

# Skidmore College

## Faculty Handbook



2009-2010

SKIDMORE COLLEGE  
FACULTY HANDBOOK  
2009-2010

TABLE OF CONTENTS

<b><u>PREAMBLE.....</u></b>	<b><u><i>i</i></u></b>
<b><u>PART ONE – FACULTY RIGHTS AND RESPONSIBILITIES.....</u></b>	<b><u>101</u></b>
<b><u>I. THE FACULTY.....</u></b>	<b><u>101</u></b>
<b><u>II. FACULTY STATUS.....</u></b>	<b><u>101</u></b>
<b><u>III. ACADEMIC FREEDOM.....</u></b>	<b><u>101</u></b>
<b><u>IV. ACADEMIC FREEDOM AND TENURE.....</u></b>	<b><u>102</u></b>
<b><u>V. APPOINTMENTS TO THE FACULTY.....</u></b>	<b><u>102</u></b>
A. Tenure-Track Appointments.....	102
B. Fully Dedicated Tenure-Track Lines in ID Programs.....	102
C. Tenure-Track Lines Apportioned between Departments/Programs.....	103

| B. Reappointment of Librarians..... 112  
C. Reappointment of Ar

**XVI. APPOINTMENT, REVIEW, AND EVALUATION OF DIRECTORS OF INTERDISCIPLINARY PROGRAMS ..... 128**

5. CURRICULUM COMMITTEE — Elected.....	210
6. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected.....	210
7. TENURE REVIEW BOARD — Elected.....	211
8. TENURE APPEAL COMMITTEE.....	211
9. HONORS FORUM COUNCIL — Elected.....	211
10. UNIVERSITY WITHOUT WALLS COMMITTEE — Elected.....	211
11. <del>EXTERNAL</del> -MASTER OF ARTS IN LIBERAL STUDIES COMMITTEE (EMALSC) — Elected.....	<del>212</del> 212
12. ATHLETIC COUNCIL — Elected.....	212
13. COMMITTEE ON ACADEMIC STANDING (CAS) — Appointed.....	212
14. FACULTY ADVISORY BOARD (FAB) – Elected.....	212
15. ADVISORY PANEL (AP) – Appointed.....	213
16. AD HOC COMMITTEES.....	213
17. OTHER COMMITTEES.....	213
<b>III. ACADEMIC POLICIES .....</b>	<b>213</b>
A. Examinations.....	213
B. Class Attendance.....	214
C. Grading.....	214
D. Peer Evaluations of Teaching.....	214
E. Student Evaluations.....	214
1. All-College Student Evaluations.....	214
2. Departmental Student Evaluations.....	215
<b>PART THREE - ALL-COLLEGE GOVERNANCE .....</b>	<b>301</b>
<b>I. ALL-COLLEGE COMMITTEES.....</b>	<b>301</b>
A. Preamble.....	301
B. Specific College Committees.....	301
1. THE INSTITUTIONAL POLICY AND PLANNING COMMITTEE (IPPC) — Elected.....	301
2. BOARD OF APPEALS — Appointed.....	301
3. HONOR CODE COMMISSION — Appointed.....	302
4. THE INFORMATION RESOURCES COUNCIL (IRC) — Appointed.....	302
5. INSTITUTIONAL REVIEW BOARD — Appointed.....	302
6. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE — Appointed.....	303
7. SAFETY IN THE WORKPLACE COMMITTEE — Appointed.....	303
<b>II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES .....</b>	<b>303</b>
A. Preamble.....	303
B. SGA Committees with Faculty Representatives.....	303
1. INTEGRITY BOARD — Appointed.....	303
<b>III. THE HONOR SYSTEM.....</b>	<b>303</b>
A. The Contract.....	304
B. Violations of the Honor Contract.....	304
C. Administrative Discipline.....	305
<b>PART FOUR - BENEFITS .....</b>	<b>401</b>
<b>I. FLEXIBLE BENEFITS PLAN.....</b>	<b>401</b>
<b>II. DOMESTIC PARTNERS BENEFITS .....</b>	<b>401</b>
<b>III. PARENTAL LEAVE FOR FACULTY .....</b>	<b>401</b>
<b>IV. TUITION BENEFITS.....</b>	<b>402</b>
<b>V. RETIREMENT .....</b>	<b>402</b>
A. Definition.....	402

B. Basic Retirement Plan.....	402
C. Early retirement .....	403
D. Phased Employment .....	403
E. Post-Retirement Health Benefits.....	403

**PART FIVE - THE ADMINISTRATION .....** **501**

<b><u>I. THE PRESIDENT.....</u></b>	<b><u>501</u></b>
A. The Office of the President.....	501

B. Sexual Harassment Defined ..... 607  
C. Third-Party Sexual Harassment ..... 608

**VII. PROCEDURES FOR RESOLVING COMPLAINTS OF HARASSMENT OR  
DISCRIMINATION AGAINST FACULTY MEMBERS ..... 609**

A. Definition of Terms ..... 609  
B. Reporting Suspected Harassment and Discrimination ..... 609  
C. Filing a Complaint ..... 610  
    1. Reporting ..... 610  
    2. Initial Interviews ..... 610  
        a. Complainant's Rights ..... 611  
        b. Respondent's Rights ..... 611  
    3. Consultation with CAFR ..... 612  
D. Informal Complaint Resolution ..... 612  
    1. Witnesses' Rights ..... 612  
E. Formal Complaint Procedures ..... 613  
F. Advisory Panel (AP) ..... 613  
G. Formal Investigation ..... 614  
H. Legal Review ..... 615

