's policies. The complainant will also be told about their own rights under the College's complaint procedures.

The complainant will have the right to

- have a representative (not an attorney) present as an observer during the complaint process;
- be granted confidentiality throughout the process (as described in B above);
- withdraw the complaint at any time during the process (with the understanding that the College may be required to pursue the issue);
- review and sign their own statement and receive a copy;
- review the ADEWD's summary, which indicates whether the alleged misconduct was found to violate College policy;
- file the complaint with a federal, state, or local agency designated to hear/investigate EEO complaints;
- request mediation; and
- have a meeting with the ADEWD after the informal inquiry and, if the complaint proceeds, after the formal investigation.

The complainant will not have the right to

- have an attorney present;
- record the meeting;
- ask questions of the respondent or witness(es);
- identify the penalty or corrective action for the respondent if that person is found to have violated a college policy;
- review the complete complaint file and associated documents (e.g., witnesses' statements);
- receive a copy of the complete complaint file.

Once a complaint is received, the ADEWD will meet with the respondent to inform him/her of the complaint. The respondent will also be told about their own rights under the College's complaint procedures.

The respondent will have the right to

- have a representative (not an attorney) present as an observer during the complaint process;
- receive a copy of the written complaint;

- be granted confidentiality, to the extent possible, throughout the process (as described in Section B above);
- respond to the complaint;
- review and sign their own statement and receive a copy;
- request mediation;
- have a meeting with the ADEWD after the informal inquiry;
- review a copy of the final summary of the complaint in the presence of the appropriate official.

The respondent will not have the right to

- have an attorney present;
- record the meeting;
- ask questions of the complainant or witness(es);
- review the complete complaint file and all associated documents (e.g., witnesses' statements); nor to
- receive a copy of the complete complaint file.

Any discussion during the initial interviews with the complainant or the respondent will be documented and signed by the individual making the statement and the ADEWD. The individual making the statement will be given a copy of the signed document, and the ADEWD will enter the original in the complaint file.

Any complaint involving a faculty member will be brought to the attention of the Dean of the Faculty/Vice President for Academic Affairs by the ADEWD. At that time, the Dean of the Faculty/Vice President for Academic Affairs will confer with the Chair of CAFR to ascertain whether the complaint has to do with academic freedom and therefore should be handled by CAFR or whether the complaint has to do with harassment or discrimination, in which case the College will follow the process outlined in Part Six, Article VII of this Handbook. In making this determination, the ADEWD, the Dean of the Faculty/Vice President for Academic Affairs, and the Chair of CAFR will consider the signed complaint and the signed response to the complaint. If there is a disagreement between the Dean of the Faculty/Vice President for Academic Affairs and the Chair of CAFR, the President will decide on the process to be followed.

C. Informal Complaint Resolution

If, after the initial interview, the ADEWD preliminarily determines whether the alleged incident(s) constitute(s) a violation of the College's policies, the ADEWD will process the complaint initially using the informal (inquiry) complaint procedure. During this stage, the ADEWD will meet separately with the complainant, the respondent, and any witnesses who may have relevant information.

Witnesses to the complaint (other than the complainant or respondent) will have the right to

- have a representative (not an attorney) present as an observer during the complaint process;
- be granted confidentiality, to the extent possible, throughout the process (as described in B above); and
- review and sign their own statements and receive copies.

Witnesses to the complaint (other than the complainant or respondent) will not have the right to

- have an attorney present;
- record the meeting;
- ask questions of the complainant or respondent;
- review the complete complaint file and all associated documents;
- receive a copy of the complete complaint file.

Depending on the nature of the complaint, mediation may be offered. If the complainant accepts this approach, the respondent will be encouraged to participate in the mediation process. If the parties agree to a resolution, it will be documented in an agreement. Both parties will be given a copy of the agreement, and a copy will be retained with the complaint file by the ADEWD.

D. Formal Complaint Procedures

The ADEWD will notify the complainant and the respondent in writing when the informal process is concluded. If no resolution/agreement is reached during the informal stage of the complaint as outlined above, the complainant will have the right to submit a formal written complaint within 10 days to the ADEWD. The formal complaint must be signed and should be delivered (return receipt requested) to: Human Resources, Barrett Center, Skidmore College, Attn: ADEWD, 815 North Broadway, Saratoga Springs, NY 12866. Under certain circumstances, however, the College may be required to continue its investigation, even in the absence of a formal written complaint.

