

Skidmore College

SKIDMORE COLLEGE

FACULTY HANDBOOK

2013-2014

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FACULTY HANDBOOK

PREAMBLE

The Faculty Handbook describes the rights, rules and procedures that the Skidmore Faculty has adopted in order to govern itself fairly and effectively. These rights, rules and procedures have evolved over time in response to changing circumstances, and continue to do so. The function of this Handbook is to codify and clarify them in their current form.

The Handbook is divided into six parts:

Part One specifies faculty rights and responsibilities and has the force of contract.

Part Two describes the faculty governance system, including Faculty Meeting by-laws, the function and membership of faculty committees, and academic policies.

Part Three describes the All-College governance system, including information on All-College committees and the Skidmore College Honor Code.

Part Four describes benefits extended to the Faculty.

Part Five describes the College administration and is primarily informational in nature.

Part Six describes the College policy for equal employment opportunity, diversity, and anti-harassment, and is also primarily informational in nature.

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

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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 V (Appointments to the Faculty), Sections A (Tenure-Track Appointments), D (Pre-Tenure-Track Appointments), and E (Non-Tenure-Track Appointments). The rights and privileges of faculty members vary according to type and status of appointment. These rights are defined in various parts of the Handbook. See in particular Part One, Articles V (Appointments to the Faculty), IX (Tenure), and XXI (Faculty Governance); Part Two, Article I (Faculty Meeting By-Laws), sub-Article I (The Faculty Meeting), Section C (Eligibility to Vote); and Part Four (Benefits).

II. FACULTY STATUS

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

III. ACADEMIC FREEDOM¹

Skidmore College vigorously endorses the principle of academic freedom.

Faculty and other members of the academic community are entitled to full freedom in research and in publication of the results. The extent to which research activities may be pursued is subject to the performance of other academic duties. Research, consultation, or additional employment for pecuniary return shall be based upon prior agreement with the Dean of the Faculty/Vice President for Academic Affairs.

Faculty are entitled to freedom in the classroom in discussing their subject matter and in introducing into their teaching controversial issues which have no relation to their subject matter. Controversy that is directly related to a teacher's subject matter is recognized as an important part of intellectual inquiry, and it is not the intent of this statement to limit such controversy.

Faculty are members of the community, members of learned professions, and professional representatives of an educational institution. When they speak as members of the community, they should be free from

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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

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Committee (PPC) shall be formed to perform functions normally assumed by a department in all matters of

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 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 15

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are granted by the Dean of the Faculty/Vice President for Academic Affairs upon the recommendation of the department.

- 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 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 teaching members of the faculty. Teaching Associates principally collaborate with other faculty in the design and/or 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/Vice President for Academic Affairs.
 - 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 (Promotion).

F. Appointments to Endowed Chairs

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

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also make possible residencies of varying lengths to allow programs at the College to supplement current offerings.

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For purposes of evaluation and in keeping with Skidmore's respect for diversity in the professional aims and accomplishments of faculty members, scholarship is to be defined broadly. It denotes not only original research, that is, investigatory analyses of primary data leading to discoveries in one's specialization, but also work that crosses disciplinary boundaries toward integrating knowledge, studies that bridge theory and practice in applied fields, and work that reorganizes existing information in creative ways or interprets it for students and non-specialists, be they colleagues or laypersons. Evidence indicative of significant achievement might include not only books, monographs, and articles published in recognized scholarly journals, but also unpublished manuscripts, drafts, and work in progress. Evaluations of scholarly 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/Vice President for Academic Affairs, and 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

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for the communal life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

Librarianship: The mission of Library faculty is to enhance, further, and support learning and research activities at Skidmore College. This mission is realized in many ways: developing collections which support the curriculum; organizing the collections for physical and intellectual access according to standards of the Library profession; facilitating access to information resources beyond the Library walls; and interpreting the Library's collections and wider information universe through reference service, printed guides, and bibliographic instruction. This mission requires that Library faculty be both educators/scholars and administrators.

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.

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3. Faculty members have a right to representation by legal counsel provided by the College if legal action results from execution of their academic duties as determined by the President.
4. Because student evaluations are used in several decision-making processes, faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Dean of the Faculty/Vice President for Academic Affairs, CAFR, etc.) that seem appropriate to the particular case.
5. Faculty rights are also embodied in the procedures for reappointment and tenure consideration.

B. Obligations Pertaining to All Members of the Faculty

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

C. Academic Responsibilities

1. *Availability:* Faculty members are expected to be available for academic duties during the academic year. The year for full-time faculty, excluding certain Department Chairs 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 Chairs for limited replacement. Other responsibilities may include supervision of field work, independent study, and internships.

Faculty members who cannot attend an assigned class shall notify their students and Department Chair as soon as possible, and preferably in advance. Faculty members are asked to notify the Department Secretary or Chair and the Registrar immediately whenever unable to teach because of illness.

3. *Academic Advising:* Faculty members are responsible for giving conscientious and informed guidance to student advisees.
4. *Office Hours:* Faculty members will post and observe regular office hours for consultation and guidance of students and will report those hours to the Department Chair.
5. *Administrative Meetings:* Faculty members are expected to attend Faculty Meetings and departmental and committee meetings when called.
6. *College Functions:* Faculty members are expected to attend Commencement, and they may be asked to represent their department or program at Honors Convocation. Any faculty member unable to attend Commencement should notify the Dean of the Faculty/Vice President for Academic Affairs. Faculty members are encouraged to wear academic regalia at Commencement and on other occasions as announced.

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- iv. In a case where the disagreement between the department and the Associate Dean of the Faculty for Personnel, Development, and Diversity cannot be resolved, CAPT will review the candidate's file and make a recommendation to the Dean of the Faculty/Vice President for Academic Affairs. This recommendation will be made on or before September 30.
- v. The Dean of the Faculty/Vice President for Academic Affairs shall make the decision to accept or reject recommendations in all cases presented. The decision on the candidates shall be announced as soon as possible to the departments concerned, but in no case later than October 15.

2. *Third Year*

- a. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Associate Dean of the Faculty for Personnel, Development, and Diversity on or before January 15th 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 appointments in the department concerned (in the ranks defined in Part One, Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], 2b. [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore, and (where appropriate) Program Directors.

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

For tenure-track faculty appointments that are 100 percent in ID programs, supporting evidence sent to the Associate Dean of the Faculty for Personnel, Development, and Diversity must include a cover letter from the Director (or ID PPC Chair if the Director is a candidate) and letters from faculty on the ID Program Personnel Committee and (where appropriate) Directors of other programs or Chairs of departments. The program must also demonstrate need and the candidate's professional quality according to guidelines described for departments in paragraph two above.