<b><u>VII. RIGHTS, OBLIGATIONS, AND RESPONSIBILITIES OF ALL FACULTY</u></b> .....	<b>108</b>
<u>A. Rights of Members of the Faculty</u> .....	108
<u>B. Obligations Pertaining to All Members of the Faculty</u> .....	109
<u>C. Academic Responsibilities</u> .....	109
<u>1. Availability</u> .....	109
<u>2. Class Sessions</u> .....	109
<u>3. Academic Advising</u> .....	109
<u>4. Office Hours</u> .....	109
<u>5. Administrative Meetings</u> .....	109
<u>6. College Functions</u> .....	109
<u>7. Student Evaluations</u> .....	109
<u>8. Grading</u> .....	109
<u>9. Other Academic Policies</u> .....	109
<b><u>VIII. REAPPOINTMENT</u></b> .....	<b>110</b>
<u>A. Reappointment of Full-Time Tenure-Track and Library Faculty in Professorial Ranks</u> .....	110
<u>1. Second Year</u> .....	110
<u>2. Third Year</u> .....	110
<u>B. Reappointment of Librarians</u> .....	112
<u>C. Reappointment of Artists</u> .....	



2. Eligibility .....	125
3. Procedures and Criteria .....	125
C. Leaves of Absence Without Pay .....	125
<b><u>XIII. REIMBURSEMENT FOR PROFESSIONAL ACTIVITIES .....</u></b>	<b>125</b>
<b><u>XIV. RESIGNATIONS .....</u></b>	<b>125</b>
<b><u>XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS .....</u></b>	<b>126</b>
A. Criteria for Appointment .....	126
B. Procedures for Appointment .....	126
C. Procedures for Review .....	126
D. Obligations Pertaining to Department Chairs .....	126
1. Leadership .....	126
2. Curriculum .....	126
3. Personnel .....	127
4. Communication .....	127
5. Support .....	127
<b><u>XVI. APPOINTMENT, REVIEW, AND EVALUATION OF DIRECTORS OF INTERDISCIPLINARY PROGRAMS .....</u></b>	<b>127</b>
A. Criteria for Appointment .....	127
B. Procedures for Appointment .....	128
C. Procedures for Review .....	128
D. Obligations Pertaining to Program Directors .....	128
1. Leadership .....	128
2. Curriculum .....	128
3. Personnel .....	128
4. Communication .....	129
5. Support .....	129
E. Procedures for Evaluation of Directors Tenure Track or Tenured to a Department .....	129
<b><u>XVII. ESTABLISHMENT OR ELIMINATION OF A DEPARTMENT .....</u></b>	<b>129</b>
<b><u>XVIII. TERMINATION OF FACULTY STATUS DUE TO THE ELIMINATION OF A DEPARTMENT .....</u></b>	<b>130</b>
<b><u>XIX. ESTABLISHMENT OR ELIMINATION OF A MAJOR .....</u></b>	<b>130</b>
<b><u>XX. FACULTY GOVERNANCE .....</u></b>	<b>131</b>
<b><u>XXI. PROCEDURES FOR HANDBOOK AMENDMENTS .....</u></b>	<b>131</b>
<b><u>PART TWO – FACULTY GOVERNANCE .....</u></b>	<b>201</b>
<b><u>PREAMBLE .....</u></b>	<b>201</b>
<b><u>I. FACULTY MEETING BY LAWS .....</u></b>	<b>201</b>
Article I. The Faculty Meeting .....	201
Article II. The Presiding Officer .....	202
Article III. The Agenda and Minutes .....	202
A. Agenda .....	202
B. Minutes .....	203
Article IV. Quorum .....	203
Article V. The Right to Speak .....	203
A. At Faculty Meetings .....	203
B. Committee of the Whole .....	204
C. Informal Consideration .....	204
Article VI. Taking Votes .....	204

<u>Article VII. Special Rules</u> .....	205
<u>A. Vote on Questions of Policy</u> .....	205
<u>B. Executive Sessions</u> .....	205
<u>Article VIII</u> .....	205
<u>Article IX. Adoption and Amendment of the By-laws</u> .....	205
<b><u>H. COMMITTEES OF THE FACULTY</u></b> .....	<b>208</b>
<u>A. Voting Rights and Eligibility:</u> .....	208
<u>B. Election Schedule</u> .....	208
<u>C. Committee Chairs</u> .....	208
<u>D. Operating Code and Minutes</u> .....	208
<u>E. Annual Reports</u> .....	208
<u>F. Specific Committees of the Faculty</u> .....	208
<u>1. FACULTY EXECUTIVE COMMITTEE (FEC) — Elected</u> .....	208
<u>2. COMMITTEE ON APPOINTMENTS, PROMOTIONS, AND TENURE (CAPT) — Elected</u> .....	209





**2009-10**

**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 specific

**2009-10**

**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 IV (Appointments to the Faculty), Sections A (Tenure-Track Appointments), D (Pre-Tenure-Track Appointments), and E (Non-

**2009-10**

**FACULTY HANDBOOK**

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 (CAF





**2009-10**

**FACULTY HANDBOOK**

D. Pre-Tenure-Track Appointments

Visiting Instructor: Appointments to the position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15<sup>th</sup> following their second year at Skidmore in order to move onto tenure-track lines. By May 1<sup>st</sup> in the second year of service, such appointees must show evidence that the degree is or will be completed by October 15<sup>th</sup>. If this condition is met, the department shall determine whether or not the appointee should