The formal complaint must include the following:

1. The complainant's name, address, telephone number(s), and e-mail address.
2. A complete description of all the alleged incident(s) or actions leading to the complaint.
3. Names of witnesses and information they can offer relative to the complaint.
4. Witness contact information (phone numbers, e-mail addresses).
5. All documents and other tangible evidence available to support the allegations.
6. Identification of a representative (if there is to be one) and their relationship to the complainant.
7. The complainant's signature and date.

E. Advisory Panel (AP)

When a faculty member is formally accused of harassment or discrimination, the College's procedures establish opportunities for other faculty members to provide advice and recommendations. Such faculty advice and recommendations will be provided through the Advisory Panel (AP) as described more fully below and in Section F.

After receiving the formal complaint against a faculty member, the ADEWD will convene the Advisory Panel.

In the case of complaints by faculty members or students against faculty members, the AP will consist of two faculty members selected by the ADEWD from the Faculty Advisory Board (FAB). The FAB, which is appointed by the Faculty Executive Committee (FEC) in consultation with the Dean of the Faculty/Vice President for Academic Affairs consists largely of tenured faculty members who will be trained in issues relating to discrimination, harassment, and retaliation.

In the case of complaints by staff against faculty members, the AP will consist of two tenured faculty members selected by the ADEWD from the FAB and two staff members selected by the ADEWD from a Staff Advisory Board (SAB). The Staff Advisory Board, established by the Chief Human Resources Officer, consists of staff members trained in issues relating to discrimination, harassment and retaliation.

Faculty or staff members from the same department or office as either the complainant or the respondent may not serve on the AP. Any panelist with a conflict of interest may not serve. In addition, the complainant and the respondent each may request that one of the chosen panelists be replaced. In the event that a two-or-four person

AP cannot be selected from these various boards, the Dean of the Faculty/Vice President for Academic Affairs and the Chair of FEC (in the case of faculty) or the Chief Human Resources Officer (in the case of staff) will provide replacements as needed. Any such replacements will receive training appropriate to the complaint.

F. Investigation

All information gathered during the informal process will continue to be used in the formal process. The ADEWD will provide the respondent with a copy of the formal complaint as submitted by the complainant within three work days[10] of receipt of the complaint. The ADEWD also will provide a letter to the respondent, outlining the investigation process and clarifying the respondent's rights as well as the College's expectation of full cooperation. During the formal process, all witnesses identified by the complainant and respondent will be interviewed, if the ADEWD and the Advisory Panel (AP) determine that they may offer relevant facts. All witnesses will receive a letter outlining the role of a witness during the investigation as well as the College's expectation of their participation.

The complainant will be required to provide any requested documents and respond to requests for additional information in a timely manner (within five work days of receipt of a request). After five days, the ADEWD will repeat the request in writing; if the complainant does not respond within 10 work days after this written request for information is made by the ADEWD, the individual's complaint may be closed for failure to participate, and a notice of cancellation will be sent. Cancellation for lack of participation cannot be appealed by the complainant. Under certain circumstances, however, the College may be required to continue its investigation.

Members of the AP will participate in the interviews, but the ADEWD will take the lead in questioning. If either the complainant or respondent makes the request (and both agree), the members of the AP will not participate in any interviews but will instead review all documents pertaining to the case and consult with the ADEWD during the investigation.

When possible, the investigation will be completed within 20 calendar days from the date the formal complaint is filed, unless more time is requested by the ADEWD. If the AP finds that the investigation will exceed this time limit, the ADEWD will provide written notification to the complainant, the respondent, and the appropriate official.

Upon completion of the investigation, the ADEWD will develop a complaint file consisting of all documents gathered during the investigation, along with statements from witnesses. The ADEWD will prepare a final report, including the summary, findings, and conclusions, as well as a synopsis of the AP's comments. The ADEWD and the AP will meet to review the final report and ensure that the AP's views have been represented in the final report.

G. Legal Review

Upon completion of the investigation, the Chief Human Resources Officer will review the complaint file with the ADEWD and determine whether the report should be forwarded for legal review to the College's attorney. In either case the ADEWD will meet with the appropriate official (relevant Dean, Vice President or Supervisor) to report the results.

H. Administrative Review

Within five work days from the final decision on the summary, findings, and conclusions, the ADEWD, along with the Chief Human Resources Officer, will share the results with the appropriate official. The appropriate official (the Dean of the Faculty/Vice President for Academic Affairs or any other division head) in consultation with the Chief Human Resources Officer will consider the findings and determine the appropriate action(s). The Chief Human Resources Officer will work with the appropriate official to implement the actions.

