

FACULTY RIGHTS AND RESPONSIBILITIES

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

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

V. APPOINTMENTS TO THE FACULTY

A. Tenure-track Appointments

Initial appointments to all ranks are made by the Vice President for Academic Affairs in consultation with the Dean of the Faculty, the Department Chair and the department concerned and (where appropriate) Program Directors. In the case of appointment as Vice President for Academic Affairs or Dean of the Faculty, the President may appoint the Vice President for Academic Affairs as well as the Dean to the Faculty, at the rank of Professor with tenure, according to procedures prescribed in the Faculty Handbook, Part One, Article IX (Tenure), Section C (Eligibility), number 5, and Section E (Procedures for Granting Tenure), number 11. Full-time and shared faculty appointments to all professorial ranks shall be made for a three-year period, the first year being a probationary one. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable. Shared appointments to the Faculty are designed to enable the College to hire and retain gifted professionals who may wish to teach less than full-time 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 on or before February 15th of the first year to terminate his or her contract at the end of the academic year. If the Dean of the Faculty grants the request and the request is approved by the Vice President for Academic Affairs, the Dean of the Faculty shall notify the appointee of such termination in writing on or before March 1st of the first year of the appointee's contract. If the appointee begins his or her contract in mid year (January), the date for the department's request to the Dean of the Faculty shall be May 31st, and the Dean of the Faculty must notify the appointee of termination in writing by June 15th.

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 ID Programs

In a case of demonstrated need a full-time tenure-track appointment may be made to an interdisciplinary

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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 4-8 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 Faculty appoints members to the PPC in consultation with the Director and the ID Program Steering Committee. In cases where a Committee member vacates his/her 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 in consultation with the PPC shall appoint a

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Visiting Instructor: Appointments to the Position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15th following their second year at Skidmore in order to move onto tenure-track lines. By May 1st in the second year of service such appointees must show evidence that the degree is or will be completed by October 15th

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Vice President for Academic Affairs judge there are procedural circumstances beyond the candidate's

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

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

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

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

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

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

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

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

F. Appointments to Endowed Chairs

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

VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE

A. Tenure-track Faculty



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achievement in departments in which professional activities peculiar to a discipline complement or nurture scholarship will be made on the basis of clear written agreements between these departments, the Dean of the Faculty, and the CAPT as to what constitutes appropriate evidence. Such activities might include grants, fellowships or other juried awards, and participation in professional associations.

COMMUNITY SERVICE: Service to the college community goes beyond tasks the fulfillment of which Skidmore assumes rather than rewards — attending department and general Faculty Meetings, for example, advising students (which includes the whole range of student-faculty relationships outside the classroom), holding office hours, taking part in recruiting and evaluating personnel, etc. (cf. Part One [Faculty Rights and Responsibilities], Article VII [Rights, Obligations, and Responsibilities])

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

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

2. Artists- and Writers-in-Residence

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

3. Teaching Associates

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

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 the CAFR.

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

C. Academic Responsibilities

1. Availability: Faculty members are expected to be available for academic duties during the academic year. The year for full-time faculty, excluding certain Department Chairs and Librarians who are on ten month contracts, is the nine-month period from September 1st until May 31st 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 Chair

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about their performance in this other department or program. The Chair will file these procedures with the

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IX. TENURE

A. Preamble

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

Awarding tenure to a faculty member is among the most important decisions the College makes, one which

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early as the beginning of the fall term of their second year of service as faculty members. Faculty members denied tenure will be given a terminal year.

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

5. A candidate for Vice President for Academic Affairs or Dean of the Faculty may, prior to such an appointment, be evaluated for tenured appointment as Professor by the academic department(s) appropriate to the candidate's professional field (see Part Two, Article IX, Section E [Procedures For Granting Tenure], number

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

6. After conducting its deliberations, the CAPT reports its recommendations to the President, the Vice President for Academic Affairs, and the Dean of the Faculty. The Vice President for Academic Affairs then consults with the Dean of the Faculty. In the event of a disagreement between the Vice President for Academic Affairs and the CAPT, the Vice President for Academic Affairs and the Dean of the Faculty meet with the CAPT to offer detailed and compelling reasons for such disagreement. The Vice President for Academic Affairs then makes a recommendation to the President, and notifies the CAPT of his or her recommendation. In the rare instance in which the President does not concur with the recommendations of the CAPT, the President meets with the CAPT 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 the CAPT informs the AAC of the recommendations it made to the President.