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

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

e. Trustee Visiting Scholar: A funded position identified by the Board of Trustees to enable the

## VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE

## A. Tenure-Track Faculty

Decisions to reappoint, promote, or tenure faculty members at Skidmore are based on the quality of their credentials in three areas: performance as teachers, achievement as scholars or artists, and contribution to the welfare of the college community beyond the classroom. Teaching of high quality is paramount, the primary criterion for retention or advancement; no degree of excellence in scholarship or artistic achievement, no record of unusual productivity will compensate for unsatisfactory teaching. Yet high-quality teaching is but one of three criteria, and alone will not suffice. Skidmore seeks to develop and retain first-rate teacher-scholars whose professional achievements beyond teaching demonstrate a will and capacity to make significant contributions to the arts or to learning in the appropriate field. Skidmore also expects faculty members to assume responsibility for the common life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

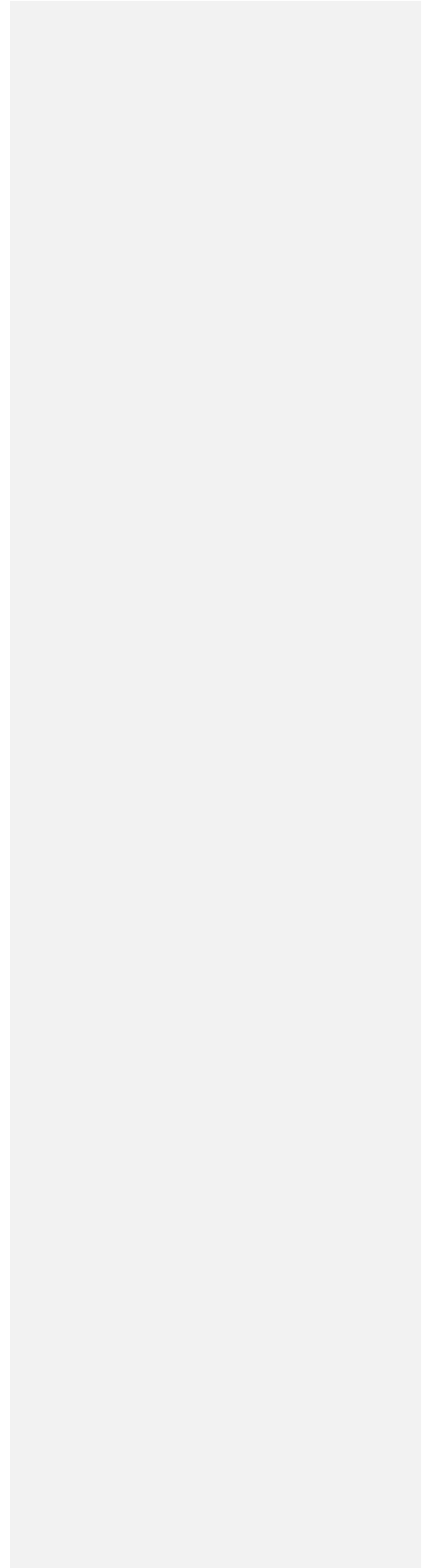
**TEACHING:** Whereas the primary importance given to teaching follows from Skidmore's mission as an undergraduate institution, the College recognizes that effective teaching takes many forms, is probably inseparable from the instructor's personality, and may be more an art than a science at its core.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

(1) Specific evidence of effective course management might include care in the selection of texts and shaping of syllabi; thoroughness and fairness in evaluating student work; adherence to high standards; thoughtful class preparation. (2) Evidence of effective modes of delivery might include organized presentations; a contagious enthusiasm for one's subject; an ability to foster creativity; skill in generating discussions leading to central insights or in funneling impromptu comments toward the same end; imaginative, on-the-spot formulations of provocative contexts for crystallizing enduring questions and

**2009-10**

**FACULTY HANDBOOK**

practice in applied fields, and work that reorganizes



**2009-10**

**FACULTY HANDBOOK**

standards of the Library profession; facilitating access to information resources beyond the Libb7fry

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 and Librarians who are on ten month contracts, is the nine-month period from September 1<sup>st</sup> until May 31<sup>st</sup> of the following year. Part-time or temporary faculty contracts are written for specif

**2009-10**

**FACULTY HANDBOOK**

VIII. REAPPOINTMENT

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

Each department in the College shall follow its established procedures to evaluate candidates for reappointment. If candidates have taught in an interdisciplinary

**2009-10**

**FACULTY HANDBOOK**

department must submit its recommendation, positive or negative, with supporting evidence to the Dean of the Faculty on or before January 15<sup>th</sup> of the appointee's third year. This evidence must include a cover letter from the Chair and letters from full-time faculty and those holding shared



**2009-10**

**FACULTY HANDBOOK**

may, at his or her option, assume a full-time faculty position at the end of the other partner's terminal year. Should he or she choose not to do so, the position will no longer be tenure-track.

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

**2009-10**

**FACULTY HANDBOOK**

Academic Affairs' decision is negative, the department member receives a terminal contract for a fourth year.

**2009-10**

**FACULTY HANDBOOK**

iii. In either (i) or (ii), the resu

maximum number of tenured faculty invoked as a criterion reduces decision-making to routine clerical work and flies in the face of AAUP guidelines. Along with the AAUP, Skidmore believes that the quality of those who receive tenure is more germane to realizing the educational goals of the College than is the quantity of faculty who are tenured.

