

Skidmore College

Faculty Handbook



2009-2010

SKIDMORE COLLEGE
FACULTY HANDBOOK
2009-2010

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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.

2009-10

FACULTY HANDBOOK

PART ONE

indicate that they are not institutional spokespersons. The College recognizes the right and the responsibility of faculty members to speak as members of the community on issues of public concern.

IV. ACADEMIC FREEDOM AND TENURE

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

V. APPOINTMENTS TO THE FACULTY

A. Tenure-Track Appointments

Initial appointments to all ranks are made by the Vice President for Academic Affairs in consultation with the Dean of the Faculty, the Department Chair and the department concerned and (where appropriate) Program Directors. In the case of appointment as Vice President for Academic Affairs or Dean of the Faculty, the President may appoint the Vice President for Academic Affairs as well as the Dean of the Faculty at the rank of Professor with tenure, according to procedures prescribed in the Faculty Handbook, Part One, Article IX (Tenure), Section C (Eligibility), number 5, and Section E (Procedures for Granting Tenure), number 11. Full-time and shared faculty appointments to all professorial ranks shall be made for a three-year period, the first year being a probationary one. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable. Shared appointments to the Faculty are designed to enable the College to hire and retain gifted professionals who may wish to teach less than full-time on a permanent basis. In order to fulfill the College's needs, such appointments are made when two faculty members can fulfill the responsibilities of a single position or a fraction of two positions, while allowing for flexibility between them in assigning responsibilities.

1. The appointee's department may request the Dean of the Faculty on or before February 15th of the first year to terminate his or her contract at the end of the academic year. If the Dean of the Faculty grants the request and the request is approved by the Vice President for Academic Affairs, the Dean of the Faculty shall notify the appointee of such termination in writing on or before March 1st of the first year of the appointee's contract. If the appointee begins his or her contract in mid-year (January), the date for the department's request to the Dean of the Faculty shall be May 31st, and the Dean of the Faculty must notify the appointee of termination in writing by June 15th.
2. An appointment that is not terminated during the first year shall remain in effect through the third year.

B. Fully Dedicated Tenure-Track Lines in ID Programs

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

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

The ID PPC will consist of the ID Program Director and four to eight tenured and tenure-track faculty in at least the third year of consecutive full-time college service and at least the third year of participation in the ID Program. The Dean of the Faculty appoints members to the PPC in consultation with the Director and the ID Program Steering Committee. In cases where a Committee member vacates his/her position on the Committee, a replacement is appointed in the same manner. Normally the ID Program Director will chair the PPC. If the Director is a candidate, however, the Dean of the Faculty in consultation with the PPC shall appoint a tenured faculty member from the committee to serve as Chair. Once the committee is

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 15th. If this condition is met, the department shall determine whether or not the appointee should be offered a tenure-track position. Neither professional accomplishment beyond the completion of the terminal degree nor community service shall be applied as criteria in this decision. Appointees who fail to complete the degree by October 15th following their second year shall receive contracts for a third and terminal year at the College. Exceptions to this date may be granted when the Dean of the Faculty and the Vice President for Academic Affairs judge there are procedural circumstances beyond the candidate's control.

E. Non-Tenure-Track Appointments

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

Full-time and shared appointments as Library Faculty, Artists- and Writers-in-Residence, and Teaching Associates will be made initially for three years, the first year being a probationary one. The appointee's department may request the Dean of the Faculty on or before February 15th of the first year to terminate his or her contract. If the Dean of the Faculty grants the request, and the request is approved by the Vice President for Academic Affairs, the Dean of the Faculty shall notify the appointee of such termination in writing on or before March 1st of the first year of the appointee's contract. If the appointee begins his or her contract in mid-year (January), the date for the department's request to the Dean of the Faculty shall be May 31st, and the Dean of the Faculty must notify the appointee of the termination in writing by June 15th. An appointment that is not terminated during the first year shall remain in effect through the third year.

Full-time and shared appointments as Research Associates and Department Assistants will be made for one year, renewable. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable.

2. The following titles are currently recognized for professional personnel outside the tenure-track:

- a. Library Faculty: Library faculty are full-time members of the Faculty. Promotion from Assistant to Associate Librarian and to Librarian is based upon the promotion criteria specified in the Faculty Handbook, Part One, Article VI, Section C (Non-Tenure-Track Faculty), number 1 (Library Faculty), and granted according to the procedures specified in Part One, Article XI (Promotion), Section B (Librarian Ranks).

Those Library faculty tenured as of 1993-1994 will retain tenure. Library faculty whose appointments were effective prior to July 1, 1994 will have a choice of whether to stand for tenure or for contract renewal at the appropriate time. Library faculty whose appointments take effect on or after July 1, 1994 are eligible only for contract renewals as described below (see Part One [Faculty Rights and Responsibilities], Article VIII [Reappointment], Section B [Reappointment of Librarians]).