For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, supporting evidence sent to the Associate Dean of the Faculty for Personnel, Development, and Diversity must include a cover letter from both Department Chairs/Program Directors and letters from faculty on the ID Program Personnel Committee, the department and (where appropriate) Directors of other programs or Chairs of departments. The departments and programs sharing the appointment must also demonstrate need and the candidate's professional quality according to guidelines described for departments in paragraph two above.

- b. The Associate Dean of the Faculty for Personnel, Development, and Diversity must, on or before February 15th, recommend to the Dean of the Faculty/Vice President for Academic Affairs either a further three-year contract or termination of the individual's service. The Associate Dean of the Faculty for Personnel, Development, and Diversity shall base this recommendation on the evidence submitted by the candidate's department and on the standards of excellence which the Dean maintains for the Faculty as a whole.

² Specific dates determined by CAPT and published in its annual Operating Code and Calendar.

³ See annual CAPT Operating Code and Calendar.

c. The Associate Dean of the

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fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the

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- d. If the Dean of the Faculty/Vice President for Academic Affairs' decision is negative, the Dean of the Faculty/Vice President for Academic Affairs on or by March 1st shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.
 - e. After the initial three years, Teaching Associates who are reappointed will receive an additional contract of three years, renewable, with a review in the third year.
- E. Other Non-Tenure Track Appointments (Visiting Artist- or Writer-in-Residence, Trustee Visiting Scholar, Lecturer, Visiting Teaching Associate, Research Associate, Department Assistant)

On or before March 1st of the second year or any subsequent year, the Dean of the Faculty/Vice President for Academic Affairs shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

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 and Advancement in Rank), Section A (Tenure-Track Faculty).

Awarding tenure to a faculty member is among the most important decisions the College makes, one which inevitably necessitates prospective judgments. Every tenurial decision is predicated upon the likelihood that an individual's performance to date truly augurs the quality of his or her future performance, and must look ahead as well to the future needs of departments and special programs with an eye to shifts in enrollments and students' interests, to maintaining balance and distribution in range of experience and fields of specialization, and to allowing room for development. However, anything like a quota or maximum number of tenured faculty invoked as a criterion reduces decision-making to routine clerical work and flies in the face of AAUP guidelines. Along with AAUP, Skidmore believes that the quality of those who receive tenure is more germane to realizing the educational goals of the College than is the quantity of faculty who are tenured.

B. Institutional Considerations and Budgetary Considerations

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

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C. Eligibility

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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].)
4. Regular, full-time and shared position untenured faculty members with one or more years of service may request an *extension of the tenure clock* for:
 - x Childbirth or adoption, or
 - x Personal hardship.

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

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

Childbirth or adoption:

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

Personal hardship:

An eligible untenured faculty member may request to have the tenure clock delayed for one year when a personal hardship such as excessive responsibilities for elder or dependent care, personal illness or injury, or some other critical life situation significantly impedes the faculty member's

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Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, the Chair(s) of the department(s) concerned, and CAPT.

2. CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Appeal Committee to all faculty.
3. CAPT has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community. Sources of this information include:
 - a. Full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One [Faculty Rights and Responsibilities], Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], number 2b [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore;
 - b. Department Chair;

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4. Unsolicited letters received by 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 Office (or the CAPT Reading Room) as required by law. Within seven days of the date stipulated by the annual CAPT calendar for receipt of all letters, the Chair of CAPT will give the candidate a list of names of those who have written unsolicited letters about the candidate.
5. The following procedures should be observed:
 - a. The Chair shall inform the candidate well in advance of the tenure consideration what procedures will be employed in reaching a departmental decision.
 - b. The Chair will advise the candidate in creating a file of materials documenting the candidate's qualifications for tenure.
 - c. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend tenure, and why, according to the criteria for continued service (as found in Part One [Faculty Rights and Responsibilities], Article VI [Evaluative Criteria for Continued Service and Advancement in Rank], Section A [Tenure-Track Faculty]).
 - 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, CAPT reports its recommendations to the President and the Dean of the Faculty/Vice President for Academic Affairs. The Dean of the Faculty/Vice President for Academic Affairs then consults with the Associate Dean of the Faculty for Personnel, Development, and Diversity. In the event of a disagreement between the Dean of the Faculty/Vice President for Academic Affairs and CAPT, the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Personnel, Development, and Diversity meet with CAPT to offer detailed and compelling reasons for such disagreement. The Dean of the Faculty/Vice President for Academic Affairs then makes a recommendation to the President, and notifies CAPT of his or her recommendation. In the rare instance in which the President does not concur with the recommendations of CAPT, the President meets with 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 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 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/Vice President for Academic Affairs has made his/her recommendation known to the candidate. These materials may not be photocopied.

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10. Any member of the Faculty who is considered for tenure by 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 the Dean of the Faculty/Vice President for Academic Affairs may be evaluated for an immediate award of tenure by the following procedure. The President will present the credentials of the candidate for Dean of the Faculty/Vice President for Academic Affairs and evidence for both appointment as Professor and awarding of tenure to the academic department(s) appropriate to the candidate's professional field. At the same time, the President will also furnish the candidate's credentials and evidence to CAPT. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Article IX (Tenure), Section C (Eligibility). The Chair of the academic department to which the Dean of the Faculty/Vice President for Academic Affairs will be appointed forwards a written departmental recommendation to CAPT. Simultaneously, 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, 3i, 5a, 5b, 7, and 10. Then, as in Part One (Faculty Rights and Responsibilities), Article IX (Tenure), Section E (Procedures for Granting Tenure), number 6, and Article XI (Promotion), Section A (Professorial Ranks), number 1a (Procedures for Promotion), CAPT makes a recommendation to the President, who reports to the Board of Trustees.
12. Tenure granted to the Dean of the Faculty/Vice President for Academic Affairs is not calculated in her/his department's already established (at the time of the Dean of the Faculty/Vice President for Academic Affairs' appointment) allotment of tenure-track faculty positions and is never included in calculations of the department's need for faculty positions to discharge its curricular mission.

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 ("TRB") for a review. Such a review must be requested by January 15th of the year following the semester in which 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, at least one of whom shall have previously served on 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. The 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.
3. The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to CAPT, together with the letter referred to in number 1 above. No other materials may be added, and the TRB will restrict its inquiry to the area or areas of consideration claimed in the candidate's letter to have been inadequate. The TRB may consult with CAPT, members of the candidate's department, and/or the Dean of the Faculty/Vice President for Academic Affairs, if necessary. The Board shall be bound by confidentiality.
4. The Tenure Review Board will convey its recommendation to the President, the Dean of the Faculty/Vice President for Academic Affairs, CAPT, the department Chair or program Director, and the candidate within four weeks after the petition deadline. If the Tenure Review Board has

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determined that the case merits reconsideration, the Chair of CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the six members of CAPT plus the three members of the Tenure Review Board.

