

# **FACULTY RIGHTS AND RESPONSIBILITIES**

## **PREAMBLE**

**2003-04**

**FACULTY HANDBOOK**

**PREAMBLE**

The Faculty Handbook describes the rights, rules and procedures that the Skidmore



exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons. The College recognizes the right and the responsibility of faculty members to speak as members of the community on issues of public concern.

### III. ACADEMIC FREEDOM AND TENURE

The Committee on Academic Freedom and Rights (CAFR) and the Committee on Appointments, Promotion, and Tenure (CAPT) have been recognized by the Board of Trustees, the President and the faculty as representing the faculty of Skidm

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department's request to the Vice President for Academic Affairs and Dean of the Faculty shall be May 31, and the Vice President for Academic Affairs and Dean of the Faculty must notify the appointee of termination in writing by June 15.

2. An appointment that is not terminated during the first year shall remain in effect through the third year.

### **B. Pre-tenure-track Appointments**

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

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 V, Topic C, 1, and granted according to the procedures specified in Part One, Article X, Topic B.

Those Library faculty tenured as of 1993-94 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 VII Reappointment, Topic 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 granted by the Vice President for Academic Affairs and Dean of the Faculty upon the recommendation of the department.

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

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

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

f. Lecturer: A lecturer is a full- or part-time member of the teaching or library faculty needed in a department or program. Lecturers may be practicing professionals qualified

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departmental procedures and with the consent of the Vice President for Academic Affairs and Dean of the Faculty.

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

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

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

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

### D. Appointments to Endowed Chairs

Endowed Chairs are appointed by the President in consultation with the Vice President for Academic Affairs and Dean of the Faculty, the CAPT, the Department, and, when applicable, the Prlssig184iBDC48401 0 12 90 373.201008 w 12 0 0 12 90 373.2019 Te BT/TT2 1 Tf0.0008 T

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'



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because scholarly pursuits revitalize teaching even as teaching points scholars in new directions.

For purposes of evaluation and in keeping with Skidmore's respect for diversity in the professional aims and accomplishments of faculty members, scholarship is to be defined broadly. It denotes not only original research, that is, investigatory analyses of primary data leading to discoveries in one's specialization, but also work that crosses disciplinary boundaries toward integrating knowledge, studies that bridge theory and practice in applied fields, and work that reorganizes existing information in creative ways or interprets it for students and nonspecialists, 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 Vice President for Academic Affairs and Dean of the Faculty, and CAPT as to what constitutes appropriate evidence. Such activities might include grants, fellowships or other juried awards, and participation in professional associations.

**COMMUNITY SERVICE:** Service to the college community goes beyond 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 VI Rights, Obligations, and Responsibilities). Service presupposes a sense of responsible citizenship, or collegiality, and is essential at any residential college and more essential still at a residential college whose core program is interdisciplinary. The structure and delivery of such a program depends on the interactions of colleagues within what the philosopher Polanyi described as "overlapping academic neighborhoods" and a common educational investment that transcends parochial interests. Community service, in a word, expresses the extent of one's commitment to the institution.

Yet flexibility is needed in determining the quality of a faculty member's service because the term subsumes an array of activities too extensive and amorphous to classify, including public service beyond the immediate Skidmore community that clearly relates to the candidate's professional discipline. Some of the more common and clearest examples are contributions that directly stimulate the intellectual atmosphere of the college or sustain conditions for stimulating it--arranging field trips and symposia, presenting public readings or lectures, sitting on panels, and, on a less formal, day-to-day basis, exchanging ideas and debating issues of common concern. Participation in faculty governance is another important option requiring skills and commitment that answer the needs of the college. Although tenure should not be considered as a reward for administrative or committee work, the skills, counsel or vision so demonstrated may answer real needs. These and other special aptitudes or achievements may strengthen a candidate's case.

B. Pre-tenure-track Faculty

Criteria for pre-tenure-track faculty are (1) teaching excellence, as defined above for tenure-track faculty, and (2) progress toward the terminal degree (see IV Appointments to the Faculty, B. Pre-tenure-track Appointments).

C. Non-tenure-track Faculty

1. Library Faculty

Decisions to reappoint or promote Library faculty members at Skidmore are based on the quality of their credentials in three areas: librarianship, achievement as scholars and members of the profession, and contributions to the welfare of the college comm

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

### 3. Teaching Associates

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

## VI. RIGHTS, OBLIGATIONS, AND RESPONSIBILITIES OF ALL FACULTY

### A. Rights of Members of the Faculty

Rights of members of the Faculty include, but are not limited to, the following:

1. All members of the faculty, regardless of status or rank, are entitled to the Academic Freedoms described previously (Part One, Article II Academic Freedom). Faculty members who believe there have been violations of their academic freedom and rights may bring such grievance to the CAFR.
2. All faculty members have the right to receive from their department Chairs written evaluations of their performance; annually if non-tenured, every three years if tenured, or if Library faculty in more than their sixth consecutive year of continuing service, or more frequent informal reviews at the individual's request. (see Part One Faculty Rights and Responsibilities, Article XIV Appointment and Review of Department Chairs, Topic D Obligations Pertaining to Department Chairs, 3). These written evaluations are intended to be for guidance and used for self-improvement only, and not for use as part of a candidate's file for reappointment, promotion or tenure.
3. Faculty members have a right to representation by legal counsel provided by the College if legal action results from execution of their academic duties as determined by the President.
4. Because student evaluations are used in several decision-making processes, faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Vice President for Academic Affairs and Dean of the Faculty, CAFR, Diversity and Affirmative Action Committee, etc.) that seem appropriate to the particular case.
5. Faculty rights are also embodied in the procedures for reappointment and tenure consideration.

B. Obligations Pertaining to All Members of the Faculty

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

C. Academic Responsibilities

1. Availability: Faculty members are expected to be available for academic duties during the academic year. The year for full-time faculty, excluding certain department Chairs and librarians who are on ten month contracts, is the nine-month period from September 1 until May 31 of the following year. Part-time or temporary faculty contracts are written for specific time periods.
2. Class Sessions: Faculty members will meet all classes as scheduled by the Office of the Registrar, or make suitable arrangements approved in advance by department chairs for limited replacement. Other responsibilities may include supervision of field work, independent study, and internships.

Faculty members who cannot attend an assigned class shall notify their students and department Chair as soon as possible, and pri042 Tm(nt Chair as soon as possible, a6er.94y.6462 428.9.15 T



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

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 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 President's decision. These materials may not be photocopied.

i. The President shall convey the result of a review to the candidate on or before May 1.

### B. Reappointment of Librarians

During the second and third year of service, Library faculty will be evaluated according to the same principles and procedures described herein for tenure-track faculty. In the sixth year, the evaluation process will include at least one faculty member from another department who indicates his or her willingness to serve, chosen by the Vice President for Academic Affairs and Dean of the Faculty in consultation with CAPT. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the Vice President for Academic Affairs and Dean of the Faculty. In the case of a disagreement between the department and the Vice President for Academic Affairs and Dean of the Faculty, the CAPT will provide an additional recommendation for the President's consideration. If the candidate is denied reappointment, he or she may appeal if she or he receives the support of two-thirds of the faculty who participated in the initial review (including the candidate) or of the Vice President for Academic Affairs and Dean of the Faculty. Appeals in the sixth year will be referred to CAPT for an additional recommendation to the President.