- b. Artist- or Writer-in-Residence: An Artist- or Writer-in-Residence is a full-time teaching member of the Faculty. The title recognizes achievement, experience, and acclaim. The appointee may or may not have the academic credentials required for appointment at a professorial rank. Promotions to Senior and to Distinguished Artist- or Writer-in-Residence are

c. Visiting Artist- or Writer-in-Residence: A Visiting Artist- or Writer-in-Residence is a full-time

VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE

A. Tenure-Track Faculty

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

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

(1) Specific evidence of effective course management might include care in the selection of texts and shaping of syllabi; thoroughness and fairness in evaluating student work; adherence to high standards; thoughtful class preparation. (2) Evidence of effective modes of delivery might include organized presentations; a contagious enthusiasm for one's subject; an ability to foster creativity; skill in generating discussions leading to central insights or in funneling impromptu comments toward the same end; imaginative, on-the-spot formulations of provocative contexts for crystallizing enduring questions and experiences relevant to the human condition beyond the limits of a single discipline; receptivity to the expression of student views both as contributions and as a source of discovering points of confusion. (3) Knowledge is basic to effective teaching. It informs not only the range and depth of materials that find their way into syllabi, but also pedagogical methods and ends. Knowledge lights the way to imaginative connections, nourishes respect for complexity in the instructor's presentations and honesty in the interrogation of texts. In short, knowledge ensures comprehensiveness and rigor.

This scarcely exhausts the ways effective teaching might manifest itself, of course, and candidates may wish to present other evidence.

SCHOLARSHIP: Activities leading to the advancement of knowledge and/or the enhancement of the arts on the Faculty's part redound favorably on Skidmore as an institution of higher learning. What is more, insofar as its results are normally published or exhibited, scholarship in particular invites the critical scrutiny of peers, who are in the best position to assess its worth, and ensures the College of the Faculty's continuing involveme

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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, and the CAPT as to what constitutes appropriate evidence. Such activities might include grants, fellowships or other juried awards, and participation in professional associations.

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

standards of the Library profession; facilitating access to information resources beyond the Library walls; and interpreting the Library's collections

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.

department must submit its recommendation, positive or negative, with supporting evidence to the Dean of the Faculty on or before January 15th² 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 Dean of the Faculty 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 Dean of the Faculty 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 Dean of the Faculty must, on or before February 15th,³ recommend to the Vice President for Academic Affairs either a further three-year contract or termination of the individual's service. The Dean of the Faculty 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.

c. The Dean of the Faculty will report reappointment recommendations to the CAPT on or before February 15th.⁴

d. If the recommendations of the department and the Dean of the Faculty differ, the CAPT will review the candidate's file and make a third recommendation to the Vice President for Academic Affairs. This recommendation will be made on or before February 25th.⁵

e. The Vice President for Academic Affairs shall make the decision to accept or reject recommendations in all cases presented. The decision on the candidates shall be announced as soon as possible to the departments concerned. The Dean of the Faculty shall offer further three-year contracts to successful reappointment candidates on or before March 1st.

f. A candidate for reappointment to whom a further three-year contract is not offered in the third year shall receive written notice of a terminal one-year appointment from the Dean of the Faculty on or before March 1st.

g. Reappointment consideration of faculty holding shared appointments follows the above procedures. If one partner in a shared appointment is not reappointed, the reappointed partner

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

³ See annual CAPT Operating Code and Calendar.

⁴ *Ibid.*

⁵ *Ibid.*

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

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

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

In the sixth year, the evaluation process shall be broadened to include references from outside the department. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the Dean of the Faculty. In the case of a disagreement between the department and the Dean of the Faculty, the Vice President for Academic Affairs shall convene an ad hoc group of three current Department Chairs (excluding the Chair of the candidate's department), which shall provide a third recommendation. The Vice President for Academic Affairs makes the final reappointment decision. If the Vice President for Academic Affairs' decision is negative, the department member receives a terminal contract for a final year.

After the initial six years, Artists-in-Residence and Writers-in-Residence who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract, except for those on shared appointments who will be reviewed every three years. If the review is negative, the faculty member will be given a probationary contract of one year and will be reviewed by the department for contract renewal by February 15th of that year. (In the case of those on shared appointments who teach only in the spring, the date shall be April 15th.) If the departmental review is negative, and the Dean of the Faculty concurs, the faculty member will be informed by March 1st that he or she will receive a terminal, one-year contract. In the case of a disagreement between the department and the Dean of the Faculty, the Vice President for Academic Affairs shall convene an ad hoc group of three current Department Chairs (excluding the Chair of the candidate's department) who shall provide a third recommendation. The Vice President for Academic Affairs makes the final reappointment decision. If the Vice President for Academic Affairs' decision is negative, the department member receives a terminal one-year contract.

D. Reappointment of Teaching Associates

During the second and third year of service, Teaching Associates will be evaluated. Each department shall follow its established procedures for evaluating candidates for reappointment and promotion. The Chair will file these procedures with the Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

1. Second Year

- a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to department procedures and shall inform the Dean of the Faculty of its decision on or before May 31st of that year.
- b. By June 15th of the appointee's second year, the Dean of the Faculty shall remind appointees not regarded as candidates for reappointment that their service terminates at the end of their third academic year.
- c. Reviews
 - i. If the appointee believes that the decision against reappointment was made in violation of academic freedom and rights or was procedurally inadequate, the CAFR, upon petition by the appointee, will review the allegations and report to the Dean of the Faculty.
 - ii. If the appointee believes that the decision against reappointment was based on inadequate consideration of the standards for continued service, the Dean of the Faculty may review the evaluation.

iii. In either (i) or (ii), the result of a finding in

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

B. Institutional Considerations and Budgetary Considerations

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

C. Eligibility

1. Full-time members of the Faculty who are at the rank of Assistant Professor or above shall become candidates for tenure at the beginning of the fall term of their sixth year of service as faculty members.⁶ The timing of tenure consideration will be determined by the faculty members in

1. For faculty members, the service year coincides with the academic year. The academic year begins at the start of the fall term and ends with the close of the spring term. For each academic year that a faculty member holds a full-time appointment, that person will be considered to have given a year of

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

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

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

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

or within 15 days of notification of denial of tenure, whichever is later. The candidate must submit to the TRB a letter stating in a clear and precise manner exactly how the consideration of the case is perceived as having been inadequate.