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

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

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

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

11. A candidate for either the Vice President for Academic Affairs or for the Dean of the Faculty may be evaluated for an immediate award of tenure by the following procedure. The President will present the credentials of the candidate for 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 the CAPT. The Vice President for Academic Affairs will do the same in the case of a candidate for Dean of the Faculty. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service), Section A (Tenure-track Faculty), and Article IX (Tenure), Section C (Eligibility). The Chair of the academic department to which the Vice President for Academic Affairs or the Dean of the Faculty will be appointed forwards a written departmental recommendation to the CAPT. Simultaneously, the CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook Part One (Faculty Rights and Responsibilities), Article IX (Tenure), Section E (Procedures for Granting Tenure), but may reasonably exclude the stipulations in numbers 3a, 3g, 5a, 7 and 10. Then as in Part One, Article IX (Tenure), Section E (

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

F. Review of Negative Tenure Decisions

1. A faculty member who is denied tenure but believes that his or her case received inadequate consideration may petition the Tenure Review Board for a review. Such a review must be requested by January 15th of the year following the semester in which the CAPT considered the case, or within 15 days of notification of denial of tenure, whichever is later. The candidate must submit to the TRB a letter stating in a clear and precise manner exactly how the consideration of the case is perceived as having been inadequate.

2. The Tenure Review Board consists of three tenured members of the Faculty, each from a different department and elected for a three-year term. No member of a candidate's department will sit on the TRB

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4. The operating procedures to be followed by the Tenure Appeal Committee will be made available to the candidate well in advance of the proceedings. The Chair of the CAPT shall preside over appeal proceedings.
5. The Appeal Committee shall conduct a review only once.
6. The Appeal Committee shall convey its written recommendation to the President upon completing its deliberations.
7. The President shall 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 Appeal Committee's recommendation, with copies to the Appeal Committee, the Vice President for Academic Affairs, and the Dean of the Faculty.

X. DISCIPLINE OF TENURED FACULTY

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

XI. PROMOTION

A. Professorial Ranks

1. Procedures for Promotion:

- a. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults as necessary with the Vice President for Academic Affairs, the Dean of the Faculty, the CAPT, and the Chair of the department concerned. Except in the case of the Library faculty, the CAPT role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.
- b. Consideration for promotion may be initiated by the Department Chair in consultation with the Dean of the Faculty or the CAPT. The Dean of the Faculty in consultation with the Vice President for Academic Affairs may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to the CAPT. Nomination by the Dean of the Faculty for such consideration does not presuppose a successful outcome for the candidate. The Dean of the Faculty initiates promotional consideration in the case of Department Chairs. The Department Chair or the Dean of the Faculty shall indicate the consultation procedures employed within the department when recommending a promotion.
- c. By March 15th the Dean of the Faculty shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Dean of the Faculty shall provide the CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. All Chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.

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j. After conducting its deliberations, the CAPT reports its recommendations to the President, the Vice President for Academic Affairs, and the Dean of the Faculty. The Vice President for Academic Affairs then consults with the Dean of the Faculty. In the event of a disagreement between the Vice President for Academic Affairs and the CAPT, the Vice President for Academic Affairs and the Dean of the Faculty meet with the CAPT to offer detailed and compelling reasons for such disagreement. The Vice President for Academic Affairs then makes a recommendation to the President, and notifies the CAPT of his or her recommendation. In the rare instance in which the President does not concur with the recommendations of the CAPT, the President meets with the CAPT to offer detailed and compelling reasons for such disagreement. Finally, the President and the CAPT report their recommendations to the Board of Trustees.

k. In the event that the CAPT forwards a negative recommendation to the Vice President for Academic Affairs in a promotion case, the CAPT will also notify the Dean of the Faculty of the reasons for the recommendation. The Dean of the Faculty will present the reasons for a negative recommendation to the candidate. In the event that the Vice President or the President forward a negative recommendation, the Dean of the Faculty and the CAPT will be notified of the reasons for the recommendation. The Dean of the Faculty will present the reasons for a negative recommendation to the candidate.