#### B. Institutional Considerations and Budgetary Considerations

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

#### C. Eligibility

1. Full-time members of the Faculty who are at the rank of Assistant Professor or above shall become candidates for tenure at the beginning of the fall term of their sixth year of service as faculty members.<sup>6</sup> The timing of tenure consideration will be determined by the faculty members in consultation with the Chair of the department and the Dean of the Faculty at the time of the first reappointment.
2. 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; he or she may not retain his or her portion of the shared contract in the absence of the other partner. The tenuring of partners for part-time employment on a shared appointment arrangement constitutes a special tenure situation limited to such contracts.
3. Those initially appointed to the ranks of Associate Professor or Professor, without prior tenure, may choose to become candidates for tenure at the beginning of the fall term of their fifth year of service as faculty members; those with tenure at a previous institution may choose to become candidates for tenure as early as the beginning of the fall term of their second year of service as faculty members. Faculty members denied tenure will be given a terminal year.
4. Part-time appointees are not eligible for tenure. Should such an appointment become full-time, the part-time service may accumulate, at the option of the faculty member after consultation with the 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.

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

2. A faculty member whose initial appointment begins in the middle of the academic year has the option of having the first semester of service count as one full service year or not count at all. This option must be decided upon at least one year before the faculty member can be considered for tenure. The chosen option must be specified by the faculty member to the Dean of the Faculty in writing.

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

#### E. Procedures for Granting Tenure

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

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

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

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

h. Teaching evaluations. The Department Chair shall bring to the attention of the CAPT student and faculty opinion concerning the faculty member as a teacher and shall indicate the procedures employed in obtaining such information, including class visitation procedures. Classroom visitations are a mandatory part of the process (see Part One [Faculty Rights and Responsibilities], Article VII [Rights, Obligations, and Responsibilities of All Faculty], Section C [Academic Responsibilities], number 7 [Student Evaluations]) and Part Two [Governance], Article III [Academic Policies], Section D [Peer Evaluations of Teaching]).

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

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

4. Unsolicited letters received by the CAPT must be signed and must address themselves to one or more of the evaluative criteria for continued service as delineated in the Faculty Handbook. Such letters will be stored in a confidential file labeled "Unsolicited Letters" and kept in the President's

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 1<sup>st</sup> 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 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.

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) 7.7.7(n)3 (v)593(t)3.03 Tc,5.8(a)-6.2(f)1vd, ticlcLTY(a)-6IX.1(othe Vio)-2.1urhta tiorn

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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, at least one of whom shall have previously served on the CAPT, each from a different department and elected for a three-year term. No member of a candidate's department will sit on the TRB for consideration of his/her case. Faculty Executive Committee, according to its procedures, shall provide an alternate for any of the three whose department is the same as the candidate's.





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

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

In the case of a promotion candidate appointed to

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 and the CAPT report their~~ recommendations are reported to the Academic Affairs Committee (AAC) to the Board of Trustees, and the CAPT informs the AAC of the recommendations it made to the President.

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

Consideration for promotion may be initiated by the Chair of the Library in consultation with the Vice President for Academic Affairs, or the Vice President for Academic Affairs in consultation with the Chair of the Library. The Chair of the Library shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

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

Promotions to Senior or to Distinguished Artist- or Writer-in-Residence are granted by the Board of Trustees upon the recommendation of the Dean of the Faculty after consultation with the department. Consideration for promotion may be initiated by the Department Chair in consultation with the Dean of the Faculty, or the Dean of the Faculty in cons

**2009-10**

**FACULTY HANDBOOK**

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

**2009-10**

**FACULTY HANDBOOK**

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

expenses may be made through the Dean of the Faculty rather than from departmental funds. Policies for such support shall be established and conveyed to the Faculty by the Dean of the Faculty.

#### XIV. RESIGNATIONS

- A. Faculty holding two- or three-year appointments who wish to resign should give written notice to the Dean of the Faculty no later than April 1<sup>st</sup>.
- B. Faculty with tenure who wish to resign have a professional obligation to notify the Dean of the Faculty in sufficient time for the College to secure an appropriate replacement.

#### XV. 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, in consultation with the members of the department concerned.
2. Appointments to the Chair are for one year and are renewable; four to eight years is the normal length of service. A Chair (tenured or untenured) may not be removed as Chair during the course of an academic year except for cause.

##### C. Procedures for Review

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

##### D. Obligations Pertaining to Department Chairs

1. Leadership: The Chair is responsible to the College, to the department, and to the Administration for the effective leadership of the department; the Chair is responsible to the department for the effective and accurate representation of its interests and concerns to the Administration. Chairs should strive to

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, [the Assistant Director for Equal](#)



**2009-10**

**FACULTY HANDBOOK**

for teaching aids such as films, records, slides, videotapes, software, etc., for duplicating equipment, for field trips, and for proper secretarial and student assistance.

**XVI. 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.

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 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 ~~the Faculty Handbook~~-Part One, Article V, Section B and Article XV, 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.

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

6. 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 and/or the CAPT.

XVII. 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 disapprov

- 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

**2009-10**

**FACULTY HANDBOOK**

make necessary modifications, and refer the revised proposal to the FEC for presentation to and action by the Faculty.