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

3. The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to the 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 the CAPT, members of the candidate's department, the Vice President for Academic Affairs, and/or the Dean of the Faculty if necessary. The Board shall be bound by confidentiality.

4. The Tenure Review Board will convey its recommendation to the President, the Vice President for Academic Affairs, the Dean of the Faculty, the CAPT, the department Chair or program Director, and the candidate within four weeks after the petition deadline. If the Tenure Review Board has determined that the case merits reconsideration, the Chair of the CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the six members of the 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 the CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which the 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 the 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 initiated.

7. The President shall decide about appropriate action and shall convey the result of a review in a letter to the candidate, and shall state therein the reasons for recommending or not recommending tenure. The letter will be sent within 10 days of receipt of the Tenure Appeal Committee's recommendation, with copies to the Tenure Appeal Committee, the Vice President for Academic Affairs, and the Dean of the Faculty.

X. DISCIPLINE OF TENURED FACULTY

The appointment of a tenured faculty member may not be terminated nor status reduced except for cause

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

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

l. An individual denied recommendation for promotion may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or 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.

2. Guidelines for Advancement in Rank

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

a. For the rank of Assistant Professor, the appropriate terminal degree (or its professional equivalent) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualif

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

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

Promotions to Senior or to Distinguished Artist- or Writer-in-Residence are granted by the Board of Trustees upon the recommendation of the Dean of the Faculty after consultation with the department. Consideration for promotion may be initiated by the Department Chair in consultation with the Dean of the Faculty, or the Dean of the Faculty in consultation with the Department Chair. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion to Distinguished rank is based upon merit and not guaranteed by years of service.

D. Teaching Associates

Promotion to Senior Teaching Associate is granted by the Board of Trustees upon the recommendation of the Dean of the Faculty after consultation with the department. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

XII. LEAVES OF ABSENCE

A. Sabbatical Leaves of Absence

1. Purpose

Sabbatical leaves of absence are granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs to members of the Faculty to provide professional experience that cannot be secured during the academic recesses. Sabba

a. Application

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

b. Consideration

- i. On or before January 15th of the year preceding the intended leave, the applicant's Chair should submit to the Dean of the Faculty in triplicate an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean of the Faculty's Office will transmit one copy to the Chair of the Faculty Development Committee.
- ii. Applications will be considered jointly by the Dean of the Faculty and the Faculty Development Committee. The Vice President for Academic Affairs makes recommendations to the Board of Trustees for final approval.
- iii. Applicants and their departmental Chairs will be notified by March 1st of the academic year preceding the leave.

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. 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, 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.

B. Pre-Tenure Paid Research Leaves of Absence

1. Purpose

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

2. Eligibility

Untenured tenure-track faculty who are either in their third or fourth years of service to the College and who have been reappointed are eligible to apply for the following year. 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

moreover, maintain sensitivity to the world outside their disciplines and the College, and continually attempt to keep their departments aware of and responsive to the larger educational and social contexts in which they function.

2. Curriculum: The Chair, in consultation with other department members, is responsible for the department's course offerings and major requirements. Insofar as is possible, faculty should be permitted to teach the courses they prefer in the areas of their particular expertise, providing that student needs are met. Scheduling of courses and determination of examination policies should, insofar as possible, reflect the wishes of the department members teaching those courses. The Chair should take into account the needs of the students as well as the discipline in the shaping of the curriculum. The Chair has the primary responsibility for encouraging faculty to advise students conscientiously and carefully and also to keep library and resource materials current.

3. Personnel: The Chair is responsible for seeking out highly qualified candidates for vacancies in the department. An important factor in their selection should be their competence and willingness to teach according to the specified needs of the department and the College. The Chair establishes search and selection procedures in consultation with the Dean of the Faculty, the Assistant Director for Equal Employment Opportunity and Workforce Diversity, Program Directors (where appropriate), and members of the department. The Chair makes recommendations on appointments (Part One, Article V), reappointments (Part One, Article VIII), promotions (Part One, Article XI), tenure (Part One, Article IX), sabbaticals and leaves (Part One, Article XII), and salary increments to the Dean of the Faculty, the Faculty Development Committee (where appropriate) and the CAPT (where required).