After the initial six years, Library faculty who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract. If the review is negative, the faculty member will be given a probationary contract, the minimal length of which will be one year. The length of the probationary contract can be extended by a recommendation of the Chair to the Vice President for Academic Affairs and Dean of the Faculty for a period not to exceed three years. Those on probationary contracts exceeding one year will receive annual reviews by the Chair and a full departmental review in the fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental review is negative and the Vice President for Academic Affairs and Dean of the Faculty concurs, the department member receives a terminal year. If the department and the Dean disagree, the case is sent to the CAPT for a third recommendation to the President.

**C. Reappointment of Artists- and Writers-in-Residence**

During the second and third years (third year only in the case of shared appointments) of service, Artists-in-Residence and Writers-in-Residence will be evaluated according to the



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department and the Dean of the Faculty, the President 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 President makes the final reappointment decision. If the President's 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 departme

on or before January 15 of the appointee's third year. The evidence must include a cover letter from the chair and letters from full-time faculty and those holding shared appointments in the department concerned who are in at least their third year of full-time service at Skidmore, and (where appropriate) program directors.

b. 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.

c. If the department and the Vice President for Academic Affairs and Dean of the Faculty differ, the Vice President for Academic Affairs and Dean of the Faculty will convene an ad hoc group, consisting of the Chairs of other departments with teaching associates, who will provide an additional perspective. The Dean makes the final decision.

d. If the Dean's decision is negative, the Dean on or by March 1 shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

e. After the initial three years, Teaching Associates who are reappointed will receive an additional contract of three years, renewable, with a review in the third year.

E. Other Non-Tenure Track Appointments (Visiting Artist- or Writer-in-Residence, Trustee Visiting Scholar, Lecturer, Visiting Teaching Associate, Research Associate, Department Assistant)

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

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quality of his or her future performance, and must look ahead as well to the future needs of departments and special programs with an eye to shifts in enrollments and students' interests, to maintaining balance and distribution in range of experience and fields of specialization, and to allowing room for development. However, anything like a quota or maximum number of tenured faculty invoked as a criterion reduces decision-ma



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2. The CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Review Board and Tenure Appeal Committee to all faculty.
  3. The CAPT has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community. Sources of this information include:
    - a. Full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, IV Appointments to the Faculty, Topics A. Tenure-track Appointments and C. Non-tenure-track Appointments, 2.b Artist- or Writer-in-Residence) who are in at least their third year of full-time service at Skidmore;
    - b. Department Chair;
    - c. Program Directors (where appropriate);
    - d. 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;
    - e. Materials related to teaching effectiveness, professional accomplishment, and College service submitted by the candidate under consideration;
    - f. Teaching evaluations. The department Chair shall bring to the attention of 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 Two Faculty Governance, Article III Academic Policies, Topic D Peer Evaluations of Teaching).
    - g. Annual reports prepared by the candidate citing activities each year such as new courses, new methods, research, creative work, professional activities, community service.
- All information is sent to the Chair of the CAPT and kept in a confidential file in the President's office (or the CAPT Reading Room) as required by law.
4. Unsolicited letters received by the CAPT must be signed and must address themselves to one or more of the evaluative criteria for continued service as delineated in the Faculty Handbook. Such letters will be stored in a confidential file labeled "Unsolicited Letters" and kept in the President's Office (or the CAPT Reading Room) as required by law. Within seven days of the date stipulated by the annual CAPT calendar for receipt of all letters, the chair of CAPT will give the candidate a list of names of those who have written unsolicited letters about the candidate.

5. The following procedures should be observed:

a. The Chair shall inform the candidate well in advance of the tenure consideration what procedures will be employed in reaching a departme

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11. A candidate for the F c8r9i6BILITIES

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

#### G. Appeal of Negative Tenure Decisions

1. If the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the Tenure Review Board will sit together with the six members of CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which CAPT had in its original deliberations and any additional material supporting the case. The deadline for submission of additional materials shall be specified by CAPT in the CAPT Calendar, but shall not be sooner than February 15 nor later than March 15.

2. The Tenure Appeal Committee will hear testimony from an advocate designated by the candidate. The advocate may be a person in the candidate's department, the candidate's Chair, a Skidmore faculty member outside the candidate's department, or someone outside the college. By request, the advocate may be informed why tenure was not initially recommended by CAPT and/or the President at a joint meeting of the Vice President for Academic Affairs and Dean of the Faculty, the Chair of CAPT, the candidate and the advocate. The advocate, in the presence of the candidate, has the right of access but may not photocopy the materials which CAPT had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.

3. The Tenure Appeal Committee may consult with the President, the Vice President for Academic Affairs and Dean of the Faculty, or members of the candidate's department at any time.

4. The operating procedures to be followed by the Tenure Appeal Committee will be made available to the candidate well in advance of the proceedings. The Chair of CAPT shall preside over appeal proceedings.

5. The Appeal Committee shall conduct a review only once.

6. The Appeal Committee shall convey its written recommendation to the President upon completing its deliberations.

7. The President shall convey the result of a review in a letter to the candidate, and shall state therein the reasons for recommending or not recommending tenure. The letter will be sent within 10 days of receipt of the Appeal Committee's recommendation, with a copy to the Appeal Committee.

#### IX. DISCIPLINE OF TENURED FACULTY





e. All full time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Faculty

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President then reports the CAPT's recommendation, along with his/her own, to the Board of Trustees.

i. In the event that the CAPT forwards a negative recommendation to the President in a promotion case, the CAPT will also notify the Vice President for Academic Affairs and Dean of the Faculty about the reasons for the recommendation.

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

### 2. Guidelines for Advancement in Rank:

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

a. For the rank of Assistant Professor, the appropriate terminal degree (or its professional equivalent) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualifications, however, shall be closely scrutinized by the department, the CAPT and the administration for evidence of extraordinary merit.

b. Beginning with the 1994-1995 academic year, faculty who are awarded tenure (or Library faculty who are given a positive sixth year review) are promoted automatically to the rank of Associate Professor or Associate Librarian. Beginning with the 2002-2003 academic year, Writers-in-Residence and Artists-in-Residence who are given a positive sixth year review are promoted automatically to the rank of Senior Artist-in-Residence or Senior Writer-in-Residence. Otherwise, for faculty who have yet to become tenure candidates the appropriate terminal degree (or its professional equivalent) normally is required. In addition, teaching (or in the case of Library faculty, librarianship) of high quality and significant growth and achievement in scholarly, creative or professional work must be clearly demonstrated. Participation in college affairs (such as involvement in departmental or faculty governance or in other aspects of co-curricular college life) is also important. This participation is not to be predominantly or exclusively equated with service on faculty committees, which is but one of a variety of service options available to faculty.

c. For the rank of Professor, the appropriate terminal degree (or its professional equivalent) normally is required. Promotion to this rank shall be granted to faculty who have shown continuing excellence in teaching (or, in the case of Library faculty, librarianship) as well as concomitant achievement attesting to further growth in scholarship, creative or professional work; and significant involvement in the affairs of the College.