C. If the FEC declines to bring a proposal for Handbook revision to the Faculty, the initiator of the

**2009-10**

**FACULTY HANDBOOK**

**PART TWO**

**FACULTY GOVERNANCE**

**PREAMBLE**

Studies Program, the Director of Summer Sessions and Summer Special Programs, the Dayton Director of the Tang Teaching Museum and Art Gallery, the Malloy Curator of the Tang Teaching Museum and Art Gallery and the Director of Intercultural Studies,

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 the CAPT 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. Teaching associates, departmental assistants, part-time faculty and administrators without faculty status are invited to attend and participate in Faculty Meetings, on a permanent or temporary basis, but without a vote.

**2009-10**

**FACULTY HANDBOOK**

3. The order of the agenda may be changed by the presiding officer, subject to challenge by a majority



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.

**2009-10**

**FACULTY HANDBOOK**

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

B. The Faculty Meeting shall otherwise vote by ayes and nays. Any member, however, can demand a rising vote (standing vote or a division of the assembly). This vote must be counted. In the case of a tie vote (ballot) the Chair *may*

**2009-10**

**FACULTY HANDBOOK**

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



## 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 XX [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, CAPT, CEPP, Curriculum, Tenure Review Board, CAFR, Honors Council, Faculty Development, ~~External Masters Degree~~ Master of Arts in Liberal Studies, UWW, Athletic Council, and Faculty Advisory Board. Faculty representatives on appointive committees of the Faculty are appointed by the FEC from those indicating a willingness to serve; the 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, CAPT, 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 th

FEC is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. FEC is responsible for ensuring the proper constitution of faculty committees: it solicits nominations for, 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. 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, CAPT, 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 observes the on-campus meetings of the Board of Trustees, at the invitation of the Board, and reports its observations in writing to the Faculty. (In addition, CAPT, CAFR, and the Chair of CEPP meet annually with the Academic Affairs Committee of the Board of Trustees.)

Membership: Six members of the Faculty elected to serve three-year terms, together with the three elected faculty members of the IPPC.

## 2. COMMITTEE ON APPOINTMENTS, PROMOTIONS, AND TENURE (CAPT) — Elected

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

CEPP also shall sit on the ~~Institutional Policy and Planning Committee~~ IPPC. The CEPP meets annually, and whenever necessary in the pursuit of its functions, with the appropriate committee of the Board of Trustees.

Membership: Six faculty members, two of whom must be tenured, each from a different department, elected to serve three-year terms; the Vice President for Academic Affairs or his/her designated representative; the Dean of Student Affairs or his/her designated representative; 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 FAB, 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 or his/her designated representative; and two students selected by SGA. Non-voting members of the committee are the Registrar and the ~~Dean of Studies~~ Associate Dean of the Faculty for Academic Advising. A faculty member of the Committee shall serve on the self-determined majors subcommittee composed of other

Faculty; to select the annual Edwin Moseley Faculty Research Lecturer and the recipient of The Ralph A. Ciancio Award for Excellence in Teaching.

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

#### 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, at least one of whom has previously served on the CAPT. 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 FAB 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 FORUM COUNCIL — Elected

Function: The ongoing responsibilities of the 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 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~~ Associate Dean of the Faculty for Academic Advising; 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.

#### 10. UNIVERSITY WITHOUT WALLS COMMITTEE — Elected





**2009-10**

**FACULTY HANDBOOK**

will be appointed by the FEC in consultation with the Vice President for Academic Affairs, and

**2009-10**

**FACULTY HANDBOOK**

2. Students who, because of emergencies, have been unable to take their examinations on the scheduled dates, may be granted the privilege of making up examinations at the discretion of the instructor.
3. The dates of the final examination periods are announced early in the semester. No student should make arrangements to leave 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 concerned.
4. Self-scheduled examinations are to be picked up at and returned to the place previously arranged with the instructor of the course.

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.

2. Departmental Student Evaluations

**2009-10**

**FACULTY HANDBOOK**

**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

**2009-10**

**FACULTY HANDBOOK**

6. 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; 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 or two faculty drawn from a pool of six faculty members appointed by FEC to serve overlapping two-year terms; four students including the Chair

**2009-10**

**FACULTY HANDBOOK**

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 th



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

C. Administrative Discipline

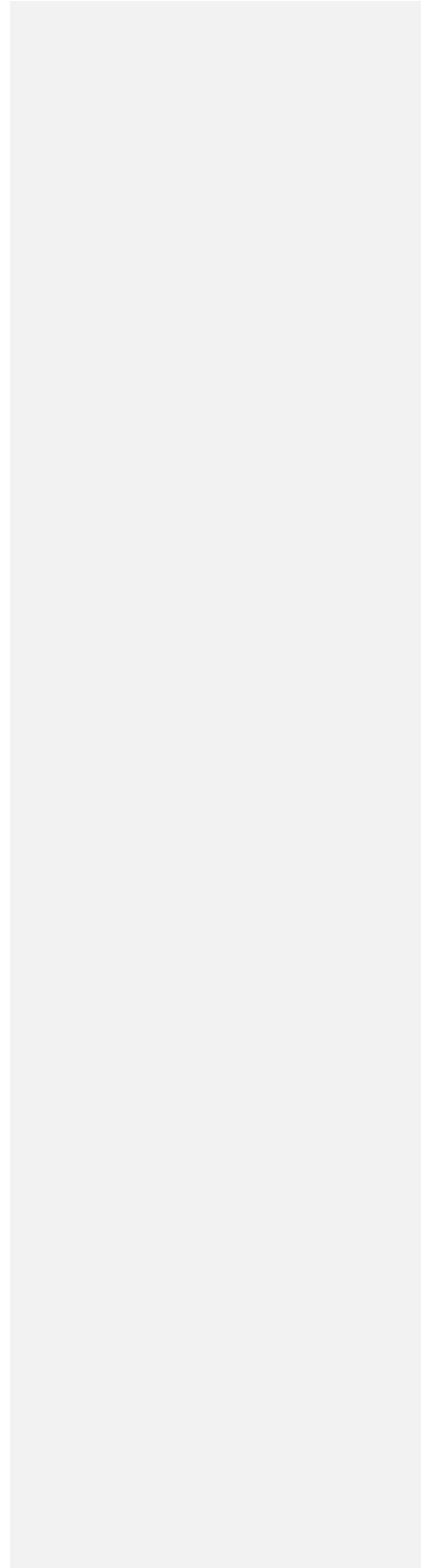
The Dean of Student Affairs may call an administrative hearing if it is deemed appropriate and may impose disciplinary sanctions. Pending action on the charges, in most cases the status of students shall not be altered, nor their rights to be present on the campus to attend classes suspended. However, 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.