The Chair is responsible for coordinating and making equitable the teaching loads of the members of the department according to standards (including those governing course releases) administered by the Dean of the Faculty; the Chair's personal teaching load is reduced in proportion to his/her administrative responsibilities. The Chair renders guidance and assistance to faculty in every way possible. The Chair keeps untenured faculty apprised of their progress through the tenure system through annual letters of evaluation. Each year, non-tenured faculty meet with their respective Chairs to discuss the contents of their annual letters of evaluation. Continuing part-time faculty shall also receive annual letters of evaluation. Tenured members of the department shall normally be evaluated every three years on a schedule determined by the Chair and coordinated with the individual's and the department's sabbatical cycle. The Dean of the Faculty shall keep a record of tenured faculty members' evaluation cycles, and remind Department Chairs when evaluations are due. The annual letters of evaluation shall be transmitted to the individuals concerned and a copy will be sent to the Dean of the Faculty's office no later than August 31st following that academic year. These evaluations are to be kept on file in the individual's department and in the Dean of the Faculty's office. Only the individual, the Chair, and the Dean of the Faculty may have access to these evaluations.

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

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

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

A. Criteria for Appointment

1. The appointee shall normally hold the rank of Assistant, Associate, or full Professor.
2. The appointee should have extensiv

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

6. It is the responsibility of the Chair of the department to evaluate the candidate's contributions to the program and to incorporate that evaluation within the Chair's letter to the Dean of the Faculty and/or the CAPT.

- 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. FACULTY GOVERNANCE

Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty as described in Part Two. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote: all full-time members of the Faculty (including those on phased employment) and faculty holding shared appointments at

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

C. If the FEC declines to bring a proposal for Handbook revision to the Faculty, the initiator of the proposal may then introduce it directly to the Faculty.

D. If the Faculty approves a revision to Part Two of the Handbook, the revision will then be adopted. If the

PART TWO

FACULTY GOVERNANCE

PREAMBLE

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

Faculty governance provides the principal structure through which faculty members express their views and inform College policy. Faculty governance is (1) especially concerned with those subjects for which faculty members have primary responsibilities: academic freedom, academic standards, educational policy and curriculum, faculty status, and self governance; and (2) also concerned with those subjects in which faculty members have a major interest and share responsibilities with other constituencies, such as financial policy and planning, long-range planning, admissions, student affairs, advancement, and Special Programs.

Broad participation by faculty on committees and task forces improves the chances that diverse expertise, interests, and perspectives will inform decision-making at the College. Such participation distributes the workload, encourages greater accountability, and conveys the message that all faculty are committed to protecting the welfare of the entire institution and advancing the quality of academic life across all the disciplines at Skidmore.

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

I. FACULTY MEETING BY-LAWS

Article I. The Faculty Meeting

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

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

C. Eligibility to Vote

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

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, and full-year full-time Lecturers,

c. the President, the Vice President for Academic Affairs, the Dean of the Faculty, the Dean of Admissions and Financial Aid, the Associate Dean of the Faculty, the Dean of Student Affairs, the Associate Dean of the Faculty for Academic Advising, the Dean of Special Programs, the Registrar and Director of Institutional Research, the Senior Associate Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies Program,

- the Director of Summer Sessions and Summer Special Programs, the Dayton Director of the Tang Teaching Museum and Art Gallery, the Malloy Curator of the Tang Teaching Museum and Art Gallery and the Director of Intercultural Studies,
- d. such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty, and
 - e. members of the full-time faculty appointed to administrative positions within the College. These individuals retain their right to vote at Faculty Meetings but not to run for committees or to vote in committee elections.
2. A voting member of the Faculty who is on leave of absence may vote in Faculty Meetings. Faculty members on leave will be notified of Faculty Meetings only through normal College channels.
 3. Proxy votes and absentee ballots are not allowed in Faculty Meetings.

D. Eligibility to Attend

1. Teaching associates, departmental assistants, part-time faculty and administrators without faculty status are invited to attend and participate in Faculty Meetings, on a permanent or temporary basis, but without a vote.
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 the Faculty Meeting. In the absence of the President, the presiding officer will be in successive order
 1. The Vice President for Academic Affairs;
 2. The Dean of the Faculty;
 3. The Chairperson of the Faculty Executive Committee;
 4. A member of the Faculty selected by the Faculty Meeting.
- B. The President shall appoint a parliamentarian from the Faculty who will advise the Chair at all meetings on questions of procedure. The parliamentarian will also serve as a resource for faculty to consult on parliamentary questions. The parliamentarian has no authority to make rulings or to enforce them.

Article III. The Agenda and Minutes

A. Agenda

1. Faculty members should notify the Vice President for Academic Affairs of items they wish included on the agenda at least 24 hours prior to the meeting.

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

B. Minutes

1. The Vice President for Academic Affairs shall appoint a note-taker for the Faculty Meeting.

2. The Vice President for Academic Affairs is responsible for distributing minutes of all official meetings to all members no later than one week in advance of every meeting.