### B. Librarian Ranks

Promotion from Assistant to Associate Librarian and Librarian is granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the department. Consideration for promotion may be initiated by the Chair of the Library in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and Dean of the Faculty 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 Vice President for Academic Affairs and Dean of the Faculty after consultation with the Department. Consideration for promotion may be initiated by the Department Chair in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and 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 115.9318 427 2 140.3643 358.9818 Tm(n)TjT3 vRom

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### 2. Eligibility

All tenured full-time members of the faculty (and Library faculty and Artists-in-Residence who have been reappointed) who have served Skidmore College full-time for six consecutive years are eligible to apply.

a. The required service time may include up to one year's leave without pay, if so stated in the letter(s) granting such leave(s). If a faculty member serves full time for more than six consecutive years, the additional time will shorten the required service time for later sabbatical leaves if the delay in taking a sabbatical leave is requested by the Vice President for Academic Affairs and Dean of the Faculty for administrative reasons and is so stipulated in writing.

b. Full-time members of the faculty who are in their sixth year and are candidates for tenure (and full-time members of the Library faculty and Artists-in-Residence who are in their sixth year and are candidates for reappointment) may apply for sabbatical leave. However, final approval of the sabbatical leave request is contingent upon the granting of tenure or, in the case of Library faculty and Artists-in-Residence, reappointment.

### 3. Procedures

#### a. Application:

i. Application should be made in triplicate on forms available through the Office of the Vice President for Academic Affairs and 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 Office of the Vice President for Academic Affairs and Dean of the Faculty no later than January 15 of the academic year preceding the desired leave. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

#### b. Consideration:

i. On or before January 15 of the year preceding the intended leave, the applicant's Chair should submit to the Vice President for Academic Affairs and Dean of the Faculty in triplicate the following:

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

iii. Applicants and their departmental Chairs will be notified by March 1 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 Vice President for Academic Affairs and 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 Vice President for Academic Affairs and Dean of the Faculty, and the Chair of the department, not later than April 15 in the case of first-semester leaves and November 15 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

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### **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 6 consecutive years of service to the College following such a leave although this service time may include up to two semesters' leave without pay, if so stated in the letter(s) granting such leave.

### **3. Procedures and Criteria**

The procedures and criteria for evaluating proposals are the same as those stipulated for regular sabbatical leaves of absence. (See Part One, Article XI Leaves of Absence, Topic A Sabbatical Leaves of Absence, 3 and 4.)







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

5. Support: The Chair shall seek to provide faculty members with adequate office space



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1. The candidate's department Chair shall take into account the candidate's contributions to the program

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may be aided by study groups drawn from the college community. In order to allow



XX. PROCEDURES FOR HANDBOOK AMENDMENTS

A. Proposals for revising the Handbook may be initiated by faculty, administration or Trustees.

B. These proposals should be brought to the CFG, which will refer them to the appropriate faculty committee, e.g., CAPT and/or CAFR Part One, Article I through X, XII through XV, and XVII; CEPP Part One, Article XVI and Part Two, Article III; Curriculum Com



# **FACULTY GOVERNANCE**

## **PART TWO**

# **FACULTY GOVERNANCE**

## **PREAMBLE**

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

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

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

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

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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. The Agenda.

1. Faculty members should notify the Office of the Vice President for Academic Affairs and Dean of the Faculty of items they wish included on the agenda at least 24 hours prior to the meeting.
2. The agenda shall be distributed to the Faculty no later than the morning of the day of the Faculty Meeting.
3. The order of the agenda may be changed by the presiding officer, subject to challenge by a majority vote of the Faculty Meeting.

#### B. Minutes

1. The Vice President for Academic Affairs and Dean of the Faculty shall appoint a note-taker for the Faculty Meeting.
2. The Vice President for Academic Affairs and Dean of the Faculty is responsible for distributing minutes of all official meetings to all members no later than one week in advance of every meeting.
3. Approval of the minutes shall normally be the first item on the agenda.

### Article IV. Quorum

#### A. A quorum shall be necessary for

1. votes on matters of policy (see Article VII, A);
2. votes to suspend the rules;

5. A person may speak once on a motion and may speak a second time only after all other persons wishing to speak have spoken once. The only exception is that the maker of the motion has the privilege to be the final speaker before the vote.

6. The speaker should have the floor, but should not assume the chair.

7. The speaker shall not be interrupted except for the following:

a. Point of order- raised to question any proceeding or motion that a member believes is in violation of the rules. The chair rules on the validity of the point and the ruling may be appealed. An appeal must have a second. The decision of the chair is sustained by a majority or tie vote.

b. Point of personal privilege- raised concerning the rights, reputation, comfort, safety or conduct of a member.

c. Point of information- a request of the chair for an answer concerning the background or content of a motion vote.

d. Parliamentary Inquiry- a request of the chair for information concerning parliamentary law. The chair may refer this to the parliamentarian.

e. Permission to withdraw a motion.

f. Call for a division of the assembly to retake a vote.

8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the faculty may entertain a motion to consider a motion, subject, or problem informally (see V.C.1).

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

1. The Faculty Meeting may entertain a motion to form a committee of the whole.

2. The chairperson of the Faculty Meeting shall appoint the chairperson of the committee of the whole.

3. Faculty Meeting will set a time limit on discussion (such and such time).

4. The chairperson of the committee of the whole may speak to the subject at hand.

5. Other persons may speak only when recognized by the chair.

6. A person may speak more than once before all others wishing to speak have done so, if recognized by the chair.

7. All votes are "committee votes" and are not binding on the debate.

8. At the completion of its deliberation, the committee of the whole will entertain a motion to "rise and report."

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

1. The Faculty Meeting may entertain a motion to consider a particular motion, subject, or problem informally.

2. Such a motion may occur before or after a formal motion is proposed.

## FACULTY GOVERNANCE

3. Informal consideration allows the meeting to perfect a motion or an amendment for Faculty Meeting action.
4. The chairperson of the Faculty Meeting remains in the chair.
5. Informal consideration allows for varying limits of debate and the development of amendments to a motion.

### Article VI. Taking Votes.

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

B. The Faculty Meeting shall otherwise vote by ayes and nays. Any member, however, can demand a rising vote (standing vote or a division of the assembly). This vote must be counted. In the case of a tie vote (ballot) the chair *may* vote with either side. If the chair chooses not to vote, lacking a majority, the motion is defeated.

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

B. A proposal to amend the by-laws shall be considered a policy matter, and as such shall not be voted on at the meeting at which it is proposed (See VII A).