**2008-09**

**FACULTY HANDBOOK**



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://cms.skidmore.edu/hr/benefits/retirement.cfm>

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

**2008-09**

**FACULTY HANDBOOK**

**PART FIVE**

**THE ADMINISTRATION**

**I. THE PRESIDENT**

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 for Academic Affairs

**2008-09**

**FACULTY HANDBOOK**

2008-09

## FACULTY HANDBOOK

programs and for a diverse group for credit bearing and non-credit programs in the liberal arts and creative arts for pre-professional, professional, community and non-residential students. The Dean is charged with 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 of Special Programs 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 Master's 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 of Special Programs 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





**2008-09**

**FACULTY HANDBOOK**

4. The summary report will be given to the officer under review no later than April 1<sup>st</sup>. A discussion of the report with the committee shall be scheduled for the officer being reviewed shortly thereafter, but in any case no later than May 1<sup>st</sup>.
5. The President and the Chairperson of the Review Committee will meet with the CAPT to provide an





**2008-09**

**FACULTY HANDBOOK**

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,



## 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, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression,<sup>10</sup> or any other characteristic protected by applicable federal, state, or local laws.

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, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression,<sup>6</sup> 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 DOF, the DSP, or Vice President for Academic Affairs (VPAA), 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 DOF, DSP, or VPAA, as appropriate, reviews the position descriptionlet.

**2008-09**

**FACULTY HANDBOOK**

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.



disability, veteran status, marital status, sex, sexual orientation, gender identity or expression<sup>11</sup>, 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, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression<sup>11+++</sup>, 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.

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2008-09

**FACULTY HANDBOOK**

- 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
-



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.

### C. Filing a Complaint

#### 1. Reporting

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;
- Dean of Faculty (DOF) or Dean of Special Programs (DSP);
- Vice President for Academic Affairs;
- Supervisor;
- Associate Vice President for Finance and Administration and Director of Human Resources or his/her designee; or
- ADEWD.

Students may report to any of the above or to the Dean of 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 continue any internal inquiry/investigation already in process. The College may also conduct its own investigation once the external action is completed.

#### 2. Initial Interviews

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 his/her rights under the College's complaint procedures.

2008-09

**FACULTY HANDBOOK**

a. Complainant's Rights

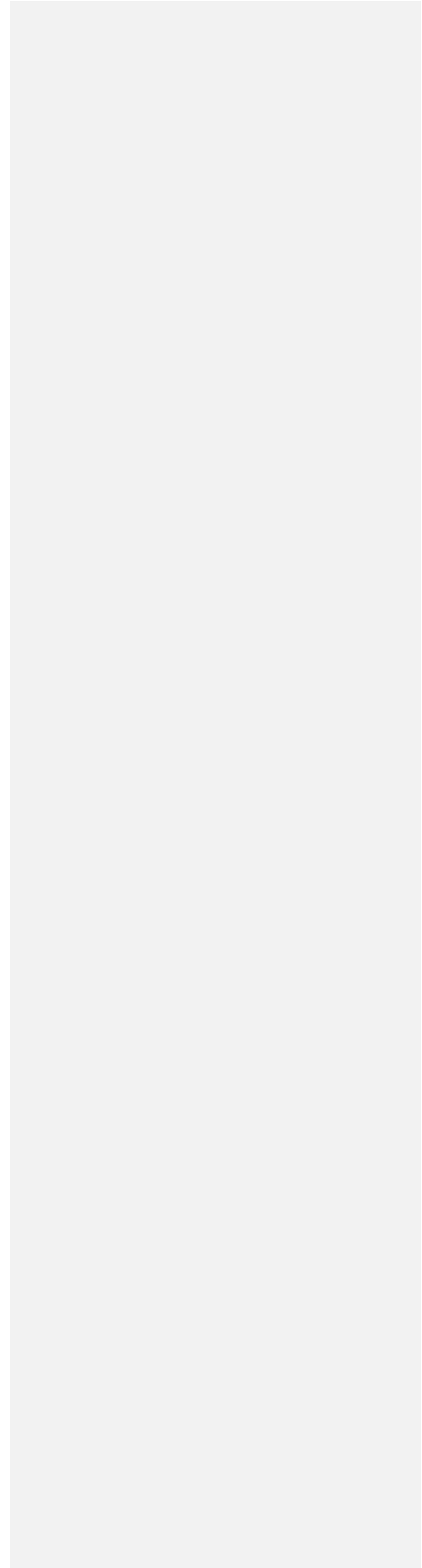
The complainant will have the right to

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**2008-09**

**FACULTY HANDBOOK**

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- 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); and to
- 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;
- use any mechanical device to record the proceedings (in case of disability, the representative may be delegated to take notes);
- ask questions of the complainant or respondent;
- review the complete complaint file and all associated documents; nor to
- 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.