3. Approval of the minutes shall normally be the first item on the agenda.

Article IV. Quorum

A. A quorum shall be necessary for

- 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

Article VI. Taking Votes

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

B. The Faculty Meeting shall otherwise vote by ayes and nays. Any member, however, can demand a

Addendum: Summary Table of Rules Relating to Motions

Notes:

1. Every motion in this column has the effect of suspending some rule or established right of deliberative assemblies and therefore requires a two-thirds vote, unless a special rule to the contrary is adopted.
2. Undebatable if made when another question is before the assembly.
3. An Amendment may be either 1. By "adding"; or 2. By "striking out" words or paragraphs; or 3. By "striking out certain words and inserting others"; or 4. By "substituting" a different motion on the same subject; or 5. By "dividing the question" into two or more questions, as specified by the mover, so as to get a separate vote on any particular point or points.
4. An Appeal is undebatable only when relating to indecorum, or to transgressions of the rules of speaking, or to the priority of business, or when made while the Previous Question is pending. When debatable, only one speech from each member is permitted. On a tie vote the decision of the Chair is sustained.
5. An affirmative vote on this motion cannot be reconsidered.
6. The objection can only be made when the question is first introduced, before debate.
7. Allows only limited debate upon the propriety of the postponement.
8. The Previous Question, if adopted, cuts off debate and brings the assembly to a vote on the pending question only, except where the pending motion is an amendment or a motion to commit, when it also applies to the question to be amended or committed.
9. Can be moved and entered on the record when another has the floor, but cannot interrupt business then before the assembly; must be made on the day, or the day after, the original vote was taken, and by one who voted with the prevailing side.

II. COMMITTEES OF THE FACULTY

A. Voting Rights and Eligibility: Only full-time members of the teaching or library faculty (including those on phased employment) eligible to vote at Faculty Meetings (see Part One [Faculty Rights and Responsibilities], Article XX [Faculty Governance]) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the Faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the Faculty: FEC,

FEC is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. FEC is responsible for ensuring the proper constitution of faculty committees: it solicits nominations for, conducts elections for, and makes appointments to faculty and all-College committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions; and it maintains a list of all faculty members on all committees. In addition, FEC reviews operating codes of all faculty committees and maintains files of annual committee reports, and FEC is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the Faculty.

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

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

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

Function: To serve as guardian of the academic freedom and rights of all members of the academic community; to receive inquiries and complaints concerning academic freedom and rights and to consider formal charges of violations of academic freedom and rights from any faculty member, student, administrator, trustee or from the CAPT; to

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

7. TENURE REVIEW BOARD — Elected

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

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

8. TENURE APPEAL COMMITTEE

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

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

9. HONORS FORUM COUNCIL — Elected

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

11. 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 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 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 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 Student Affairs, the Dean of the Faculty, the Athletic Director, the Student Athletic Advisory Committee (SAAC), and Advancement to assure productive links between athletic and academic programs; to evaluate the teaching of physical activity instructors and to review the physical activity program; and to assist in other matters relating to athletics, fitness, physical activity, and recreation, as may be brought to the Council's attention by the Athletic Director or by any other member or group of the College community.

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

13. COMMITTEE ON ACADEMIC STANDING (CAS) — Appointed

Function: To formulate and administer policy relating to the academic status of students including matters concerning probation, honors, requirements for graduation, acceleration, and leave of absence; to determine the academic status of each student on the basis of the record, reports of instructors, the opinion of the faculty in the major and any other relevant data; and to give any instructions and advice which seem necessary or advisable.

Membership: Three faculty members, at least one tenured and none of whom may be a member of the CAFR, appointed to serve three-year terms; the Associate Dean of the Faculty for Academic Advising or his/her designated representative, the Registrar and Director of Institutional Research or his/her designated representative, and two students selected by SGA, one junior to be appointed each year to serve a two-year term.

14. FACULTY ADVISORY BOARD (FAB) – Elected and Appointed

Function: To provide a pool of faculty peers to staff an Advisory Panel (AP, see below), which is convened in the formal investigation of a discrimination or harassment charge made against a member of the Faculty.

Membership: Six members of the Faculty, at least four of whom must be tenured and two of whom may be untenured at the time of appointment, serving overlapping three-year terms. These members will be appointed by the FEC in consultation with the Vice President for Academic Affairs, and trained by Human Resources in matters of discrimination and harassment. Appointments will be based

3. The dates of the final examination periods are announced early in the semester. No student should make arrangements to leave the College before checking the examination schedule. All examinations must be taken within the examination period except in case of emergency, which must be reported to the Registrar and Department concerned.

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

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.

2. Instructors may bar from a final examination any student whose absence they

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 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 serving on the Integrity Board but who have not heard the case in question; the Dean of Student Affairs as Chair; and two students serving on the Integrity Board who were not party to the initial hearing.

3. HONOR CODE COMMISSION — Appointed

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

Membership: The Student Honor Code Educator as Chair; the SGA Vice President for Academic Affairs; one student representative at-large; one faculty representative at-large; and one representative from each of the judicial boards (Integrity Board and Board of Appeals). The faculty member will be appointed to a three-year term.

4. THE INFORMATION RESOURCES COUNCIL (IRC) — Appointed

Function: To recommend to the College policies and plans regarding information resources, including their ongoing assessment and renewal, and thereby to serve as the College's chief policy-recommending and planning body for information resources; to provide a forum in which the senior administration of the College, the Directors of the various information resource centers, and the users of information resources may engage in substantive deliberations to ensure that the College reaps fully the benefits of modern, integrated information resources and external networks; to review and revise the College's long-range plan for information resources on a regular basis. The IRC may appoint task forces to address particular aspects of its mission as it deems appropriate. In instances where faculty will be appointed to such task forces, the IRC will inform the FEC of the

6. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE — Appointed

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

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

7. SAFETY IN THE WORKPLACE COMMITTEE — Appointed

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

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

II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES

A. Preamble

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

B. SGA Committees with Faculty Representatives

1. INTEGRITY BOARD — Appointed

Function: To adjudicate cases of academic and social violations.