[10] Work days are defined as days the College's administrative offices are open.

I. Disposition of Complaint

Once the written summary, findings, and conclusions have been reviewed with the appropriate official, the ADEWD will have a final interview with the complainant within three work days after the administrative review. During this interview, the ADEWD will share the summary, findings, and conclusions and issue a letter. The letter will only address the facts that were gathered and state whether any violation of the College's policies was found.

Within three work days after the administrative review, the appropriate official will meet with the respondent to outline the summary, findings, conclusions, and sanctions. All associated notes and documents developed by the appropriate official will be forwarded to Human Resources to be kept in the complaint file. All complaint files will be housed in Human Resources as legally required or as stipulated by the sanctions.

J. Outcomes

Actions in response to a complaint of discrimination or harassment may include discussion, recommendation for counseling or mentoring, monitoring of the situation, support for self-help, or mediation by third party. Formal disciplinary actions may include (but are not limited to) a letter in the personnel file for a period of time, permanent letter in the personnel file, withholding of salary increases or stipends, removal from the classroom, suspension (with or without pay) or separation from the College.

K. Appeals

Complainant
A complainant may appeal based on the following criteria: (1) procedural error that might have affected the outcome of the decision; or (2) new evidence. If the complainant elects to appeal, he/she must file the appeal within 15 work days of the date of the final interview with the ADEWD. The appeal process will not be available to complainants who withdrew their complaints or their complaints were closed due to failure to participate as provided in F (Investigation) above.

Respondent
A respondent may appeal based on the following criteria: (1) procedural error that might have affected the outcome; (2) new evidence; or (3) severity of the sanction. If the respondent elects to appeal, he/she must appeal within 15 work days from the date of the respondent's meeting with the appropriate official.

All appeals must be delivered in writing to the President, who will decide whether the appeal has merit based on the criteria listed above and who will make the final institutional decision based upon a review of the record and of the recommendations, findings, conclusions, and sanctions related to the complaint.

The President has the options of (1) denying the appeal, (2) returning the case to the ADEWD with specifications for further findings and recommendations, (3) conducting further investigation or administrative proceeding, or (4) reversing or modifying the recommendation(s).

The President will provide the decision in writing to the appellant, the other party to the original complaint as appropriate, the ADEWD, and the appropriate official. If the President reverses or modifies the recommendation(s), then the President will provide written reasons for the action. The President will make the decision within ten (10) work days of the President's receipt of the appeal.

L. Legal Protections and External Remedies

Sexual harassment is not only prohibited by Skidmore College but is also prohibited by state, federal, and, where applicable, local law. Aside from the internal process at the College, employees may also choose to pursue legal remedies with governmental entities as described below.

State Human Rights Law (HRL)

The Human Rights Law (HRL), codified as N.Y. Executive Law, art. 15, § 290 et seq., applies to all employers in New York State with regard to sexual harassment, and protects employees, paid or unpaid interns and non-employees, regardless of immigration status. A complaint alleging violation of the Human Rights Law may be filed either with the Division of Human Rights (DHR) or in New York State Supreme Court.

Complaints with DHR may be filed any time **within one year** of the harassment. If an individual did not file at DHR, they can sue directly in state court under the HRL, **within three years** of the alleged sexual harassment. An individual may not file with DHR if they have already filed a HRL complaint in state court.

Complaining internally (within the College) does not extend your time to file with DHR or in court. The one year or three years is counted from date of the most recent incident of harassment.

You do not need an attorney to file a complaint with DHR, and there is no cost to file with DHR. DHR will investigate your complaint and determine whether there is probable cause to believe that sexual harassment has occurred. Probable cause cases are forwarded to a public hearing before an administrative law judge. If sexual harassment is found after a hearing, DHR has the power to award appropriate remedies.

DHR's main office contact information is: NYS Division of Human Rights, One Fordham Plaza, Fourth Floor, Bronx, New York 10458. You may call (718) 741-8400 or visit: www.dhr.ny.gov. Employees may also contact DHR at (888) 392-3644 or visit dhr.ny.gov/complaint for more information about filing a complaint. The website has a complaint form that can be downloaded, filled out, notarized and mailed to DHR.