C. A vote on a proposed change requires the presence of a quorum.

D. A 2/3 majority vote is required for passage.

E. If passed, the amendment shall go immediately into effect.



## 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 of but 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.



## FACULTY GOVERNANCE

### II. COMMITTEES OF THE FACULTY

A. Voting rights and eligibility: Only full-time members of the teaching or library faculty eligible to vote at faculty meetings (see Part One Faculty Rights and Responsibilities, Article XIX Faculty Governance) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the faculty: Admissions and Student Aid, All-College Council, Athletic Council, CAFR, CAPT, Tenure Review Board and Tenure Appeal Committee, CEPP, Committee on Faculty Governance, College Benefits Committee, Curriculum, External Master of Arts Committee, Financial Policy and Planning, Institutional Planning, UWW, and Faculty Observers to the Board of Trustees. Faculty representatives on appointive committees of the faculty are appointed by the Committee on Faculty Governance from those indicating a willingness to serve; the CFG also participates in the appointment of faculty representatives to numerous administrative and college committees.

There is also a Committee of Committees composed of the faculty members of All-College Council, CASA, CAFR, CAPT, CEPP, College Benefits Committee, Committee on Faculty Governance, Curriculum Committee, Financial Policy and Planning, FDC, Faculty Observers, IPC, and any current ad hoc committees whose presence CFG believes would be helpful to the committee, which is convened twice a year, or at the request of the faculty members of any constituent committee, by CFG.

Replacements for an academic year or m

E. Annual Reports: A copy of the committee's annual report is to be sent to the Chair of the Committee on Faculty Governance and to the Vice President for Academic Affairs and Dean of the Faculty at the end of the academic year. In addition, the reports of elected committees are to be sent to the faculty as a whole.

F. Specific Committees of the Faculty

1. ATHLETIC COUNCIL - Elected

Function: To recommend to the Vice President for Academic Affairs and Dean of the Faculty policies regarding the Skidmore athletic program, including the determination of the scope and level of competition in intercollegiate, club, and intramural sports; eligibility rules; establishment of priorities for the athletic program; and such other matters as may be brought to the Council's attention by the Athletic Director or by any of the constituent groups of the college community. All meetings will be open and advertised in advance.

Membership: Three faculty members, each from a different department, elected to serve three-year terms; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty or his/her designee, the Dean of Student Affairs or his/her designee, and the Athletic Director ex-officio (non-voting).

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

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

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

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

3. COMMITTEE ON ACADEMIC STANDING (CAS) - Appointed

## FACULTY GOVERNANCE

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 Dean of Studies or Associate Director of Student Academic Affairs, the Registrar, and two students selected by SGA, one junior to be appointed each year to serve a two-year term. One faculty member shall also serve as a member of the UWW Committee.

#### 4. COMMITTEE ON ADMISSIONS AND STUDENT AID - Elected

Function: To recommend and review admissions policies and goals; to plan with the administration the student aid policies of the College; to consult with the Dean of Admissions and Student Aid and the Directors of Admissions and Financial Aid on problems relative to the implementation of those policies; to serve as a resource for

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**FACULTY HANDBOOK**

Membership: Six faculty members with tenure, each from a different department chosen from the ranks of professor and associate professor, none of whom

## FACULTY GOVERNANCE

CFG is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. In accordance with this purpose, it promotes cooperation among members of the college community, brings governance issues of faculty concern to the faculty and makes recommendations to the faculty, other committees, and the administration. In addition, CFG reviews operating codes of all faculty committees and maintains files of annual committee reports.

CFG is responsible for ensuring the proper constitution of faculty committees and for the equitable distribution of committee assignments. It conducts nominations and elections for and makes appointments to faculty committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions and to administrative, trustee, and SGA committees; and it maintains a list of all faculty members on all committees.

Finally, CFG is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the faculty.

**Membership:** Six faculty members elected to serve three-year terms, at least two of whom are tenured and all of whom have had experience on one of the elected Faculty Committees listed in the Faculty Governance Section of the Faculty Handbook, or who will be concurrently serving on one of those elected Faculty Committees at the time of the beginning of their term

**9. EXTERNAL MASTER OF ARTS COMMITTEE (EMAC) - Elected**

Function: To participate in all aspects of the External Master's Program (EMP) 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: Six faculty members elected to serve two-year terms; the Dean of Special Programs, the Vice President for Academic Affairs and Dean of the Faculty or his/her designee and the Director and Academic Advisor of the EMP.

**10. FACULTY DEVELOPMENT COMMITTEE (FDC) - Elected**

Function: To advise the Vice President for Academic Affairs and Dean of the Faculty on faculty development policies; to initiate ideas for faculty growth and improvement, including programs to support both scholarly and professional activity and the improvement of teaching; to allocate such research funds as the Dean shall designate for committee decision; to represent the faculty on the award of pre-tenure paid research and sabbatical leaves and to make recommendations on such leaves to the Vice President for Academic Affairs and Dean of the Faculty; to select the annual Edwin Moseley Faculty Research Lecturer and the recipient of The Ralph A. Ciancio Award for Excellence in Teaching.

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

**11. FINANCIAL POLICY AND PLANNING COMMITTEE (FPPC) - Elected**

Function: To engage in financial planning and recommend financial policies for the College as a whole; to work closely with and serve as a resource for the Institutional Planning Committee, on which the FPPC Chair sits, and for other committees; to receive and review reports from the College Benefits Committee; to ensure that there is a timely flow of information on financial matters available to all College constituencies.

Membership: Four faculty members, at least two of whom are tenured, elected to serve four-year terms; one member of the administrative/professional staff; one member of the support staff; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty; and the Vice-President for Business Affairs. The support staff and the administrative/professional staff will determine their own methods for selecting their representatives, who will serve four-year terms.

## FACULTY GOVERNANCE

### 12. HONORS COUNCIL - Elected

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

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as director of the Honors Forum for a four-year term; the Dean for First-Year Students; the Dean of Studies; the Associate Dean of the Faculty; the President or a designated representative of the Periclean Honor Society; two other students appointed from members of the Forum.

### 13. THE INSTITUTIONAL PLANNING COMMITTEE (IPC) - Elected

Function: Chaired by the President, shall engage in strategic, tactical, and environmental planning for educational, financial, and co-curricular affairs.

Membership: The President, the Vice President for Academic Affairs and Dean of the Faculty, the Vice President for Business Affairs, the Vice President for Advancement, Chairs of CEPP, Financial Policy and Planning Committee, and a faculty representative from All-College Council, two additional faculty elected for staggered four-year terms, one of whom is tenured, the other not, two students selected by SGA, the President of SGA, and the Director of Institutional Research.

### 14. INSTITUTIONAL REVIEW BOARD - Appointed

Function: To investigate and to remain informed as to current governmental regulations affecting all research involving human subjects, to assess the implications of such regulations for the conduct of research with human subjects at Skidmore, to serve as a resource by providing information and guidelines for such research to the College community; to review federally funded research projects on human subjects and to provide to the United States Department of Health and Human Services continuing assurance that, in accord with its regulations, the rights of human subjects are being protected; to provide means by which proposals from outside individuals and agencies seeking to utilize records or members of the Skidmore community as the subjects of research can be reviewed.