G. Appeal of Negative Tenure Decisions

1. If the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the Tenure Review Board will sit together with the six members of CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which CAPT had in its original deliberations and any additional material specifically pertaining to the area or areas of consideration deemed inadequate by the TRB. The deadline for submission of additional materials shall be specified by CAPT in the CAPT Calendar, but shall not be sooner than February 15th nor later than March 15th.
2. The Tenure Appeal Committee will hear testimony from an advocate designated by the candidate. The advocate may be a person in the candidate's department, the candidate's Chair, a Skidmore faculty member outside the candidate's department, or someone outside the College. By request, the advocate may be informed why tenure was not initially recommended by CAPT and/or the President at a joint meeting of the President, the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, the Chair of CAPT, the candidate, and the advocate. The advocate, in the presence of the candidate, has the right of access but may not photocopy the materials which CAPT had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.
3. The Tenure Appeal Committee may consult with the President, the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, or members(ent)3.8(-.1()TD..8(t)3.8ienever te

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Two, Article III, and Part Six). The obligations of department chairs and program directors are spelled out in Part One, Article XV, D, and Article XVI, D. The procedures for handling complaints of harassment or discrimination may be found in Part Six of this *Handbook*.

Definition of Terms

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

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

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

Professional Misconduct the violation of College policy.

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

B. Note on Confidentiality

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

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

C. Procedures for Imposition of Sanctions Other than Dismissal

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

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

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

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2. If the faculty member persists in failing to correct the behavior that has elicited the complaint, or

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of the Faculty for Personnel, Development, and Diversity and others, finds good cause that the faculty member's continued presence on campus constitutes a threat to the safety of the faculty member or to others, or substantially and unreasonably impairs the ability of other community members to carry out their responsibilities, the faculty member may be suspended immediately. Unless legal considerations prohibit, pay and benefits will continue until the matter is resolved.

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

If the faculty member appeals a sanction on the grounds that it is based on insufficient evidence or is too severe, he or she will appeal in writing to the chair of the FAB (for description of the FAB, see Part Two, Article II, 15). The FAB will be convened by the FAB chair, and the three members of the GP will be selected from the FAB as follows: all three must be tenured members of the Faculty; the Associate Dean of the Faculty for Personnel, Development, and Diversity will select one panelist; the faculty member will select one panelist; and the FAB will select the third panelist. A panelist may not come from the same department or program as the faculty member (where "program" is understood as a unit whose members regularly engage with one another); any panelist with a conflict of interest may not serve. In addition, the faculty member and the Associate Dean of the Faculty for Personnel, Development, and Diversity may each make one request that the FAB chair select a replacement. The GP will select a chair from among its membership.

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

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

F. Dismissal of a Faculty Member

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

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

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If the charges against a faculty member are sufficiently grave and deemed by the Associate Dean of the

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

or

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

Whether the appeal comes through CAFR to the President, or whether it comes directly from the faculty

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consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty for Personnel, Development, and Diversity initiates promotional consideration in the case of Department Chairs. The Department Chair or the Associate Dean

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add copies of syllabi, and may include assignments and handouts. The candidate may also wish to append a statement about teaching goals and philosophy. The file may include peer evaluations of teaching.

- iv. a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.
- v. service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure Track Faculty, COMMUNITY SERVICE). The candidate may wish to provide relevant documents and seek letters from committee Chairs or members who can speak about the quality and extent of service.
- i. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the College. Such letters may come directly to CAPT, or go to the Department Chair and then to CAPT as part of the candidate's dossier. Letters mandated by the department must also be transmitted to CAPT.
- j. After conducting its deliberations, CAPT reports its recommendations to the President, the Dean of the Faculty/Vice President for Academic Affairs, and the Associate Dean of the

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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) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualifications, however, shall be closely scrutinized by the department, CAPT and the Administration for evidence of extraordinary merit.
- b. Beginning with the 1994-1995 academic year, faculty who are awarded tenure (or Library faculty who are given a positive sixth year review) are promoted automatically to the rank of Associate Professor or Associate Librarian. Beginning with the 2002-2003 academic year, Writers-in-Residence and Artists-in-Residence who are given a positive sixth year review are promoted automatically to the rank of Senior Artist-in-Residence or Senior Writer-in-Residence. Otherwise, for faculty who have yet to become tenure candidates, the appropriate terminal degree (or its professional equivalent) normally is required. In addition, teaching (or in the case of Library faculty, librarianship) of high quality and significant growth and

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- i. On or before either October 15th or January 15th (whichever date pertains) of the year preceding the intended leave, the applicant's Chair should submit to the Dean of the Faculty/Vice President for Academic Affairs an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean of the Faculty/Vice President for Academic Affairs' Office will transmit a copy to the Chair of the Faculty Development Committee.
 - ii. Applications will be considered jointly by the Dean of the Faculty/Vice President for Academic Affairs and the Faculty Development Committee. The Dean of the Faculty/Vice President for Academic Affairs makes recommendations to the Board of Trustees for final approval.
 - iii. Applicants and their departmental Chairs will be notified by November 15th or March 1st (whichever date pertains) of the academic year preceding the leave.
- c. Reporting
- i. Major changes in objectives after the leave has been granted must be reported and may be made only by agreement with the Dean of the Faculty/Vice President for Academic Affairs. Petition for such change must be made in writing.
 - ii. Upon completion of the leave, a final report shall be sent to the Dean of the Faculty/Vice President for Academic Affairs and the Chair of the department, not later than April 15th in the case of first-semester leaves and November 15th in the case of second-semester or full-year leaves.
 - iii. Failure to file a satisfactory sabbatical report will affect eligibility for future sabbatical leaves.
4. *Criteria for Evaluating Proposals*

In evaluating applications, the following will be considered:

- a. the worth of the project;
 - b. length of service without leave;
 - c. ease of departmental arrangements;
 - d. financial condition of the College;
 - e. benefit to the individual and the College;
 - f. the individual's fulfillment of obligations regarding any previous sabbaticals as outlined in paragraph 3, c, iii above.
5. *Sabbatical Salaries*

The stipend for sabbatical salaries is one-half the annual salary for a leave of one academic year, or full salary for a leave of one semester.