Membership: The Integrity Board is composed of one or two faculty drawn from a pool of six faculty members appointed by FEC to serve overlapping two-year terms; four students including the Chair (drawn from a pool appointed by SGA); one other member of the College staff (appointed by the Dean of Student Affairs or the Associate Dean of the Faculty for Academic Advising, in consultation with SGA Executive Committee); and the Associate Dean of the Faculty for Academic Advising or Associate Dean of Student Affairs, serving as Judicial Counsel (non-voting). The student Co-Chair not party to an anticipated hearing, works with Judicial Counsel. (Note: Members of the Integrity Board also serve on the Board of Appeals.)

Students chair all Integrity Board hearings. In academic integrity cases, a hearing requires two faculty members, four students, including the Chair, and one staff member; the Associate Dean of the Faculty for Academic Advising serves as Judicial Counsel. In social integrity cases, a hearing requires one faculty member, four students, including the Chair, and one staff member; the Associate Dean of Student Affairs serves as Judicial Counsel.

III. THE HONOR SYSTEM

A. The Contract

1. The Skidmore Honor System was established at the request of the student body in 1921. Each student, in accepting admission to Skidmore College, agrees to the following contract with the College:

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

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

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

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

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

4. It is essential that there be mutual confidence and understanding between faculty and students. Faculty members can help students by discussing with them desirable forms of cooperation and assistance among students and by showing them the difference, for example, between mere copying from sources and legitimate use of reference material. Any problems or questions which arise relating to the application of the honor system should be discussed with the Associate Dean of the Faculty for Academic Advising.

B. Violations of the Honor Contract

1. In case an academic infraction of the honor system comes to the attention of a member of the Faculty, the situation should be dealt with in one of the following ways:

a. The matter may be handled directly with the individual concerned if the faculty member believes that the best results can be achieved in this way, that any recurrence of the offense is unlikely, and the student acknowledges responsibility. The faculty member's response should be shaped by the sections of the Academic Information Guide and the Student Handbook on "Academic Integrity: Definitions and Guidelines for Penalties."

i. A confidential report must be made to the Associate Dean of the Faculty for Academic Advising of any case handled personally by a faculty member.

ii. If more than one honor code violation is reported for a particular student, the Associate Dean of the Faculty for Academic Advising may take further disciplinary action or refer the case to the Integrity Board or request an administrative hearing.

b. The matter may be referred to the Integrity Board by the faculty member.

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

PART FOUR

BENEFITS

Faculty seeking parental leave should file a Disability Reporting Form with Human Resources, available online at:

http://cms.skidmore.edu/hr/forms/upload/STD_Form.pdf

IV. TUITION BENEFITS

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

- Matriculated Students at Skidmore College
- Non-Matriculated Students at Skidmore College
- Students at Other Colleges (for employee's children who are dependents under the IRS code)
- Students in University Without Walls

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

Tuition Benefit Frequently Asked Questions and The Tuition Exchange Program:

<http://cms.skidmore.edu/hr/benefits/tuition-exchange-program.cfm>

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

C. Early retirement

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

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

D. Phased Employment

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.

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 VPAA 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 VPAA, the Vice President for

III. THE VICE PRESIDENT FOR ADVANCEMENT

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

IV. THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

A. The Office of the Vice President for Academic Affairs

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

The Dean of the Faculty and the Dean of Special Programs report directly to the Vice President for Academic Affairs. Both deans sit on a six-member VPAA Senior Staff. Four other staff members report directly to the VPAA: the Registrar and Director of Institutional Research, the Director of the Tang Teaching Museum, the Chief Technology Officer, and the College Librarian.

The VPAA works closely with and considers recommendations from the CAPT regarding faculty tenure and promotion candidacies. The VPAA presents to the President his or her decisions with regard to each candidate's case. The VPAA also works with the CAPT and the President in determining appointments to the College's endowed chairs. More broadly, the VPAA works with the CAPT and the Dean of the Faculty on other matters of concern to the Faculty and may consult with the CAPT on issues pertinent to faculty personnel issues. The VPAA is the College's chief assessment officer; works closely with the Faculty Executive Committee in annually updating the Faculty Handbook; chairs all searches for deans and directors who report to the VPAA; and reports on academic issues at the monthly Faculty Meeting. The VPAA also works closely with the Dean of Special Programs in overseeing the many initiatives of that

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

V. THE DEAN OF THE FACULTY

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

In consultation with the Department Chairs and Program Directors, the Dean of the Faculty is responsible for academic budgets under the DOF purview and makes budget recommendations to the Vice President for Academic Affairs. The Dean of the Faculty initiates and supervises the evaluation of Department Chairs, and generally assists them in the performance of their duties. The Dean of the Faculty 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 works with the Committee on Educational Policies and Planning, and other appropriate bodies, on educational matters.

The Dean of the Faculty appoints the Associate Dean of the Faculty, who is responsible for all operations of the Office of the Dean of the Faculty in the Dean of the Faculty's absence. The Associate Dean is responsible for all matters assigned by the Dean of the Faculty, which typically include review of academic program budgets, support for faculty professional travel and such other budgets as designated by the Dean, faculty and curriculum development, and the administration of all interdisciplinary programs.