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

2. Guidelines for Advancement in Rank:

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

a. For the rank of Assistant Professor, the appropriate terminal degree (or its professional equivalent)

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3. Procedures

a. Application:

- i. Application should be made in triplicate on forms available through the Dean of the Faculty.
- ii. Plans should be discussed with the Chair of the department at least two weeks prior to submission of application.
- iii. In addition to the application form, applicants must provide a brief statement of purpose, together with a detailed plan of work to be pursued, a brief statement of prospective value of the project, and plans for publication or exhibition.
- iv. Applications must be received by the Dean of the Faculty no later than January 15th of the academic year preceding the desired leave. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

b. Consideration:

- i. On or before January 15th of the year preceding the intended leave, the applicant's Chair should submit to the Dean of the Faculty in triplicate an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.
- ii. Applications will be considered jointly by the Dean of the Faculty and the Faculty Development Committee. The 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 March 1st of the academic year preceding the leave.

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.

XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

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

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the Dean of the Faculty with the approval of a majority of the members of the department concerned.
2. Appointments to the Chair are for one year and are renewable; however, a Chair (tenured or untenured) may not be removed as Chair after one year except for cause.

C. Procedures for Review

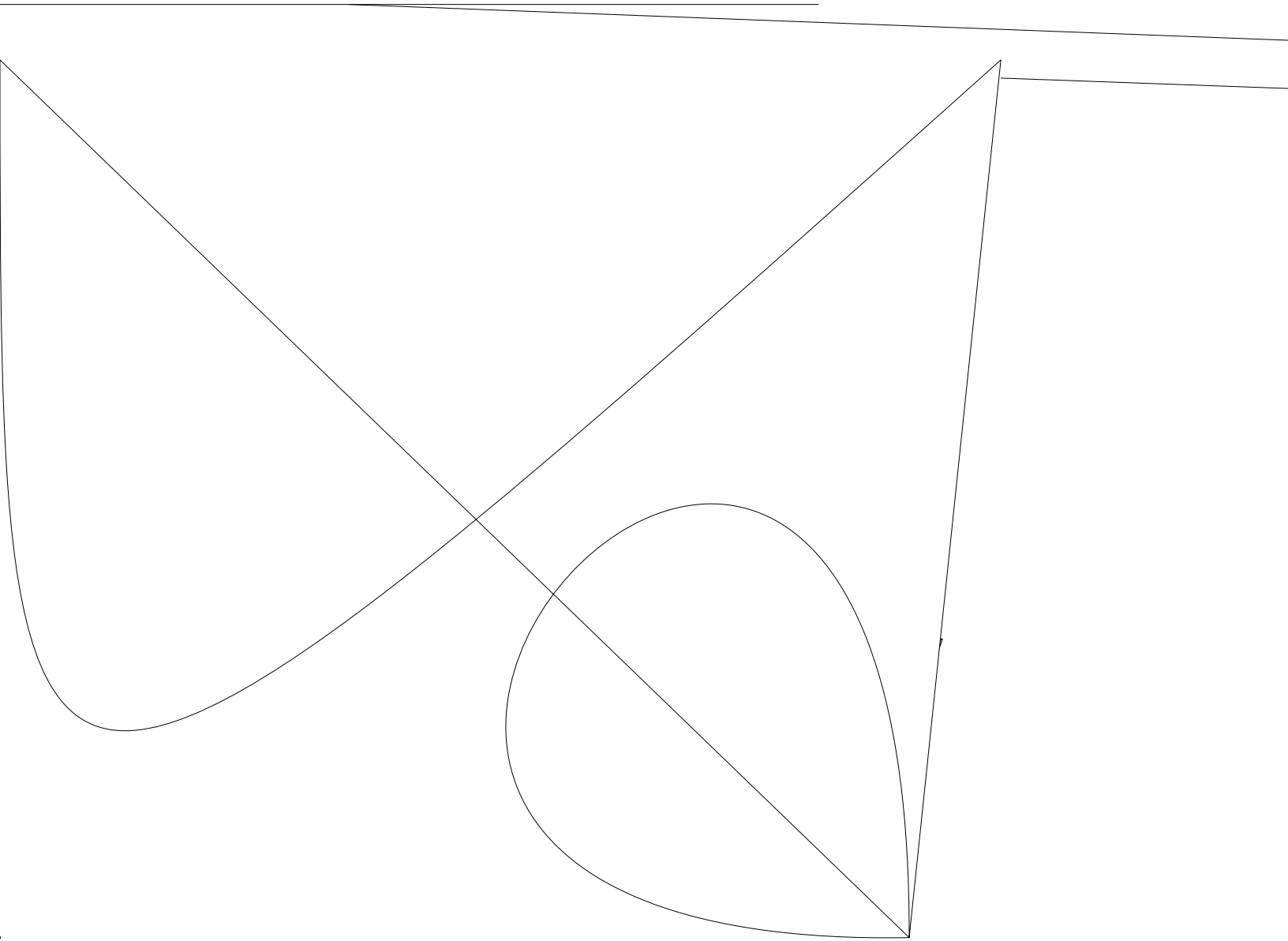
1. Department Chairs shall be reviewed once every four years. In the event of a leave of absence the review will take place in the fifth year. More frequent reviews may be requested by the Chair or the Dean of the Faculty. Untenured faculty serving as Chair for reappointment or for tenure shall be reviewed separately.