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B. Pre-Tenure Paid Research Leaves of Absence1. *Purpose*

Pre-tenure paid leaves are intended to provide untenured faculty with opportunities for research in support of scholarly and/or curricular development which will contribute to their professional or teaching effectiveness and to the value of their later service to Skidmore College.

2. *Eligibility*

Untenured tenure-track faculty who are either in their third or fourth years of service to the College and who have been reappointed are eligible to apply for the following year. Leaves may be requested for either a full year at half-pay or one semester at full pay. The College will continue to provide all benefits through the Flexible Benefits Program. Retirement contributions will be calculated on base annual salary paid during the sabbatical. Faculty who are granted the Pre-Tenure Paid Research Leave will not be eligible for a regular sabbatical until they have completed six consecutive years of service to the College following such a leave although this service time may include up to two semesters' leave without pay, if so stated in the letter(s) granting such leave.

3. *Procedures and Criteria*

The procedures and criteria are set forth in the Faculty Handbook, Section 3.3(e) and 3.5.

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

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/Vice President for

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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

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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.
3. The appointee should have qualities of pers

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2. *Curriculum:* The Director, in consultation with other program members, is responsible for the program's course offerings and requirements. Directors, in consultation with teaching faculty and Department Chairs, will coordinate the scheduling of courses. The Director should take into account the needs of the students as well as the program in the shaping of the curriculum. The Director has the primary responsibility for advising students in the program and also keeping library and resource materials current.
3. *Personnel:* The Director, in consultation with appropriate Department Chairs, is responsible for seeking out highly qualified candidates to teach in the program. The Director renders guidance and assistance to faculty in the program. The Director has access to teaching faculty's curriculum vitae, syllabi and teaching evaluations for courses in the program. The Director consults with the appropriate Department Chair when teaching faculty in the program are eligible for reappointment, tenure, and promotion.

In the case of tenure-track appointments to programs, the Director consults with the Dean of the Faculty/Vice President for Academic Affairs on the formation of a Program Personnel Committee, and the Director (in consultation with the ID PPC) performs those functions normally assumed by

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4. The faculty referees shall in all cases indicate in writing clear support or lack of support for the candidate on the basis of his or her work in the program.
5. In a second year review, the Faculty Handbook does not require documentation appended to the Chair's letter. In all other personnel decisions forwarded to the Dean of the Faculty/Vice President for Academic Affairs and to CAPT, 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/Vice President for Academic Affairs and to 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/Vice President for Academic Affairs and/or 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 disapproves of the proposal, this shall be brought to the attention of the faculty with a full explanation, and so recorded in the faculty minutes.
- D. During the interim between the introduction of the proposal at a Faculty Meeting and the faculty vote, CEPP shall arrange for at least one faculty information meeting.
- E. The President shall report the faculty action to the Board of Trustees when making a recommendation for final action.

XVIII. TERMINATION OF FACULTY STATUS DUE TO THE ELIMINATION OF A DEPARTMENT

Following a decision to eliminate a department according to the procedures in Part One (Faculty Rights and Responsibilities), Article XVII (Establishment or Elimination of a Department), untenured faculty will have the right to satisfaction of their current contract except that they will not have the right to tenure consideration. Tenured faculty should be placed in other positions at the College whenever possible, but failing that, should receive a minimum of two years notice prior to termination.

XIX. ESTABLISHMENT OR ELIMINATION OF A MAJOR

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The authority to establish or eliminate a major is vested in the Faculty, the Board of Trustees, and the New York State Education Department. Establishment or elimination of a major is accomplished according to the following procedures:

- A. A proposal to establish or eliminate a major shall be made first to the Curriculum Committee by members of the Faculty. The proposal shall be accompanied by a complete rationale based on academic concerns.
- B. The Curriculum Committee shall consider the proposal and rationale in the context of all the issues that are relevant to the College's long-range educational goals. During its study, the Curriculum Committee shall work closely with the Administration and the department (or departments) of the major in question. In order to allow sufficient time for study, neither the Curriculum Committee nor the initiators of the proposal may introduce the proposal at a Faculty Meeting until a date upon which they have agreed previously, but not later than twelve months from the time it was first brought to the Curriculum Committee.
- C. The proposal may be introduced at a Faculty Meeting by Curriculum Committee or by those originating the proposal. If either the Curriculum Committee or the President disapproves of the proposal, this shall be brought to the attention of the Faculty with full explanation, and so recorded in the faculty minutes and communicated to the Board of Trustees.
- D. The President shall report proposals receiving Faculty approval to the Board of Trustees for its action.
- E. Favorable action by the Board of Trustees, either to establish or eliminate a major, must be reported by the College Registrar to the New York State Education Department. A new major must be approved by and registered with the New York State Education Department. A discontinued major must be removed from the register.

XX. ESTABLISHMENT OR ELIMINATION OF A MINOR

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

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

- A. A proposal to establish or eliminate a minor

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generally held on the first Friday of each month. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote: all full-time members of the Faculty (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above; Visiting Instructors; Librarians; Artists-in-Residence; Writers-in-Residence; full-year full-time Lecturers; full-year full-time Teaching Associates; the President; the Dean of the Faculty/Vice President for Academic Affairs; the Associate Dean of the Faculty for Personnel, Development, and Diversity; the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement; the Associate Dean of the Faculty for Academic Policy and Advising; the Vice President and Dean of Admissions and Financial Aid; the Dean of

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: academ

I. FACULTY MEETING BY-LAWS

Article I. The Faculty Meeting

- A. Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty. The primary purpose of Faculty Meetings is to provide a forum for discussion on important college matters and to facilitate governance of college affairs.
- B. Faculty Meetings, presided over by the 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:
 - a. all full-time members of the Faculty (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above,
 - b. Visiting Instructors, Librarians, Artists-in-Residence, Writers-in-Residence, full-year full-time Lecturers, and full-year full-time Teaching Associates,
 - c. the President; the Dean of the Faculty/Vice President for Academic Affairs; the Associate Dean of the Faculty for Personnel, Development, and Diversity; the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement; the Associate Dean of the Faculty for Academic Policy and Advising; the Vice President and Dean of Admissions and Financial Aid; the Dean of Students and Vice President for Student Affairs; the Dean of Special Programs; the Registrar; the Director of Institutional Research; the Senior Associate Director of Admissions; the Director of Master of Arts in Liberal Studies Program; the Director of Summer Academic Programs and Residencies; 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 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. Departmental assistants, part-time faculty, and administrators without faculty status are invited to attend and participate in Faculty Meetings, on a permanent or temporary basis, but without a vote.
- 2. The following students are also invited to attend but without a vote: six students to be selected in a manner determined by the Student Senate, students on faculty and all-College committees when items relevant to their committees are on the agenda, one representative from the Skidmore Radio Station, one representative of the Skidmore Television Station, and one representative of the *Skidmore News*.