Membership: Four faculty me 90 163.5031 Tml3b669 121.5634 Tm(e)Tj12 0 0 12 220096 12 4 12t 0 1389 3

15. TENURE APPEAL COMMITTEE

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



## **FACULTY GOVERNANCE**

The President may appoint, in consultation with the Committee on Faculty Governance, ad hoc committees as the need arises.

### **20. OTHER COMMITTEES**

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

## **III. ACADEMIC POLICIES**

### **A. Examinations**

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

1. A student who is unable to take an examination or hand in a paper because of illness may ask the Health Services to confirm the illness.
2. Students who, because of emergencies, have been unable to take their exam

3. Instructors who observe frequent absence or tardiness of a student in their classes should report this to the Office of the Dean of Studies.

#### C. Grading

1. These policies are printed in the College Bulletin and may change only by vote of the Faculty.

2. Grades should be submitted to the Registrar according to a schedule set by the Registrar. Faculty members are asked to record grades on official sheets sent from the Registrar.

3. If an instructor has made a computational or clerical error, he/she may request a change in the student's grade. No grade may be changed on the basis of re-examination or supplementary work. Petitions to change grades must originate with the faculty members concerned and be brought before the Committee on Academic Standing for consideration.

#### D. Peer Evaluations of Teaching

Each department shall establish a timetable and procedures for visiting classes taught by untenured departmental colleagues and discussing with them observations derived from visitations.

#### E. Student Evaluations

##### 1. All-College Student Evaluations

a. All members of the faculty will have their courses evaluated each term by students enrolled in their courses. The evaluation shall be administered in a uniform manner which protects confidentiality. The Vice President for Academic Affairs and Dean of the Faculty will provide the forms to each department.

b. Each term, department Chairs shall return the completed evaluations to the Office of the Vice President for Academic Affairs and Dean of the Faculty, and the Vice President for Academic Affairs and Dean of the Faculty shall be responsible for processing the evaluations. The Vice President for Academic Affairs and Dean of the Faculty shall return the summaries to the department Chairs for retention in department files.

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

d. The evaluations shall be available to the Vice President for Academic Affairs and Dean of the Faculty and the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to CAPT for is ebe /2 2c4362 107.5835 Tm(ent. In add.84TT3 1 Tf0.0007 Tc -0.0007 Tw2

## FACULTY GOVERNANCE

e. Faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Vice President for Academic Affairs and Dean of the Faculty, CAFR, Diversity and Affirmative Action Committee, etc.) that seem appropriate to the particular case.

### 2. Departmental Student Evaluations

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

a. Validity shall mean that the methods each department may devise for its own needs be likely to produce nearly complete returns from each class.

b. Responsibility shall mean that students sign the essay evaluation forms they fill out, and that no anonymous evaluation essay be accepted. Although signatures must be separated from the completed forms before they are shown to the faculty member concerned, or kept confidential in some other fashion, some record of who wrote a given essay must be established.

c. Confidentiality shall mean that no faculty member shall learn the name of the student who wrote a given essay evaluation for one of his/her own courses. If, on the other hand, allegations suggesting unprofessional conduct appear in a student evaluation, the Department Chair or CAFR may seek to interview the student to determine whether further review is warranted.



# **COLLEGE GOVERNANCE**

## **PART THREE**

### **COLLEGE GOVERNANCE**

#### **I. COLLEGE COMMITTEES**

##### **A. Preamble**

In addition to serving on faculty committees, as described in Part Two, and in departmental governance, faculty members participate in college governance by serving on a variety of committees (collectively referred to as "College Committees") whose function lies outside of the exclusive purview of the faculty, and whose membership includes representatives of the faculty, the administrative/professional staff, the support staff, and/or the Student Governme

2. BOARD OF APPEALS - Appointed

Function: To serve as the Appeal Board for cases heard by the Integrity Board. To review automatically any recommendation for suspension or dismissal from the Integrity Board.

Membership: Two faculty members appointed by CFG to serve overlapping two-year terms, the Dean of Student Affairs as Chair; and two students appointed by SGA.

3. COLLEGE BENEFITS COMMITTEE - Elected

Function: To monitor and recommend changes in non-unionized employee benefits to the Financial Policy and Planning Committee and other College constituencies.

Membership: The Committee will consist of three members of the faculty, three members of the support staff, and three members of the administrative/professional staff, to include the Associate Dean of the Faculty and Director of Human Resources. The faculty members will be elected to three-year terms. The support staff and administrative/



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 CFG of the appointments. In the case of educational policy and planning issues, including issues concerning the library, the IRC will coordinate its consideration of such



## COLLEGE GOVERNANCE

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 Representative

#### 1. INTEGRITY BOARD - Appointed

Function: To adjudicate cases of academic and social violations. The Dean of Student Affairs automatically reviews Integrity Board recommendations of suspension or dismissal.

Membership: The Integrity Board is composed of one or two faculty (drawn from a pool of four faculty members appointed by CFG to serve overlapping two year terms), four students including the chair (drawn from a pool appointed by SGA), and one other member of the college staff (drawn from a pool appointed by the Dean of Student Affairs).

Students chair all Integrity Board hearings. Usually, the Dean of Studies serves as Judicial Counsel in cases involving academic integrity and the Associate Dean of Student Affairs serves as Judicial Counsel in cases involving social integrity. A hearing involving academic integrity requires two faculty, four students, including the chair, and one staff member. A hearing involving social integrity requires one member of the faculty, four students, including the chair, and one staff member.

### 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. At the end of each examination students must sign the following statement:

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

This statement, provided by the instructor, should be included in every exam. Failure on the part of the student to sign this statement 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 Dean of Studies.

#### B. Violations of 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 Dean of Studies of any case handled personally by a faculty member of the faculty, th000tC/P #MCID 9 BDCBTaseuN345.2421 TDCBT/TT3 1 Tf3

## COLLEGE GOVERNANCE

### C. ADMINISTRATIVE DISCIPLINE

The Dean of Student Affairs may call an administrative hearing if it is deemed appropriate and may impose disciplinary sanctions. Pending action on the charges, in most cases the status of students shall not be altered, or their rights to be present on the campus to attend classes suspended. However, in cases when student conduct might affect the safety or well-being of the student or the safety or well-being of the community, the College reserves the right to require the student to leave the campus pending the outcome of the hearing.

The administrative sanction may be appealed to the President of the College. For more information, contact the Dean of Student Affairs at (554) 940-1322 or the President at (554) 940-1322.



## **BENEFITS**

### **PART FOUR**

## **BENEFITS**

### **I. FLEXIBLE BENEFITS PLAN**

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

A complete description of the Flexible Benefits Program including College contribution, faculty contribution and waiting periods, if any, is contained in the Flexible Benefit Program booklet available from Human Resources. A copy can also be downloaded from <http://www.skidmore.edu/administration/hr/benefits/flex.htm>.