The Associate Dean of the Faculty for Academic Advising, appointed by the Dean of the Faculty, is responsible for matters assigned by the Dean of the

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 and the Director of the University Without Walls Program. Each is responsible for all operations under his/her auspices. The Dean of Special Programs appoints

to assure maximum coordination among the many areas in which the College presents itself to the broader public. The Senior Associate Director of Admissions and the Associate Dean and Director of Financial

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 the CAPT to provide an oral report summarizing the results of the review. The members of the CAPT shall be bound by its rules of confidentiality in not discussing the report with any individuals outside the CAPT, or disseminating its contents in any manner.
6. The 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. However, the Officer being reviewed may, if he or she chooses, share parts or all of the summary report with others.

Changes in Procedure

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

PART SIX

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

I. INTRODUCTION

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

Equal Employment Opportunity laws and regulations prohibit discrimination against employees or applicants for employment based on race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, or any other characteristic protected by applicable federal, state, or local laws. 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.⁷

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

III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

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

Equal Employment Opportunity Policy

Skidmore College is committed to being an inclusive campus community and an Equal Opportunity Employer. The College therefore prohibits discrimination against any individual or group of its students, prospective students, employees, or candidates for employment on the basis of race, color, religion, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sex, sexual orientation, gender identity or expression,⁸ or any other category protected by applicable federal, state, or local laws.

B. Policy on Diversity

The principal mission of Skidmore College is the education of predominantly full-time undergraduates – a diverse population of talented students who are eager to engage actively in the learning process (*Skidmore College Mission Statement*). Fulfillment of this mission entails building an academic community based upon mutual respect and openness to ideas, one in which individuals value differences in perspective. Fostering such a community requires the active recruitment and retention of students, faculty, and staff members of diverse backgrounds and cultural heritages.

To read the *Skidmore College Mission Statement* in its entirety please visit:

<http://www.skidmore.edu/planning/index.htm>

Appreciation of diversity is fundamental to a liberal arts education that aims to foster the growth of the whole person in an environment of respect and understanding for different experiences and backgrounds. A diverse community provides each of us with the opportunity to learn from the experiences of others and to submit our own values and assumptions to critical examination. We learn to understand others and ourselves better in an environment that encourages deepened appreciation of other cultures, perspectives, and lived experiences.

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

Diversity Policy

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

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

<http://cms.skidmore.edu/hr/upload/DiversityinHiringStatement.pdf>

⁸ Gender identity and expression, while protected under Skidmore College policy, are not currently protected under federal, state, or local laws.

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

based on their individual accomplishments. All employees are expected to maintain professional relationships with all College students, to act in accordance with standards of professional conduct, and to avoid conflict of interest, favoritism, bias, or creation of a hostile environment for any student of the College.

Sexual relationships between faculty members and students are fraught with the potential for exploitation.

V. PROCEDURES REGARDING EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

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

A. Scope

1. Educational Environment

In accordance with its policy on equal opportunity, Skidmore College prohibits discrimination against any students on the basis of race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression,¹⁰ 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 prohib

personal and/or professional contacts in an effort to broaden the diversity of candidate pools for all positions. Such outreach should occur on a regular basis, even in the absence of an immediate position vacancy.

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

g. Before any candidate in an academic search is invited for an interview (whether on or off campus), the office or department responsible for hiring will contact the ADEWD and the DOF, DSP, or VPAA, as appropriate, to review the applicant pool. If the pool is not sufficiently inclusive, the DOF, DSP, or VPAA and the ADEWD may recommend further steps.

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

B. Administration: Roles and Responsibilities

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

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

3. The ADEWD provides counsel to the President and President's Cabinet on issues of equal employment opportunity, diversity, and anti-harassment. The ADEWD communicates as appropriate with the President, members of President's Cabinet, the Associate Vice President for Finance and Administration and Director of Human Resources, and members of Academic Staff. The ADEWD is

disability, veteran status, marital status, sex, sexual orientation, gender identity or expression¹¹, or any other category protected by applicable federal, state, or local laws. These policies apply to all persons affiliated with the College including administrators, faculty members, staff members, and students.

A. Harassment Defined

Harassment on the basis of race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression¹¹, or any other category protected by federal, state, or local laws occurs when

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

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

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

intimidation, hostility, or rudeness;

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

display of derogatory posters, photographs, cartoons, drawings;

offensive gestures; or

assault, unwanted touching, or blocking normal movement.

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

The fact that someone did not intend to harass another individual may not constitute an adequate defense in response to a complaint of harassment. Regardless of intent, the characteristics, context, and effect of the behavior that determine whether the behavior constitutes harassment. In addition, a faculty member, employee, or student may experience harassment from a salesperson or vendor, the parent of a student, alumna/us, visitor, or any other member of the extended College community who has contact with Skidmore faculty, staff, or student populations. Harassment may take place in person, by phone, or by means of print or electronic media. Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another. Off-campus violations may occur at campus-sponsored events or programs, such as athletic events, internship arrangements, professional meetings, or at private events (such as parties).