Article II. The Presiding Officer

A. The President shall preside over

- B. The quorum shall be 75 members.

Article V. The Right to Speak

A. At Faculty Meetings

1. The Chairperson shall not speak to a motion while occupying the chair.
2. Other persons may speak only when recognized by the Chair.
3. The speaker should address the Chair.
4. The speaker should limit the length of remarks to a reasonable length (observing the guideline of two minutes).
5. A person may speak once on a motion and may speak a second time only after all other persons wishing to speak have spoken once. The only exception is that the maker of the motion has the privilege to be the final speaker before the vote.
6. The speaker should have the floor, but should not assume the chair.
7. The speaker shall not be interrupted except for the following:
 - a. Point of order -- raised to question any proceeding or motion that a member believes is in violation of the rules. The Chair rules on the validity of the point and the ruling may be appealed. An appeal must have a second. The decision of the Chair is sustained by a majority or tie vote.
 - b. Point of personal privilege -- raised concerning the rights, reputation, comfort, safety or conduct of a member.
 - c. Point of information -- a request of the Chair for an answer concerning the background or content of a motion vote.
 - d. Parliamentary Inquiry -- a request of the Chair for information concerning parliamentary law. The Chair may refer this to the parliamentarian.
 - e. Permission to withdraw a motion.
 - f. Call for a division of the assembly to retake a vote.
8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the Faculty may entertain a motion to consider a motion, subject, or problem informally (see V.C.1).

- B. Committee of the Whole. This device enables the Faculty Meeting to discuss an issue under the less stringent rules of a committee.

1. The Faculty Meeting may entertain a motion to form a Committee of the Whole.
2. The Chairperson of the Faculty Meeting shall appoint the Chairperson of the Committee of the Whole.

3. The Faculty Meeting will set a time limit on discussion (e.g., twenty minutes).
 4. The Chairperson of the Committee of the Whole may speak to the subject at hand.
 5. Other persons may speak only when recognized by the Chair.
 6. A person may speak more than once before all others wishing to speak have done so, if recognized by the Chair.
 7. All votes are "committee votes" and are not binding on the debate.
 8. At the completion of its deliberation, the Committee of the Whole will entertain a motion to "rise and report."
 9. Committee of the Whole discussions will take place during at least two, but preferably more, Faculty Meetings each semester. The topic of discussion will be determined by FEC and the Dean of the Faculty/Vice President for Academic Affairs, and as directed by suggestions from either individual faculty or committees. Suggestions may be sent to either the Dean of the Faculty/Vice President for Academic Affairs or the Chair of FEC.
- C. Informal Consideration. This device permits the Faculty Meeting to set aside the formal rules of debate.
1. The Faculty Meeting may entertain a motion to consider a particular motion, subject, or problem informally.
 2. Such a motion may occur before or after a formal motion is proposed.
 3. Informal consideration allows the meeting to perfect a motion or an amendment for Faculty Meeting action.
 4. The Chairperson of the Faculty Meeting remains in the chair.
 5. Informal consideration allows for varying limits

Article VII. Special Rules

A. Vote on Questions of Policy

1. Matters of policy shall not be voted on at the same meeting in which they are proposed, unless this provision is waived by a simple majority.

Addendum: Summary Table of Rules Relating to Motions

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 annua

3. COMMITTEE ON EDUCATIONAL POLICIES AND PLANNING (CEPP) — Elected

6. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected

Function: To advise the Dean of the Faculty/Vice President for Academic Affairs on faculty development policies; to initiate ideas for faculty growth and improvement, including programs to support both scholarly and professi

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as Director of the Periclean Honors Forum for a four-year term; the Associate Dean of Student Affairs and Director of Campus Life; the Director of the First-Year Experience; and three students appointed from members of the Forum.

10. MASTER OF ARTS IN LIBERAL STUDIES COMMITTEE (MALSC) — Elected

Function: To participate in all aspects of the Master of Arts in Liberal Studies (MALS) Program by determining academic policies and procedures, admitting and dismissing students, approving core seminars, approving degree plans and final project proposals, making recommendations for degrees, and recommending faculty selection; to advise on all matters of administrative policy and to assist in the further direction of the program.

Membership: Four faculty members, each representing one of the four Divisions of Disciplines (see Part Two, preamble) elected to serve three-year terms, and one library faculty member, appointed in consultation with the Director of the MALS Program and the College Librarian, to serve a three-year term; the Dean of Special Programs; the Dean of the Faculty/Vice President for Academic Affairs or his/her designee; and the Director and Academic Advisor of the MALS Program.

12. ATHLETIC COUNCIL — Elected

Function: To provide oversight and support for the athletic, fitness, physical activity, and recreation programs on campus; to advise the Dean of Students and Vice President for Student Affairs in articulating and espousing the vision for athletics, fitness and recreation at Skidmore and to recommend policies regarding these programs; to work in conjunction with the President, the Dean of Students and Vice President for Student Affairs, the Dean of the Faculty/Vice President for Academic Affairs, the Athletic Director, the Student Athletic Advisory Committee

Exchanges. This expanded participation in CAS meetings can occur only with the consent of the

16. GRIEVANCE PANEL (GP)—Appointed

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

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

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

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

18. OTHER COMMITTEES

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

III. ACADEMIC POLICIES

A. Examinations

Final examinations for the Fall and Spring semesters are given during a designated examination period. Examinations must be taken during the prescribed hours and in those places designated as examination rooms.

1. Students who are unable to take an examination or hand in a paper because of illness m

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.
5. Written final examinations may not be given in whole or in part prior to the scheduled examination period.

B. Class Attendance

1. Instructors will make known to their classes their policy concerning the effect of absence on the student's grade. Students are not automatically entitled to a certain number of absences.