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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, the Director of Institutional Diversity, Program Directors (where appropriate), and members of the Department. The Chair makes recommendations on appointments (Part One, Article V), reappointments (Part One, Article VIII), promotions (Part One, Article XI), tenure (Part One, Article IX), sabbaticals and leaves (Part One, Article XII), and salary increments to the Dean of the Faculty, the Committee on Faculty Development (where appropriate) and the CAPT (where required).

The Chair is responsible for coordinating and making equitable the teaching loads of the members of the department according to standards (including those governing course releases) administered by the Dean of the Faculty; the Chair's personal teaching load is reduced in proportion to his/her 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-



B. Procedures for Appointment

1. Appointment of a Program Director is made by the Dean of the Faculty 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 Dean of the Faculty once every four years. In the event of an intervening sabbatical or leave of absence, the review will take place in the fifth year. More frequent reviews may take place at the request of the Dean of the Faculty. Untenured faculty serving as Directors at the time of review for reappointment or for tenure shall be reviewed separately as Program Directors.

2. The review of a Program Director shall be conducted by the Dean of the Faculty. Each active member of the program shall be requested to present a written evaluation to the Dean of the Faculty. All such statements shall be confidential.

3. Students in the program shall also be involved in the review of Directors, each program determining its method of student involvement.

D. Obligations Pertaining to Program Directors

1. Leadership: The Director is responsible to the College, to the program, and to the Administration for the effective leadership of the program; the Director is responsible to the program for the effective and accurate representation of its interests and concerns to the Administration. Directors should strive to advocate, promote, and coordinate faculty participation in the program. They should coordinate and stimulate participation in program affairs by all faculty and, where appropriate, students, and strive to keep program morale high. They should, moreover, maintain sensitivity to the world outside their programs and the College, and continually attempt to keep their programs aware of and responsive to the larger educational and social contexts in which they function. Directors should ensure that the interdisciplinary nature of the programs remain central to the mission of the College.