### **II. TUITION SCHOLARSHIP**

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

- A. Matriculated Students at Skidmore College
- B. Non-Matriculated Students at Skidmore College
- C. Students at Other Colleges
- D. Students in University Without Walls

A detailed 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. A copy can also be downloaded from <http://www.skidmore.edu/administration/hr/benefits/flex.htm>.

### **III. PARENTAL LEAVE FOR FACULTY**

In the event of childbirth, a full-time faculty member may apply for one of the following work arrangements through the Office of the Dean of the Faculty:

1. Full pay for the period of disability for the mother (6 weeks under normal circumstances) and unpaid leave of absence for the remainder of the semester. Disability papers obtained from the Office of Human Resources must be completed by the mother and physician under these circumstances

or

2. Alternate work arrangement mutually agreed upon by the faculty member, department chair and the Vice President for Academic Affairs and Dean of the Faculty, which will normally result in a one-course release for the employee (limited to one parent if both are employed by the College) for the semester prior to, during, or after the birth with no reduction in salary.

In the event of adoptions, one parent can apply for option two. Both options are covered by full benefits.

#### IV. DOMESTIC PARTNERS BENEFITS

The College will recognize same or opposite sex domestic partners as spousal equivalents for certain College benefits, to the extent permitted by law. In addition, any children of qualified domestic partners may be eligible for these benefits depending on the health plan selected on the same basis as children of married spouses. A detailed policy which outlines eligibility criteria for domestic partnership can be obtained in Human Resources or downloaded from <http://www.skidmore.edu/administration/hr/benefits/DomesticPartners.htm>.

#### 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.

##### B. Retirement Plan

Faculty who teach at least 8 to 10 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 post secondary degree granting institution eligible to maintain an IRC 403 (b) plan toward the one year waiting period. The previous employer must certify the term of such employment to the College.

Please refer to the Retirement Plan Summary Plan Description for full plan details. The Summary Plan Description can be obtained from Human Resources, or downloaded from <http://www.skidmore.edu/administration/hr/benefits/flex.htm>.

##### C. Social Security

The College participates in the Federal Social Security program. Payments are made as mandated by law.

## **BENEFITS**

1. The Skidmore College Supplemental Retirement Plan is available to those who were in the College's employ on November 15, 1990. All such employees are vested in the plan's basic benefit after five (5) full years of service to the College. Employees between the ages of 55 and 63, with 12 or more years of service, may elect to retire and receive a supplemental benefit in addition to their basic retirement benefit.

2. Upon one's departure from the College, the College will pay to the employee his/her vested basic benefit and a supplemental benefit if applicable. The amount of such payment is based on the length of benefit service as of November 15, 1990, as a percentage of twelve (12) years if such benefit service is less than 12 years. It is also based on a percentage of the employee's annual salary as of November 15, 1990. The exact schedule of the supplemental benefit is available through Human Resources.

3. Settlements under the Plan may be annuitized, taken in a lump sum, paid out over 10 years, or rolled over to an IRA. Settlement options and other terms of the Plan are administered in accordance with the governing Plan Document as summarized in the Skidmore College Supplemental Retirement Plan Summary which is available upon request from Human Resources.

### **E. Additional Benefits upon Retirement**

#### **I. Grandparenting of Post-retirement Health Benefits:**

- a. Faculty who by 1/1/95 completed at least twelve years of full-time service and met the specific conditions of the following "rule of 62" equation, will be able to retire at any time after the age of fifty-five (55) with the current post-retirement health benefit which is funded by the College.

#### Rule of 62:

A minimum of 12 years of full-time service

+

employee age as of 1/1/95

+

Retirees may choose any of the health care plans offered by the College. Eligible dependents at the time of retirement will also be covered by the health care plan. Changes in coverage can be elected during the open enrollment period. A supplement to Medicare policy will be provided at age 65.

- b. Faculty may still retire at the age of fifty-five, but post-retirement health benefits funded by the College will begin at age sixty for retirees and eligible dependents at time of retirement according to the following schedule:

20 years full-time service:				100% College funded:				Retiree + dependents			
19	"	"	"	90%	"	"	"	"	"	"	"
18	"	"	"	80%	"	"	"	"	"	"	"
17	"	"	"	70%	"	"	"	"	"	"	"
16	"	"	"	60%	"	"	"	"	"	"	"
15	"	"	"	50%	"	"	"	"	"	"	"

- c. Faculty with at least fifteen years of service who choose to retire before the age of sixty (who have achieved at least the age of fifty-five) will receive no funding for their health coverage from the College until they reach the age of sixty. They will be able to purchase group coverage during that period through the College for themselves and dependents at the time of retirement. Retirees who interrupt their group coverage with the College will be accepted back into the plan.

- d. Under this plan, retirees continue to receive the benefit with which they retire. If they retire with 70% college funding, they will continue at that level during their retirement years. If an employee with 17 years of service retires at fifty-five, s/he will begin to receive 70% college funding when s/he reaches the age of sixty.

3. The tuition scholarship grants program continues to apply to retired faculty and eligible dependents. In addition, faculty who retire early are covered under the College's group term life insurance program until age 65 by an amount equal to their last base annual salary.
4. 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 f



## **BENEFITS**

### **F. Phased Employment**

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

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

Faculty who are full-time for the entire academic year and who meet the above criteria are eligible to apply for this program.





## II. THE VICE PRESIDENT FOR BUSINESS AFFAIRS AND TREASURER

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

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

## III. THE VICE PRESIDENT FOR ADVANCEMENT

The 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 & THE DEAN OF THE FACULTY

### A. The Office of the Vice President of Academic Affairs & the Dean of the Faculty

The Vice President for Academic Affairs and Dean of the Faculty to whom the Department Chairs and faculty are responsible, is elected by the Board upon the nomination of the President, and is the chief academic officer. The Vice President for Academic Affairs and Dean of the Faculty is responsible for all matters assigned by the President which, generally, include the following: enhancing the quality of the f



The Dean of Student Affairs is appointed by the President and is responsible for all matters assigned by the President, which include all student life programs at the College. Together with his/her staff, the Dean is responsible for residential policies and programs; counseling and health services; student and college governance; social, recreational, and cultural programming; career planning; religious life programs; foreign, and minority student concerns. The Dean and his/her staff work with the Vice President for Academic Affairs and Dean of the Faculty to create effective programs of student and faculty orientation and academic advising, and with the College honor societies to encourage academic excellence, provide counseling services for students with academic problems, and provide counseling for study abroad and graduate education.

The Associate Dean of Student Affairs and Dean of Studies is appointed jointly by the Dean of Student Affairs and the Vice President for Academic Affairs and Dean of the Faculty. He/she serves as a bridge between issues traditionally associated with student life and those linked with academic affairs. As Associate Dean of Student Affairs, he/she is responsible for all matters regarding student life assigned by the Dean of Student Affairs, such as serving as chief student affairs officer in the absence of the Dean.

As Dean of Studies he/she is responsible for all aspects of academic advising, including the faculty advising system. He/she and staff provide support and guidance to students considering academic program options, students with academic distinction, and students experiencing academic problems.