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

If the faculty member rejects the recommendation of the Dean of the Faculty/Vice President for Academic Affairs, Associate Dean of the Faculty for Academic Policy and Advising, and the appropriate department chair or program director, to change the final failing grade to a passing grade or to Satisfactory, the Dean of the Faculty/Vice President for Academic Affairs, with the Associate Dean of the Faculty for Academic

- 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

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

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

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

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

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

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

Membership: The President (Chair); the Dean of the Faculty/Vice President for Academic Affairs; the Vice President for Finance and Administration; the Vice President for Advancement; the Vice President and Dean of Admissions and Financial Aid; the Dean of Students and Vice President for Student Affairs; the Dean of Special Programs; the Director of Institutional Research; the Chief Technology Officer; the Chair of the Campus Sustainability Subcommittee; the Chair of the Committee on Intercultural and Global Understanding; one of the two Vice-Chairs of the Subcommittee on Responsible Citizenship (one to be designated to sit on IPPC each year); three faculty members elected for three-year terms, one of whom serves as Vice-Chair; the Chair of FEC; the Chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff; the President of SGA; and the SGA Vice President for Financial Affairs.

2. BOARD OF APPEALS — Appointed

Function: To serve as the Appeal Board for cases heard by the Integrity Board.

The Dean of the Faculty/Vice President for Academic Affairs and the Integrity Board Chair, not party to the initial hearing, review Integrity Board recommendations of suspension or dismissal in academic integrity cases. The Dean of Students and Vice President for Student Affairs and the Integrity Board Chair, not party to the initial hearing, review Integrity Board recommendations of

suspension or dismissal in social integrity cases. Appeals will be considered only when there is new information directly related to the case, evidence regarding the fairness of the board's procedures, or a sanction that appears disproportionate to the violation.

Membership: For academic integrity cases, two faculty members appointed by FEC on a case-by-case basis, drawn from the pool of faculty who serve on the Integrity Board but who have not heard the case in question; the Dean of the Faculty/Vice President for Academic Affairs as Chair; and two students serving on the Integrity Board who were not party to the initial hearing. For social integrity cases, one faculty member appointed by FEC, drawn from the pool of faculty

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 Traini

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

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

I. FLEXIBLE BENEFITS PLAN

Skidmore College provides a Flexible Benefits Program to faculty who are full-time for the academic year, and for faculty who are in designated shared positions. Benefits included in this Program are health care coverage, dental insurance, group-term life insurance, and Flexible Spending Accounts.

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

<http://www.skidmore.edu/hr/benefits/benefitsprograminfo.php>

II. DOMESTIC PARTNERS BENEFITS

The College will recognize same- or opposite-sex domestic partners as spousal equivalents for certain College benefits, to the extent permitted by law. In addition, any children of qualified domestic partners may be eligible for these benefits depending on the health plan selected on the same basis as children of married spouses. A detailed policy which outlines eligibility criteria for domestic partnership can be obtained in Human Resources and at the following web address:

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

III. PARENTAL LEAVE FOR FACULTY

A.

Further information about the parental leave policy is available online at:

<http://www.skidmore.edu/hr/documents/FacultyParentalLeavePolicy.pdf>

IV. TUITION BENEFITS

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

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

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

Skidmore College Employee Benefit Plans Summary:

<http://www.skidmore.edu/hr/benefits/benefitsprograminfo.php>

Tuition Benefit Frequently Asked Questions and The Tuition Exchange Program:

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

V. RETIREMENT

A. Definition

A full-time faculty member who has attained a minimum age of 55, with at least 15 years of continuous full-time service and who leaves the employ of the College, is considered to be retired from the College.

All full-time faculty who retire are accorded emeritus status and are invited to attend and participate in official activities of the College, to use the Scribner Library, Computer Services, and laboratory facilities, when available, and the College's fitness and recreational facilities.

B. Basic Retirement Plan

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

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

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

C. Early Retirement

The Skidmore College Supplemental Retirement Plan is available to those eligible employees who were in the College's employ on November 15, 1990. All such employees were vested in the plan's basic benefit after five full years of service to the College. Employees between the ages of 55 and 63, with 12 or more years of service, may elect to retire and receive a supplemental benefit in addition to their basic retirement benefit.

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

D. Phased Employment

The Phased Employment Program was designed for faculty who, through a pre-retirement reduction of their full-time teaching commitment, can gradually phase into retirement over a period of years. Participation in the program is not an entitlement. The program is voluntary for both the employee and College, and all terms or arrangements will be mutually agreed upon and documented.

Participants must be in active status or on an approved leave of absence to apply for this benefit. The employee's age and length of service must combine to equal not less than 70, with a minimum age of 50 and a minimum of 15 years of employment. All participants must retire at the completion of the agreed upon period.

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

<http://www.skidmore.edu/hr/documents/PhasedEmploymentProgram1-2007.pdf>

E. Post-Retirement Health Benefits

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

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

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

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

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

Official communication with the Board from the Faculty, officers, and members of the College shall be presented through the President. At each regular meeting of the Board, the President shall make a report on the condition of the College. The President shall make recommendations to the Board, through the Academic Affairs Committee, with respect to the granting of promotions, tenure, and sabbaticals to members of the Faculty and through the Executive Committee with respect to the engagement of senior members of the administrative staff.

The annual budget and statement of plans for the administration of the College shall be presented by the President to the Board for final decision at the Annual Meeting.

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

B. President's Cabinet

The President's Cabinet constitutes the President's administrative council and meets regularly to advise the President on major issues of policy, planning, and operation. The Cabinet consists of those senior members of the Administration who report directly to the President (the Dean of the Faculty/Vice President for Academic Affairs, the Vice President for Finance and Administration and Treasurer, the Vice President for Advancement, the Dean of Students and Vice President for Student Affairs, the Vice President and Dean of Admissions and Financial Aid, and the Executive Director of the President's Office and Coordinator of Strategic Initiatives), as well as the Dean of Special Programs, who does not report directly to the President. 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.

II. THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION AND TREASURER

The Vice President for Finance and Administration and Treasurer is elected by the Board upon the nomination of the President and is the chief business and financial officer under the President. The Vice President for Finance and Administration and Treasurer is responsible for all matters assigned by the President which, generally, include all budgets, fiscal affairs, investments, facilities, construction, auxiliary services, campus safety and security, non-faculty personnel matters, purchasing, and other business management affairs of the College.

As Treasurer, he/she is responsible for the monies, securities, and other assets under rules prescribed by the Trustees and shall report at all regular meetings of the Board on the current status of the finances.

III. THE VICE PRESIDENT FOR ADVANCEMENT

The Dean of the Faculty/Vice President for Academic Affairs initiates and supervises the evaluation of Department Chairs, and generally assists them in the performance of their duties. The Dean of the Faculty/Vice President for Academic Affairs also assists Chairs and Directors in the development of teaching and scholarly effectiveness in the Faculty and in maintaining orderly departmental governance and a spirit of professional cooperation. The Dean of the Faculty/Vice President for Academic Affairs works with the Committee on Educational Policies and Planning, and other appropriate bodies, on educational matters.