2. Curriculum: The Director, in consultation with other program members, is responsible for the program's course offerings and requirements. Directors, in consultation with teaching faculty and Department Chairs, will coordinate the scheduling of courses. The Director should take into account the needs of the students as well as the program in the 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 Dre.6(s)0.5(wit6(rec)6.4(t)0.4 fac)6.4(u)-7.2(1)7Xrogr

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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



FACULTY GOVERNANCE

PART TWO

FACULTY GOVERNANCE

PREAMBLE

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

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

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

I. FACULTY MEETING BY-LAWS

Article I. The Faculty Meeting

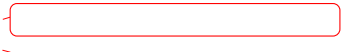
A. Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty.

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

C. Eligibility to Vote

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

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2. The 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 Chair person 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

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8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the

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

Article VII. Special Rules

A. Vote on Questions of Policy:

1. Matters of policy shall not be voted on at the same meeting in which they are proposed, unless this

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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.

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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.

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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.

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

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

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

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

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

5. CURRICULUM COMMITTEE - Elected

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

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

FACULTY GOVERNANCE

7. TENURE REVIEW BOARD - Elected

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

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

8. TENURE APPEAL COMMITTEE

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

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

9. HONORS COUNCIL - Elected

Function: The ongoing responsibilities of the Honors Council include reviewing applications for membership and inducting new members, monitoring the eligibility standards for current members, planning and sponsoring academic and co-curricular events, developing a sufficient number of courses and co-curricular events for inclusion among the "honors" resources, communicating with the wider community of students and faculty regarding Forum opportunities and the achievements of honors (and other) students, and assessing the effectiveness of the Honors Forum in achieving its goals.

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as Director of the Honors Forum for a four-year term; the Associate Dean of Student Affairs; the Dean of Studies; the Associate Dean of the Faculty; the President or a designated representative of the Periclean Honor Society; two other students appointed from members of the Forum; **one student selected by SGA**

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Membership: Four faculty members elected to serve three-year terms, and one library faculty member,

FACULTY GOVERNANCE

- c. Summaries shall be made available each term to the faculty being evaluated.
- d. The evaluations shall be available to the Dean of the Faculty, to the 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 CAPT 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, Dean of the Faculty, CAFR, etc.) that seem appropriate to the particular case.

Deleted: Diversity and Affirmative Action Committee,

2. Departmental Student Evaluations

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

- a. Validity shall mean that the methods each department may devise for its own needs be likely to produce nearly complete returns from each class.
- b. Responsibility shall mean that students sign the essay evaluation forms they fill out, and that no anonymous evaluation essay be accepted. Although signatures must be separated from the completed forms before they are shown to the faculty member concerned, or kept confidential in some other fashion, some record of who wrote a given essay must be established.
- c. Confidentiality shall mean that no faculty member shall learn the name of the student who wrote a given essay evaluation for one of his/her own courses. If, on the other hand, allegations suggesting unprofessional conduct appear in a student evaluation, the Department Chair or CAFR may seek to interview the student to determine whether further review is warranted.

COLLEGE GOVERNANCE

PART THREE

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, the administrative/professional staff, the support staff, and/or the Student Government Association.

B. Specific College Committees

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Student Affairs as Chair, and two students serving on the Integrity Board who were not party to the initial hearing.

3. HONOR CODE COMMISSION - Appointed

Function: To coordinate and conduct Honor Code workshops for first-year students and transfers; and in its capacity as a commission, to help educate all students as to what constitutes an honor violation, to support efforts to implement the Honor Code through the Honor Code Statement, and to recommend changes in the Honor Code System.

Membership: The Student Honor Code Educator as Chair; the SGA Vice President for Academic Affairs; one student representative at-large; one faculty representative at-large; and one representative from each of

COLLEGE GOVERNANCE

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

7. SAFETY IN THE WORKPLACE COMMITTEE - Appointed

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

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

II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES

A. Preamble

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

B. SGA Committees with Faculty Representatives

1. INTEGRITY BOARD - Appointed

Function: To adjudicate cases of academic and social violations.

Membership: The Integrity Board is composed of one member appointed by the President and serving a three-year term; the Dean of the Faculty or her/his designee; and the Business Manager (Chair).

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

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

3. 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.