Civil Rights Act of 1964

The United States Equal Employment Opportunity Commission (EEOC) enforces federal anti-discrimination laws, including Title VII of the 1964 federal Civil Rights Act (codified as 42 U.S.C. § 2000e et seq.). An individual can file a complaint with the EEOC anytime within 300 days from the harassment. There is no cost to file a complaint with the EEOC. The EEOC will investigate the complaint, and determine whether there is reasonable cause to believe that discrimination has occurred, at which point the EEOC will issue a Right to Sue letter permitting the individual to file a complaint in federal court.

The EEOC does not hold hearings or award relief, but may take other action including pursuing cases in federal court on behalf of complaining parties. Federal courts may award remedies if discrimination is found to have occurred. In general, private employers must have at least 15 employees to come within the jurisdiction of the EEOC.

An employee alleging discrimination at work can file a "Charge of Discrimination." The EEOC has district, area, and field offices where complaints can be filed. Contact the EEOC by calling 1-800-669-4000 (TTY: 1-800-669-6820), visiting their website at www.eeoc.gov or via email at info@eeoc.gov.

If an individual filed an administrative complaint with DHR, DHR will file the complaint with the EEOC to preserve the right to proceed in federal court.

Local Protections

Many localities enforce laws protecting individuals from sexual harassment and discrimination. An individual should contact the county, city or town in which they live to find out if such a law exists.

Contact the Local Police Department

If the harassment involves unwanted physical touching, coerced physical confinement or coerced sex acts, the conduct may constitute a crime, and the employee may contact the local police department to file charges against the accused.

VIII. ADDITIONAL EXPECTATIONS

A. Cooperation with Investigations and Hearings

All members of the Skidmore community (students, faculty, administrators, and staff) are expected to cooperate fully with inquiries and investigations pertaining to alleged incidents of harassment or discrimination. Expected cooperation includes providing full and honest disclosure of known facts, providing oral or written testimony, and providing letters, e-mails, voice messages, notebooks, gifts or other evidence in any such proceeding. Finally, cooperation includes the expectation that all parties to a complaint, inquiry, or investigation will maintain the confidentiality of the process and not attempt to influence any other party to the process.

B. Extension of Time Periods.

If circumstances warrant or if legally required, the College reserves the right to extend any time periods identified in this policy.

C. Retaliatory Actions

Applicable law and College policy prohibit retaliation against any person reporting or thought to have reported harassment or discrimination. Retaliation is also prohibited against any person who is a witness or otherwise involved in a harassment or discrimination proceeding. Retaliation against any person shall be considered a serious violation of the policy on retaliation and shall be considered independently of the underlying complaint. Encouraging others to retaliate also violates this policy.

Retaliation includes any conduct, whether or not workplace or employment-related, directed at someone because someone opposed a discriminatory practice, made a good faith report of harassment or discrimination, or participated or cooperated in such an investigation, which might deter a reasonable person from making or supporting a charge of harassment or discrimination. Examples of retaliation include (but are not limited to) the following:

- unfair grading or evaluation of performance or assignments;
- withholding or delaying the transmissions of necessary information (such as information about classes, recommendations, grades, work assignments, meetings);
- withholding notification about important events;
- withholding notification about changes in policies;
- exposing the person to public or private ridicule;
- making oral or written threats or offering bribes;
- refusing to meet with a person who has the right to be granted a meeting;
- name calling;
- further harassment of any nature.

All instances of alleged retaliation should be reported to the ADEWD or an appropriate official. The allegations will be dealt with in accordance with the procedures outlined in Article VII.

D. False Allegations

The College will not tolerate false allegations of harassment. Complaints made in good faith that are found not to constitute harassment or discrimination will not be considered false allegations. However, any individual who knowingly, maliciously, or frivolously makes a false allegation of harassment will be subject to disciplinary action up to and including separation from the College or, in the case of a student~~s~~, to disciplinary action up to and including suspension or expulsion.

E. For Additional Information or Assistance

Inquiries concerning the preceding policies and procedures or requests for assistance should be directed to either of the following:

The Associate Director for Employment and Workforce Diversity
Skidmore College
815 North Broadway
Saratoga Springs, NY 12866-1632
Tel: (518)-580-5800
https://www.skidmore.edu/hr/index.php

Chief Human Resources Officer
Human Resources, Barrett Center
Skidmore College
815 North Broadway
Saratoga Springs, NY 12866-1632
Tel: (518) 580-5800

PART SEVEN

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