## VI. THE DEAN OF SPECIAL PROGRAMS

The Dean of Special Programs is appointed by the President and is responsible for the academic and fiscal integrity of external undergraduate and graduate degree-granting programs and for a diverse group of credit bearing and non-credit programs in the liberal arts, creative arts, pre-professional and professional areas. The Dean of Special Programs is charged to initiate and encourage academic innovation and experimentation, to enrich and strengthen the intellectual life of the college, to extend opportunities to non-ellecshiptudents,

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The Dean of Admissions and Financial Aid is appointed by the President and sits on the President's staff. He/She holds broad responsibility for managing the recruitment, admission, enrollment and retention of a talented and diverse student body. The Dean also oversees those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Dean works closely with the President's Staff to assure maximum coordination among the many areas in which the College presents itself to the broader public. The Directors of Admissions and Financial Aid and Family Finance report directly to the Dean of Admissions and Financial Aid. In addition, the Dean collaborates with the Registrar/Director of Institutional Research in conducting research and performing strategic planning in these areas.

### **VIII. REVIEW OF SENIOR ADMINISTRATIVE OFFICERS**

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

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

Each of the six members of the President's Staff will be reviewed at least once every six years according to a schedule set by the President in consultation with the CAPT.

The reviews are concerned primarily with the performance of the individual being reviewed, and secondarily with the performance of the offices for which the individual is responsible. For example, an evaluation of the Vice-President for Business Affairs will deal not only with the performance of the person who is the Vice-President, but also with the effectiveness of the Vice-President's staff and the extent to which tasks that the Vice-President's staff is responsible for are being carried out effectively.

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

and achieved those goals. If a recent job description is not already available at the time of the review, one should be composed by the Officer under review and his or her

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

Detailed Procedure:

1. The review process will be initiated by the President at the beginning of the appropriate academic year, but in no case later than November 1.
2. In consultation with the President and the officer being reviewed, the committee will review the job description for current adequacy, will draw up a list of the specific office functions to be evaluated along with the individual officer, and will determine what individuals will be contacted and asked for comments. The officer under review may add names of particular individuals, from either inside or outside the College, to the list of those to be contacted.
3. After reading the letters of evaluation and before writing the summary report, the review committee will meet separately with the officer under review and the President.
4. The summa



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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



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## **PART SIX**

### **POLICY FOR EQUAL OPPORTUNITY AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY**

#### **I. INTRODUCTION**

Equal opportunity, affirmative action and multicultural diversity are different but related concepts. This document represents Skidmore College's philosophy and perspective on these concepts. In addition, it presents the College's policies, objectives and plans for maintaining its status as an equal opportunity employer and educator, for enhancing its affirmative action programming, and for supporting its goal of extending the multicultural diversity of its community.

Equal opportunity may best be described as the foundation for affirmative action and multicultural diversity. Its approach is basic: the laws and regulations focus on prohibiting discrimination. In other words, the promise of equal opportunity is that no person will be denied access to opportunities for education, employment, housing, etc. due to factors such as race, color, religion, gender, disability, age, national or ethnic origin, or sexual preference.

Affirmative action presents the proactive side of equal opportunity. It requires institutions to take positive action to develop policies, programs, and procedures that implement the spirit of the equal opportunity law. The purpose is to redress previous imbalances by strengthening the participation of members of historically underrepresented groups in the employment and educational arenas.

Unlike equal opportunity and affirmative action, there are no legislative underpinnings for multicultural diversity. Rather, this commitment to becoming a community where differences are valued is internally motivated. The rationale may be summarized by the following statement:

"Appreciation of diversity is fundamental to a liberal arts education which attempts to foster the growth of the whole person in the context of respect and tolerance for others who have different experiences and backgrounds. A diverse community provides 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 ourselves in a richer environment that encourages deepened appreciation of other individuals, other cultures, other perspectives." [from "Toward Increasing Minority Presence at Skidmore", Affirmative Action Committee (Spring, 1988)]

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The programs and plans presented in this document were developed in expectation of regular review, evaluation and modification. The policy and philosophy, however, stand as a firm commitment and a reminder that we learn best when we learn together.

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### **C. College 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. (Mission Statement, November 1993)

Fulfillment of this mission relies on mutual respect, recruitment, and retention of qualified students, faculty, and staff of diverse backgrounds and cultural heritages. Equally important is a community where individuals respect all differences and recognize that they can learn from each other.

### **D. Policy Implementation**

To put these policies into action, Skidmore College has developed an affirmative action program which may be modified by the President based upon recommendations of the Diversity and Affirmative Action Committee and the Director of Diversity and Affirmative Action. The College shall regularly review its practices and procedures regarding admissions, recruitment, hiring, promotion and other areas of concern to students, employees and employer, and shall seek to redress any inequities.

Inquiries concerning the application of these policies should be directed to:

Director of Diversity and Affirmative Action  
Skidmore College  
Saratoga Springs, New York 12866  
518/580-5943

## **III. EQUAL OPPORTUNITY AND DIVERSITY AND AFFIRMATIVE ACTION PROGRAM**

The Equal Opportunity and Diversity and Affirmative Action Program covers the educational and employment environment of the College, and establishes specific procedures and standards as appropriate.

### **A. Scope**

#### **1. Educational Environment**

In accordance with its policy on equal opportunity and affirmative action, Skidmore College prohibits discrimination against any students on the basis of race, color, religion, sex, disability, age, national or ethnic origin, or sexual preference.



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g. Before the interview phase, the hiring department will contact the Director of Diversity

c. The members of the Diversity and Affirmative Action Committee are appointed by the President to advise the President, consult with the Director of Diversity and Affirmative Action, review the College's Affirmative Action Program and submit, through the Director of Diversity and Affirmative Action, specific recommendations for its improvement.

(1) Membership: The Diversity and Affirmative Action Committee shall consist of a representative group of eight members: two faculty members, two students, two support staff, and two administrators. Committee m







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2. submission to, or rejection of, such conduct by an individual is used as the basis for employment or educational decisions affecting the individual; or,

3. such conduct has the purpose or effect of unreasonably interfering with an individual's work or educational performance or of creating an intimidating, hostile, or offensive working or learning environment.

Sexual harassment is an issue of power--power to control or manipulate people or to determine the tone of the work/learning setting. Power may take many forms. Since traditionally more men than women are in positions of power in administrative, managerial, supervisory, leadership and teaching roles, more men than women are charged with sexual harassment throughout all business and educational settings. The law and Skidmore policy, however, cover all forms of sexual harassment: men harassing women, women harassing men, men harassing men, and women harassing women.

Sexual harassment may be perpetrated on or off campus--including, but not limited to the classroom (student to student, faculty to student, student to faculty) and the work setting (supervisor to employee, employee to supervisor, employee to employee). In short, Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another.

In addition, an employee or student may experience sexual harassment from a salesperson, vendor, parent of a student, alumnus/a, visitor, or any other member of the extended College community that has contact with Skidmore faculty, staff and students. Sexual harassment can take place in person, over the phone, fax, and computer.