#### E. 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.

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 his/her relationship to the complainant.
7. The complainant's signature and date.

#### F. 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 Faculty Advisory Board, which is constituted (1) by a general election and (2) by subsequent appointment by the Faculty Executive Committee (FEC) in consultation with the VPAA, consists largely of tenured faculty members who will be trained in issues relating to discrimination and harassment.

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 Associate Vice President for Finance and Administration and Director of Human Resources, consists of staff members trained in issues relating to discrimination and harassment.

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 VPAA and the Chair of FEC (in the case of faculty) or the Associate Vice President for Finance and Administration and Director of Human Resources (in the case of staff) will provide replacements as needed. Any such replacements will receive training appropriate to the complaint.

#### G. Formal 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<sup>13</sup> 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 responden



H. Legal Review

Upon completion of the investigation, the Associate Vice President for Finance and Administration and Director of Human Resources 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.

I. Administrative Review

Within five work days from the final decision on the summary, findings, and conclusions, the ADEWD, along with the Associate Vice President for Finance and Administration and Director of Human Resources, will share the results with the appropriate official. The appropriate official (VPAA, DOF, DSP, or any other division head) in consultation with the Director of Human Resources, will consider the findings and determine the appropriate action(s). The Associate Vice President for Finance and Administration and Director of Human Resources will work with the appropriate official to implement the actions.

J. 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 onl

The President will provide his or her 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.

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,

**2008-09**

**FACULTY HANDBOOK**

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 students, 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

The Assistant Director for EEO and Workforce Diversity  
Skidmore College  
815 North Broadway  
Saratoga Springs, NY 12866-1632  
Tel: 518-580-5800  
<http://cms.skidmore.edu/hr/index.cfm>

## PART SEVEN

## INDEX

**A**

Absence from assigned classes, 109  
 Academic advising, 109  
 Academic freedom. *See* Committee on Academic Freedom and Rights, Tenure  
 Academic Freedom, 101, 601  
 Academic Freedom and Tenure, 102  
 Academic policies  
   class attendance, 214  
   examinations, 213–14  
   grading, 214  
   student evaluations, 214–15  
 Academic Policies. *See* Faculty Obligations  
 Academic Staff, 502  
 Academic year, 109, 115  
 Accessibility and Accommodations Policy, 603  
 Ad hoc committees, 213  
 ADEWD, 606  
 Advisory Panel, 613  
 All-College student evaluations, 214–15  
 anti-harassment, 601  
 anti-harassment policy, 601  
 Appeals, 615  
 Appointments  
   endowed chairs, 105  
   Non-tenure track, 104  
   pre-tenure-track, 104  
   tenure-track, 102  
 Artists-in-Residence  
   appointment, 104  
   category of faculty, 104  
   evaluative criteria, 108  
   faculty governance, 131  
   promotion, 122  
   reappointment, 112–13  
   sabbatical leave, 123–24  
   visiting, 105  
 Assistant Librarian, 122  
 Assistant Professor, 122  
 Associate Dean of Student Affairs  
   designated as member of the faculty, 131  
 Associate Dean of the Faculty, 503  
   designated as member of the faculty, 131  
 Associate Librarian, 122  
 Associate Professor, 122  
 Athletic Council, 212  
 Attendance at college functions, 109  
 Attendance at meetings, 109

**B**

Benefits. *See* Flexible benefits plan  
 Board of Appeals, 301

**C**

CAFR. *See* Committee on Academic Freedom and Rights  
 CAPT. *See* Committee on Appointments, Promotion, and Tenure  
 CEPP. *See* Committee on Educational Policies and Planning  
 Class Attendance, 214  
 College committees, 301–2  
   preamble, 301  
   specific committees, 301  
 Committee on Academic Freedom and Rights, 102, 210  
   confidentiality of conversations with President, Vice President for Academic Affairs, and trustees, 102  
   discipline of tenured faculty, 119  
   faculty rights, 108  
   review of tenure case, 117  
   student evaluations, 108  
 Committee on Academic Standing, 212  
 Committee on Admissions and Student Aid, 212  
 Committee on Appointments, Promotion, and Tenure  
   appointment of faculty to endowed chairs, 105  
   confidentiality of conversations with President, Vice President for Academic Affairs, and trustees, 102  
   discipline of tenured faculty, 119  
   operating code for Tenure Appeal Committee, 119  
   reappointment of librarians, 112  
   reappointment to professorial ranks, 110–11  
   tenure, 114–19  
 Committee on Appointments, Promotions, and Tenure, 209  
   review of senior administrative officers, 506  
 Committee on Educational Policies and Planning, 209  
   establishing or eliminating department, 130  
 Committees of the faculty, 208  
   ad hoc committees, 213

artists- and writers-in-Residence, 108  
 library faculty, 107  
 pre-tenure-track faculty, 107  
 tenure-track faculty, 106–7, 106–7  
 Curriculum Committee, 210  
 establishing or eliminating major, 130