4. It is essential that there be mutual confidence and understanding between faculty and students. Faculty

COLLEGE GOVERNANCE

BENEFITS

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.

What follow 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://cms.skidmore.edu/hr/benefits/index.cfm>

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:

<http://cms.skidmore.edu/hr/benefits/flexible-benefits-program-information.cfm>

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://cms.skidmore.edu/hr/benefits/loader.cfm?url=/commonspot/security/getfile.cfm&pageID=62585>

III. PARENTAL LEAVE FOR FACULTY

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BENEFITS

C. Early retirement

1. 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 (5) full years of service to the College. Employees between the ages of 55 and 63, with 12 or more years of service, may elect to retire and receive a supplemental benefit in addition to their basic retirement benefit.

Comment [MEK50]: Kathy Carter in HR, 8-14-06

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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.

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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:

<http://cms.skidmore.edu/hr/policies/loader.cfm?url=/commonspot/security/getfile.cfm&pageID=61838>

Deleted: <http://www.skidmore.edu/administration/hr/Download/PhasedEmployment.pdf>

F. 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://cms.skidmore.edu/hr/policies/post-retirement-insurance-policies.cfm>

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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 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 Vice President for Academic Affairs, the Vice President for Finance and Administration & Treasurer, the Vice President for Advancement, the Dean of Student Affairs, and the Dean of Admissions and Financial Aid), as well as several other individuals who do not report directly to the President (the Dean of the Faculty and the Dean of Special Programs). The composition of the Cabinet is determined by the President and may be altered by him or her in consideration of the evolving needs of the College.

III. THE VICE PRESIDENT FOR ADVANCEMENT

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

IV. THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

A. The Office of the Vice President of Academic Affairs

The Vice President for Academic Affairs (VPAA) 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 VPAA advises the President on all issues that fall within the wide purview of academic matters with regard to personnel, budget, and curriculum. The VPAA has administrative responsibility for addressing such issues. Additional matters may be assigned by the President.

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shared. Academic Staff serves to advise the Vice President for Academic Affairs regarding programs and policies in or pertaining to academic affairs at the College.

V. THE DEAN OF THE FACULTY

The Dean of the Faculty (DOF) is appointed by the Vice President for Academic Affairs and is responsible for all matters assigned by the Vice President for Academic Affairs, which generally include the following: enhancing the quality of the Faculty

enriching and strengthening the intellectual life of the College, and works across age and community cohorts to bring to the College innovation and experimentation, entrepreneurship and service to its academic enterprise, and is responsible for ensuring that such programs are planned and executed in pursuit of the College's mission. The Dean leads policy and program development for Special Programs and cultivates the College's relationship to surrounding communities and regions through educational programming. During the summer months, the Dean of Special Programs supervises a broad range of innovative programs as well as the use of academic and residential facilities.

The Dean of Special Programs appoints the Director of the Masters of Arts in Liberal Studies Program and the Director of the University Without Walls Program. Each is responsible for all operations under his/her auspices. The Dean appoints the Director of Summer Conferences and Community Education, who is responsible for partnership and hosting relationships, including the use of residential facilities during the summer; the Director of Summer Sessions and Summer Special Programs, who is responsible for pre-college and college-level credit-bearing programs; and the Director of Development for the Office of the Dean of Special Programs, who is responsible for resource mobilization across Special Programs. The Dean appoints all Program and Institute Directors, as well as faculty for summer programs.

VI. THE DEAN OF STUDENT AFFAIRS

The Dean of Student Affairs is responsible for all matters assigned by the President, which include all student life programs at the College. Together with his/her staff, the Dean is responsible for 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; international and ALANA student concerns.

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the Dean collaborates with the Registrar/Director of Institutional Research in conducting research and performing strategic planning in these areas.

IX. REVIEW OF SENIOR ADMINISTRATIVE OFFICERS

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

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

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3. DIVERSITY AND AFFIRMATIVE ACTION COMMITTEE - Appointed

Function: To advise the President on Diversity and Affirmative Action policy, to consult with the Diversity