Examples of sexual harassment m331.2622 Tm(ey 58.5ual hsm((re faculty, T8512y art not lim)Tj12 0 0 137

### Consensual relationships

Dating relationships between faculty and students, or between supervisors and subordinates or student workers, are generally deemed unwise. Such consensual relationships may unfairly exploit power differences, violate the respect and trust given someone in authority and may subtly, albeit perhaps inadvertently, pressure those in the more vulnerable positions. Consensual relationships are discouraged, and mutual consent will not automatically provide immunity if a complaint of sexual harassment is filed.

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Employees and students should report sexual harassment in order for everyone to enjoy a work and learning environment free from of

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and address situations of sexual harassment has been established to help insure that faculty, staff, and students have open to them many avenues for comfortable disclosure. The DDAA, however, has ultimate responsibility in following up on all complaints and will be involved in each case where sexual harassment is alleged. College personnel charged with hearing and addressing sexual harassment complaints have been educated and are updated regularly on issues relevant to sexual harassment. Complainants are strongly encouraged to disclose incidents of sexual harassment so that the College can address situations swiftly and take appropriate action.

Next step: Investigation

Once sexual harassment is disclosed to College personnel, the College is legally obligated to address and respond to the complaint. College personnel, led by the DDAA, must follow a process that includes:

- \* discussing confidentiality standards and concerns.

All student-to-student, and student-to employee (when the student is the harasser) cases follow the procedures in the Student Handbook. The student integrity board reviews will include a representative from the Office of Diversity and Affirmative Action. The Director of Diversity and Affirmative Action will serve as the next level of appeal.

Final step: Appropriate action

Action in response to a complaint of sexual harassment may include discussion, counseling, monitoring of the situation, support for self-help, remediation by third party intervention, formal discipline or termination of employment. The President will take under advisement the DDAA's recommendation, decide appropriate action, and direct the DDAA to work with one, two or all of the following individuals to implement appropriate action:

- \* the Vice President for Academic Affairs and Dean of the Faculty
- \* the Dean of Student Affairs
- \* the Director of Human Resources

If one of the above has a conflict of interest with a case, the President will designate a replacement. Both the complainant and the respondent will be informed of all decisions concerning the complaint and the action taken.

The DDAA will follow up with the complainant and the respondent as time and judgment indicate to ensure that there are no further concerns or incidents.

Retaliatory actions

Attempts to take retaliatory action to influence the normal conduct of the process or of persons involved in it--either during or after the process--will be considered a serious offense and will be subject to separate disciplinary action.

False allegations

False accusations of sexual harassment will not be tolerated by the College. Such allegations constitute employee misconduct, and any employee who knowingly, maliciously or frivolously makes a false allegation of sexual harassment will be subject to discipline up to, and including, termination of employment.

QUESTIONS

- \* Why is it important for me to come forward with a report of sexual harassment?



reasons to investigate. If in doubt about whether you should take action, consult with the Director of Diversity and Affirmative Action.

\* As a faculty member, I am concerned that the sexual harassment policy could potentially violate my academic freedom and free speech rights. What guidance and protection is there for a faculty member like me whose course content is often controversial?

Academic freedom and free speech are the cornerstones of education, and everyone at the College (including the committee members responsible for writing this document) wants to protect these central aspects of academic life. The intent of the sexual harassment policy is in no way to violate or limit one's academic freedom and rights. Faculty who feel their course work may be potentially vulnerable (e.g., art faculty showing slides of nudes; government faculty teaching current issues in public policy--e.g., abortion and sodomy laws; English faculty teaching literature with explicit sexual language and themes; sociology faculty working with feminine and masculine identities; etc.) might want to employ strategies that will help strengthen their right to explore material germane to their research and teaching. One faculty member, whose course deals almost exclusively with sensitive material, has had great success by alerting students on the first day of class to the controversial nature of much of the material in the syllabus. The faculty member reports that as a result of this clear description of the course's content she has never had a complaint.

\* Who are the victims of sexual harassment?

Victims do not fit one profile, though there are people who may be especially vulnerable to harassment: the young, inexperienced, unassertive, or socially isolated; women in non-traditional fields; minority women, gays and lesbians who may be sexually harassed as an expression of racism or homophobia; individuals in a subordinate position either in the workplace or in the classroom.

\* What are the effects of sexual harassment?

At a minimum, sexual harassment makes for an uncomfortable work or learning environment. It can also be humiliating and degrading, undermining self-esteem and sometimes ruining careers. Targets of harassment may experience stress-related physical and emotional symptoms, which may leave victims feeling that they must change jobs,  
h



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It applies to all employees of the College: faculty, staff, and students who are drawing a paycheck from Skidmore, though harassment may come from individuals outside the Skidmore community (salespeople, alumni, visitors, etc.). The College encourages employees to report all instances of sexual harassment, whether they've occurred at the College or while an individual is off-site working on College business.

In addition, this policy protects all enrolled students from sexual harassment within the College, while away on a study-abroad program, and/or during an internship or volunteer assignment if the harasser is another enrolled student. Faculty and staff who hear from a student about sexual harassment she/he is experiencing from another student should immediately direct the student complainant to the Office of the Dean of Student Affairs for help. Students are also protected from sexual harassment by faculty and staff and should bring their complaints to the Office of the Dean of Student Affairs. The Dean will insure that the student's complaint is heard by the DDAA and other appropriate individuals responsible for employee (faculty and staff) conduct.

\* Are respondents and complainants entitled to an advisor? If so, when?

Respondents and complainants are entitled to bring a community member to any conversation or hearing panel relevant to their case. Advisors may speak on their behalf or simply be present as a source of support. A number of individuals in the community have been trained and educated in matters of sexual harassment and are available to help respondents and complainants; the DDAA will ensure that names of these individuals are shared with respondents and complainants.

\* What is the impact of this policy on the Skidmore Community?

A policy such as this one will have a positive impact upon the College community. Free speech and academic freedom are of paramount importance at an institution of higher education. This policy will not curtail that freedom but rather liberate the community by defining what is, and is not, sexual harassment. The policy also will serve as the beginning of dialogues which will work to dispel misconceptions about what constitutes sexual harassment and strengthen mechanisms which prevent its occurrence.

\* The policy states that the Director of Diversity and Affirmative Action has ultimate responsibility for following up on all complaints and will be involved in each case of sexual harassment. What if there is a conflict of interest on a particular case?

In instances where there is a conflict of interest for the DDAA, the President will appoint someone from the Diversity and Affirmative Action Committee in place of the DDAA.

\* What if someone reports and charges ME with sexual harassment--and it is not true?

Anyone who knowingly, maliciously or frivolously makes a false allegation of sexual harassment will be subject to disciplinary action by the College, including termination of employment.

Inquiries concerning the application of this policy should be directed to:

The Director of Diversity and Affirmative Action  
Skidmore College  
815 North Broadway  
Saratoga Springs, New York 12866

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