## D

Dean of Admissions and Financial Aid, 504  
 designated as member of the faculty, 131  
 Dean of Special Programs, 503  
 designated as member of the faculty, 131  
 Dean of Student Affairs, 503–4  
 designated as member of the faculty, 131  
 Dean of the Faculty, 502  
 additional employment of faculty for pecuniary  
 return, 101  
 annual report from department chairs, 127  
 appointment and review of department chairs, 126–  
 27  
 Appointment as Professor in a department, 115  
 Appointment of faculty to non-tenure track, 104  
 chairs and evaluation of their faculty, 127  
 designated as member of the faculty, 131  
 determining years of service for tenure, 115  
 directors of interdisciplinary programs, 127–29  
 Faculty discipline of tenured faculty, 119  
 Faculty Tenure Appeal Committee, 119  
 immediate award of tenure, 118  
 institutional considerations in tenure decisions,  
 114  
 leaves of absence without pay, 125  
 pre-tenure leaves of absence for faculty, 124–25  
 promotion of artists-in-residence, 122  
 promotion of faculty to librarian ranks, 122  
 promotion of faculty to professorial ranks, 120  
 promotion of teaching associates, 123  
 promotion of writers-in-residence, 122  
 reappointment of artists-in-residence, 112–13  
 reappointment of teaching associates, 113  
 reappointments to professorial ranks, 110–11  
 reimbursement for professional activities, 125  
 resignations by faculty, 125  
 review of program directors, 128  
 sabbatical leaves for faculty, 123–24  
 student evaluations, 108  
 tenure not counted in department, 118  
 Tenure Review Board, 211  
 timing of tenure consideration for faculty, 115  
 timing of tenure considerations for faculty, 115  
 Department. *See* Department chair  
 establishment or elimination of, 129–30  
 peer evaluations of teaching, 214  
 tenure process, 117  
 Department Assistant, 105  
 Department chairs, 126–27  
 annual report to the Dean of the Faculty, 127  
 appointment of faculty to endowed chairs, 105  
 Appointment of faculty to non-tenure track, 104  
 appointment of faculty to pre-tenure track, 104  
 appointment of faculty to tenure-track, 102  
 budgets, 127  
 CAPT, 127  
 catalog descriptions of department programs, 127  
 communications with students, faculty, and  
 administration, 127  
 criteria for appointment, 126  
 curricula of interdisciplinary programs, 128  
 curriculum, 126  
 Director of Institutional Diversity, 127  
 directors of interdisciplinary programs, 128  
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**2008-09**

**FACULTY HANDBOOK**

Formal Complaint Procedures, 613  
Formal Investigation, 614

## G

Grading, 214

## H

harassment, 603  
Harassment Defined, 607  
Honor Code Commission, 302  
Honor System  
    administrative discipline, 304–5  
    contract (code), 303–4  
    honor code, 303  
    violations, 304  
Honors Council, 211

## I

Informal Complaint Resolution, 612  
Information Resources Council, 302  
Institutional Animal Care and Use Committee, 302  
Institutional Policy and Planning Committee, 301  
Integrity Board, 303

## L

Leaves of absence without pay, 125  
Lecturer, 105  
Legal counsel, 108  
Librarian. *See* Library faculty  
    rank of, 122  
Library faculty, 104  
    appointment, 104  
    as members of the faculty, 104  
    evaluative criteria, 107–8  
    promotion, 122  
    reappointment, 112  
    sabbatical leave, 123–24  
    visiting, 105

## M

Major, 130–31  
Meeting classes, 109  
Multicultural diversity. *See* Diversity and Affirmative Action

## N

non-discrimination, 601, 603  
Non-verbal harassment, 608

## O

Office hours, 109

## P

Parental Leave for Faculty, 401  
Peer evaluations of teaching, 214  
Pension Plan. *See* Retirement Plan  
Physical harassment, 608  
Policy on Anti-Harassment, 603  
Policy on Consensual Sexual Relationships with  
    Current Students, 604  
Policy on Consensual Sexual Relationships with  
    Students When There Is No Formal Authority over  
    the Student, 604  
Policy on Equal Employment Opportunity, 602  
**Policy on Retaliation**, 603  
President, 501  
    annual reports from department chairs, 127  
    annual reports from directors of interdisciplinary  
    programs, 129  
    appointment of faculty to endowed chairs, 105  
    establishment or elimination of a department, 129–  
    30  
    establishment or elimination of a major, 131  
    institutional considerations in tenure decisions, 114  
    office of, 501  
    President's Cabinet, 501  
    presides over faculty meeting, 131  
    reappointment of faculty to professorial ranks, 111  
    review of, 505  
    Tenure Appeal Committee, 119, 211  
    Tenure Appeal Committee recommendation, 119  
    tenure recommendation from CAPT, 117  
    Tenure Review Board, 118–19, 211  
President's Cabinet  
    review and confidentiality, 506  
    review committee, 505  
    review of, 505  
Pre-tenure leaves of absence  
    application procedures and criteria, 125  
    eligibility, 125  
    purpose, 125  
Pre-Tenure leaves of absence, 124–25  
Professional accomplishment, 106  
Professor, 122

**2008-09**

**FACULTY HANDBOOK**

professorial ranks, 110–11  
teaching associates, 113  
Reimbursements for professional activities, 125



2008-09

FACULTY HANDBOOK

**W**

Writers-in-Residence  
appointment, 104

category of faculty, 104  
evaluative criteria, 108  
faculty governance, 131  
promotion, 122  
visiting, 105