B. Sexual Harassment Defined

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

¹¹ Gender identity and expression, while protected under Skidmore College policy, are not currently protected under federal, state, or local laws.

submission to the conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic advancement (*quid pro quo* harassment);

submission to, or rejection of, the conduct is used as the basis for employment or academic decisions affecting the individual (*quid pro quo* harassment); or

the conduct has the purpose or effect of unreasonably interfering with an employee's or student's work, professional or educational performance, productivity, physical security, participation in living arrangements, extracurricular activities, academic or career opportunities, services or benefits—or of creating an intimidating,

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

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

C. Filing a Complaint

1. Reporting

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

the appropriate Department or Program Chair;

Dean of Faculty (DOF) or Dean of Special Programs (DSP);

Vice President for Academic Affairs;

Supervisor;

Associate Vice President for Finance and Administration and Director of Human Resources or his/her designee; or

ADEWD.

Students may report to any of the above or to the Dean of Student Affairs.

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

When a complaint of harassment or discrimination has been taken up by an agency outside of the College as a result of a possible violation of federal, state, or local law or regulation, the College may decide to cancel or continue any internal inquiry/investigation already in process. The College may also conduct its own investigation once the external action is completed.

2. Initial Interviews

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

a. Complainant's Rights

The complainant will have the right to

have a representative (not an attorney) present as an observer during the complaint process;

be granted confidentiality throughout the process (as described in B above);

withdraw the complaint at any time during the process (with the understanding that the College may be required to pursue the issue);

review and sign his/her own statement and receive a copy;

review the ADEWD's summary, which indicates whether the alleged misconduct was found to violate College policy;

file the complaint with a federal, state, or local agency designated to hear/investigate EEO complaints;

request mediation; and to

have a meeting with the ADEWD after the informal inquiry and, if the complaint proceeds, after the formal investigation.

The complainant will not have the right to

have an attorney present;

use any mechanical device to record the proceedings (in case of disability, the representative may be delegated to take notes);

ask questions of the respondent or witness(es);

identify the penalty or corrective action for the respondent if that person is found to have violated a college policy;

review the complete complaint file and associated documents (e.g., witnesses' statements); nor to

receive a copy of the complete complaint file.

b. Respondent's Rights

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

have a representative (not an attorney) present as an observer during the complaint process;

receive a copy of the written complaint;

be granted confidentiality throughout the process (as described in Section B above);

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

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

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

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

E. Formal Complaint Procedures

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

The formal complaint must include the following:

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

F. Advisory Panel (AP)

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

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

In the case of complaints by faculty members or students against faculty members, the AP will consist of two faculty members selected by the ADEWD from the Faculty Advisory Board (FAB). The Faculty Advisory Board, which is constituted (1) by a general election and (2) by subsequent appointment by the Faculty Executive Committee (FEC) in consultation with the VPAA, consists largely of tenured faculty members who will be trained in issues relating to discrimination and harassment.

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

Faculty or staff members from the same department or office as either the complainant or the respondent may not serve on the AP. Any panelist with a conflict of interest may not serve. In addition, the complainant and the respondent each may request that one of the chosen panelists be replaced. In the event that a two-or-four person AP cannot be selected from these various boards, the VPAA and the Chair of FEC (in the case of faculty) or the Associate Vice President for Finance and Administration and Director of Human Resources (in the case of staff) will provide replacements as needed. Any such replacements will receive training appropriate to the complaint.

G. Formal Investigation

All information gathered during the informal process will continue to be used in the formal process. The ADEWD will provide the respondent with a copy of the formal complaint as submitted by the complainant within three work days¹³ of receipt of the complaint. The ADEWD also will provide a letter to the respondent, outlining the investigation process and clarifying the respondent's rights as well as the College's expectation of full cooperation. During the formal process, all witnesses identified by the complainant and respondent will be interviewed, if the ADEWD and the Advisory Panel (AP) determine that they may offer relevant facts. All witnesses will receive a letter outlining the role of a witness during the investigation as well as the College's expectation of their participation.

The complainant will be required to provide any requested documents and respond to requests for additional information in a timely manner TWinformn

H. Legal Review

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

I. Administrative Review

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

J. Disposition of Complaint

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

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

K. Outcomes

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

L. Appeals

A complainant may appeal based on the following criteria: 1) procedural error that might have affected the outcome of the decision; or 2) new evidence. If the complainant elects to appeal, he/she must file the appeal within 15 work days of the date of the final interview with the ADEWD.

A respondent may appeal based on the following criteria: 1) procedural error that might have affected the outcome. 2) new evidence. If the respondent elects to appeal, he/she must file the appeal within 15 work days of the date of the final interview with the ADEWD.

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 the process and not attempt to influence any other party to the process.

B. Extension of Time Periods.

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

C. Retaliatory Actions

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

Examples of retaliation include (but are not limited to) the following:

- unfair grading or evaluation of performance or assignments;

- withholding or delaying the transmissions of necessary information (such as information about classes, recommendations, grades, work assignments, meetings);

- withholding notification about important events;

- withholding notification about changes in policies;

- exposing the person to public or private ridicule;

- making oral or written threats or offering bribes;

- refusing to meet with a person who has the right to be granted a meeting;

- name calling;

- further harassment of any nature.

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

D. False Allegations

The College will not tolerate false allegations of harassment. Complaints made in good faith that are found not to constitute harassment or discrimination will not be considered false allegations. However, any individual who knowingly, maliciously, or frivolously makes a false allegation of harassment will be subject to disciplinary action up to a213Wly6/pDh0so

PART SEVEN

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