B. Academic Staff

Academic Staff consists of Department Chairs; single-discipline and interdisciplinary Program Directors; the Associate Dean of the Faculty for Personnel, Development, and Diversity; the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement; the Associate Dean of the Faculty for Academic Policy and Advising; the Registrar; and the Director of Institutional Research — that is, all those reporting directly to the Dean of the Faculty/Vice President for Academic Affairs and to the Associate Deans of the Faculty — as well as others whose work is directly in support of academic programming, such as the Director of Academic Technologies; the Director of Summer Academic Programs and Residencies; and the Director of the MALS Program. In quarterly meetings, information of direct relevance to academic programs is shared. Academic Staff serves to advise the Dean of the Faculty/Vice President for Academic Affairs regarding programs and policies in or pertaining to academic affairs at the College.

C. The Associate Dean of the Faculty for Personnel, Development, and Diversity

The Associate Dean of the Faculty for Personnel, Development, and Diversity is appointed by the Dean of the Faculty/Vice President for Academic Affairs and is responsible for all matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which generally include the following: enhancing the quality of the Faculty and, in consultation with Department Chairs, making new appointments to the Faculty (subject to the approval of the Dean of the Faculty/Vice President for Academic Affairs), conferring with the Faculty Development Committee on sabbatical leaves, and making recommendations to the Dean of the Faculty/Vice President for Academic Affairs where appropriate, faculty and curriculum development, and the administration of all interdisciplinary programs. The Associate Dean of the Faculty for Personnel, Development, and Diversity also works with CAPT in its deliberations of promotion and tenure cases and consults with CAPT on other personnel matters as needed.

The Director of Intercultural Studies, the Faculty Network Facilitator, and the Director of Off-Campus Study and Exchanges report directly to the Associate Dean of the Faculty for Personnel, Development, and Diversity.

D. The Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement

The Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement is responsible for all matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which typically include review of academic program budgets and making budget recommendations, in consultation with the Department Chairs and Program Directors, to the Dean of the Faculty/Vice President for Academic Affairs.

The Sponsored Research Officer, also appointed by the Dean of the Faculty/Vice President for Academic Affairs, assists faculty in seeking external funding and developing grant proposals.

The Sponsored Research Officer, Foundation and Institutional Grants Officer, the Safety Coordinator, the Sustainability Coordinator, and the AVD Coordinator report directly to the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement.

E. The Associate Dean of the Faculty for Academic Policy and Advising

The Associate Dean of the Faculty for Academic Policy and Advising, appointed by the Dean of the Faculty/Vice President for Academic Affairs, is responsible for matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which typically include aspects of academic advising, student grants, graduate fellowships, internships, and questions of academic policy, academic integrity, and curriculum development. The Office of Academic Advising, in collaboration with the Office of Student Academic Services, also provides support and guidance to students considering academic program options, to students with academic distinction, and to students experiencing academic problems, and serves as a liaison to assigned faculty committees.

The Registrar, the Director of the First-Year Experience, and the Director of the Off-Campus Study and Exchange Program report directly to the Associate Dean of the Faculty for Academic Policy and Advising.

The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of the First-Year Experience, who works with the Dean of the Faculty/Vice President for Academic Affairs in staffing the Scribner Seminars and in addressing other academic and co-curricular activities for the entering class. The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of the Office of Off-Campus Study and Exchanges, who works with students wishing to study abroad and is responsible for monitoring all relevant programs and policies.

V. THE DEAN OF SPECIAL PROGRAMS

The Dean of Special Programs is appointed by the Dean of the Faculty/Vice President for Academic Affairs and is responsible for the academic, operational, and fiscal integrity of an external graduate degree-granting program 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 of Arts in Liberal Studies Program who is responsible for all operations under his/her auspices; the Director of Institutes, Conferences and Summer Operations, who is responsible for partnership and hostiJ-a[(6d pol)-134 Two3(ng t)4.3(o)29.1u(i)4.6(lernal -1.8(re.0008 .

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

The Dean of Students and Vice President for Student Affairs appoints the Associate Dean of Student Affairs and Director of the Office of Student Academic Services. He/she is responsible for all matters assigned by the Dean of Student Affairs, including the HEOP/AOP programs and academic support services. He/she works with faculty, the DOS, the Director of FYE, the Registrar, and other administrative offices to promote academic success.

The Dean of Students and Vice President for Student Affairs appoints the Associate Dean of Student Affairs and Director of Residential Life. He/she is responsible for all matters regarding student life assigned by the Dean of Students and Vice President for Student Affairs, which typically include Residential Life and the Social Integrity Board. The Associate Dean also works with the Associate Dean of the Faculty for Academic Policy and Advising, Director of FYE, Campus Safety, Facilities, Health Services, the Counseling Center, and Dining Services to promote student health, safety, engagement, and satisfaction.

The Dean of Students and Vice President for Student Affairs appoints the Associate Dean of Student Affairs and Director of Campus Life. He/she is responsible for all matters regarding student life assigned by the Dean of Students and Vice President for Student Affairs, which typically include Leadership Activities, Religious and Voluntary Activities, and Student Organizations.

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evaluation of the Vice President for Finance and Administration and Treasurer will deal not only with the performance of the person who is the Vice President, but also with the effectiveness of the Vice President's staff and the extent to which tasks that the Vice President's staff is responsible for are being carried out effectively.

The purpose of including a focus on both the individual Officer and that person's Office is to ensure a full analysis of the Officer's performance. The review process is not intended to be an in-depth program audit.

Reviews should begin by considering the relevant job description. The job description will include, among other things, the definition of a set of goals and activities. The review committee will then determine how well the individual has carried out those activities and achieved those goals. If a recent job description is not already available at the time of the review, one should be composed by the Officer under review and his or her supervisor.

Composition of the Review Committee

Each review committee will consist of five individuals: two faculty and three others in the case of reviews of non-academic officers; three faculty and two others in the case of academic officers. The faculty members shall be appointed by CAPT, after consultation with FEC, the person being reviewed, and the President.

Detailed Procedures

1. The review process will be initiated by the President at the beginning of the appropriate academic year, but in no case later than November 1st.
2. In consultation with the President and the officer being reviewed, the committee will review the job description for current adequacy, will draw up a list of the specific office functions to be evaluated along with the individual officer, and will determine what individuals will be contacted and asked for comments. The officer under review may add names of particular individuals, from either inside or outside the College, to the list of those to be contacted.
3. After reading the letters of evaluation and before writing the summary report, the review committee will meet separately with the officer under review and the President.
4. The summary report will be given to the officer under review no later than April 1st. 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 1st.
5. The President and the Chairperson of the Review Committee will meet with CAPT to provide an oral report summarizing the results of the review. The members of CAPT shall be bound by its rules of confidentiality in not discussing the report with any individuals outside CAPT, or disseminating its contents in any manner.
6. CAPT will have the responsibility of monitoring the review process.

Confidentiality

It is extremely important that the rights of both the Officer being reviewed and those providing comments be protected. Strict rules of confidentiality are, therefore, necessary.

1. All proceedings of the Review Committee will be held in the strictest confidence. Members of the committee will be asked to accept the same code of confidentiality that is adopted by the members of CAPT and CAFR.

2. Evaluations received by the committee will be kept in confidence. The President will have access to all evaluation materials. The Officer being reviewed will not see them and they will be filed in a sealed, confidential file in the Office of the President for a minimum of three years or as long as the person under review continues in his or her position. The file will then be destroyed.
3. The final summary report of the committee will also be kept in confidence and will be held in the same sealed file with the evaluations for a minimum of three years or as long as the person under review continues in his or her position. It will not be shown to anyone other than the members of the original review committee, the President, and the Officer being reviewed. Members of a review committee for a particular officer shall not have access to previous reviews of that Officer.

PART SIX

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

I. INTRODUCTION

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

Equal Employment Opportunity laws and regulations prohibit discrimination against employees or applicants for employment based on race, color, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition and carrier status, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression, domestic violence victim status, or any other characteristic protected by applicable federal, state, or local laws.⁷ The College fully supports these prohibitions and has adopted policies reflecting its commitment to non-discrimination and equal opportunity in its employment and educational practices.

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

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

<http://www.eeoc.gov/>

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

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

II. ACADEMIC FREEDOM

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

⁷ Gender identity and expression, while protected under Skidmore College policy, are not currently protected under federal, state, or local laws.

III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

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

Equal Employment Opportunity Policy

Skidmore College is committed to being an inclusive campus community and an Equal

guided by our fundamental educational values – leading our students to develop robust cognitive abilities, enhanced critical and intercultural skills, and an appreciation of their individual and social responsibilities as citizens of the world. Meeting these objectives is crucial to our achieving new levels of excellence.

C. Policies on Accessibility and Accommodations

Skidmore College is committed to supporting accessibility, with respect to both physical access and other

F. Policy on Consensual Sexual Relationships Involving Students

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

managers who fail to address or report such possible violations may also be subject to civil or criminal liability.

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

V. PROCEDURES REGARDING EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

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

A. Scope

1. *Educational Environment*

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

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, genetic information, genetic predisposition or carrier status, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression, domestic violence victim status, or any other category protected by applicable federal, state or local laws. To implement this policy, guidelines have been established to ensure equal opportunity in all employment policies and practices. These guidelines apply across the institution:

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

b. In policy ot1.8(n)-3.8(t)1.6((, se t)3.th)4.9(ln3.9(or of8-3.1(.)-1.6()8-)-4(e)-)-9(1.a)(b)-wa3.1(2.3(d))T2()TJ-

for Academic Affairs, as appropriate, reviews the position description and all components of the search plan proposed by the hiring department or office before approving a search.

- d. Human Resources maintains and updates lists of recruitment resources for both academic and nonacademic searches.
- e. Human Resources routinely sends announcements of position vacancies to local and regional

The ADEWD is also available for consultation with any other member of the Skidmore community.

VI. ANTI-HARASSMENT POLICY

Harassment is unlawful and therefore prohibited by Skidmore College.

The College is committed to maintaining a positive learning and working environment for all of its students and employees. In accordance with applicable laws, including Title VII of the Civil Rights Act of 1964 as amended, Title IX of the Education Amendments of 1972, the Pregnancy Discrimination Act of 1978, the Americans with Disabilities Act, the Civil Rights Act of 1991, the Genetic Information Nondiscrimination Act, and a

C. Third-Party Harassment

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

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

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

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

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

A. Definition of Terms

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

- x Complainant: the individual filing an informal or formal complaint of discrimination or harassment.
- x Respondent: the individual alleged to be responsible for a discriminatory or harassing action.
- x Appellant: the individual appealing the disposition of a complaint (either the complainant or respondent).
- x Inquiry: the process used in the informal stage of a complaint.
- x Investigation: the process used in the formal stage of a complaint.
- x Appropriate Official: the complainant's or respondent's Department Chair (or, in the case of faculty with interdisciplinary appointments, Program Director), the Dean of the Faculty/Vice President for Academic Affairs, any other division head, or the Associate Vice President for Finance and Administration and Director of Human Resources. If the appropriate official has a conflict of interest, the Associate Vice President for Academic Affairs.

B. Reporting Suspected Harassment and Discrimination

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

When to report. A report must be made to the College within 60⁹ days of the alleged incident. A formal complaint must be filed in writing within 10 work days after an informal inquiry has been completed or within 10 work days of the conclusion of the mediation process (semdi9(t)38(w). Fe0.940l)331.050012 Tc.6357 Tw[8tder(i)-4..

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

The respondent will have the right to

- x have a representative (not an attorney) present as an observer during the complaint process;
- x receive a copy of the written complaint;
- x be granted confidentiality throughout the process (as described in Section B above);
- x respond to the complaint;
- x review and sign his/her own statement and receive a copy;
- x request mediation;
- x have a meeting with the ADEWD after the informal inquiry;
- x review a copy of the final summary of

C. Informal Complaint Resolution

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

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

- x have a representative (not an attorney) present as an observer during the complaint process;
- x be granted confidentiality throughout the process (as described in B above); and to
- x 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

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

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

D. Formal Complaint Procedures

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

The formal complaint must include the following:

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

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 stude

Respondent

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

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

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

The President will provide 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, providing oral or written testimony, and providing letters, e-mails, voice messages, notebooks, gifts or other evidence in any such proceeding. Finally, cooperation includes the expectation that all parties to a complaint, inquiry, or investigation will maintain the confidentiality of

- x withholding notification about important events;
- x withholding notification about changes in policies;
- x exposing the person to public or private ridicule;
- x making oral or written threats or offering bribes;
- x refusing to meet with a person who has the right to be granted a meeting;
- x name calling;
- x further harassment of any nature.

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

D. False Allegations

The College will not tolerate false allegations of harassment. Complaints made in good faith that are found not to constitute harassment or discrimination will not be considered false allegations. However, any individual who knowingly, maliciously, or frivolously makes a false allegation of harassment will be subject to

PART SEVEN

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