

# Skidmore College

## Faculty Handbook



200910-20110

SKIDMORE COLLEGE

FACULTY HANDBOOK

~~2009-2010~~2010-2011

TABLE OF CONTENTS

***PREAMBLE*..... i**

***PART ONE – FACULTY RIGHTS AND RESPONSIBILITIES*..... 101**

**I. THE FACULTY ..... 101**

**II. FACULTY STATUS ..... 101**

**III. ACADEMIC FREEDOM..... 101**

**IV. ACADEMIC FREEDOM AND TENURE ..... 102**

**V. APPOINTMENTS TO THE FACULTY ..... 102**

A. Tenure-Track Appointments..... 102

B. Fully Dedicated Tenure-Track Lines in ID Programs ..... 102

C. Tenure-Track Lines Apportioned between Departments/Programs ..... 103

D. Pre-Tenure-Track Appointments..... 104

E. Non-Tenure-Track Appointments..... 104

F. Appointments to Endowed Chairs..... 105

**VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE AND ADVANCEMENT  
IN RANK ..... 106**

A. Tenure-Track Faculty ..... 106

B. Pre-Tenure-Track Faculty ..... 107

C. Non-Tenure-Track Faculty ..... 107

1. Library Faculty ..... 107

2. Artists- and Writers-in-Residence ..... 108

3. Teaching Associates ..... 108

**VII. RIGHTS, OBLIGATIONS, AND RESPONSIBILITIES OF ALL FACULTY..... 108**

A. Rights of Members of the Faculty ..... 108

B. Obligations Pertaining to All Members of the Faculty ..... 109

C. Academic Responsibilities ..... 109

1. Availability ..... 109

2. Class Sessions..... 109

3. Academic Advising ..... 109

4. Office Hours ..... 109

5. Administrative Meetings ..... 109

6. College Functions ..... 109

7. Student Evaluations ..... 109

8. Grading..... 109

9. Other Academic Policies .9

2. Third Year .....	110
B. Reappointment of Librarians .....	112
C. Reappointment of Artists- and Writers-in-Residence.....	112
D. Reappointment of Teaching Associates.....	113
1. Second Year .....	113
2. Third Year .....	114
E. Other Non-Tenure Track Appointments (Visiting Artist- or Writer-in-Residence, Trustee Visiting Scholar, Lecturer, Visiting Teaching Associate, Research Associate, Department Assistant) .....	114
<b>IX. TENURE .....</b>	<b>114</b>
A. Preamble .....	114
B. Institutional Considerations and Budgetary Considerations.....	115
C. Eligibility .....	115
D. Criteria for Determining Years of Service.....	115
E. Procedures for Granting Tenure.....	116
F. Review of Negative Tenure Decisions.....	119
G. Appeal of Negative Tenure Decisions.....	120
<b>X. DISCIPLINE OF TENURED FACULTY .....</b>	<b>120</b>
<b>XI. PROMOTION .....</b>	<b>121</b>
A. Professorial Ranks .....	121
1. Procedures for Promotion.....	121
2. Guidelines for Advancement in Rank .....	123
B. Librarian Ranks .....	123
C. Artists-in-Residence and Writers-in-Residence.....	123
D. Teaching Associates .....	124
<b>XII. LEAVES OF ABSENCE .....</b>	<b>124</b>
A. Sabbatical Leaves of Absence .....	124
1. Purpose .....	124
2. Eligibility.....	124
3. Procedures .....	124
a. Application .....	124
b. Consideration.....	125
c. Reporting .....	125
4. Criteria for Evaluating Proposals .....	125
5. Sabbatical Salaries.....	125
B. Pre-Tenure Paid Research Leaves of Absence .....	126
1. Purpose .....	126
2. Eligibility.....	126
3. Procedures and Criteria .....	126
C. Leaves of Absence Without Pay.....	126
<b>XIII. REIMBURSEMENT FOR PROFESSIONAL ACTIVITIES.....</b>	<b>126</b>
<b>XIV. RESIGNATIONS .....</b>	<b>126</b>
<b>XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS .....</b>	<b>127</b>
A. Criteria for Appointment .....	127
B. Procedures for Appointment.....	127
C. Procedures for Review.....	127
D. Obligations Pertaining to Department Chairs.....	127
1. Leadership .....	127
2. Curriculum.....	127
3. Personnel .....	128
4. Communication .....	128
5. Support .....	128

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

- A. Criteria for Appointment ..... 128
- B. Procedures for Appointment ..... 129
- C. Procedures for Review ..... 129
- D. Obligations Pertaining to Program Directors ..... 129
  - 1. Leadership ..... 129

5. CURRICULUM COMMITTEE — Elected.....	210
6. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected .....	210
7. TENURE REVIEW BOARD — Elected.....	211
8. TENURE APPEAL COMMITTEE.....	211
9. HONORS FORUM COUNCIL — Elected.....	211
10. UNIVERSITY WITHOUT WALLS COMMITTEE — Elected .....	211
11. EXTERNAL MASTER OF ARTS COMMITTEE (EMAC) — Elected .....	212
12. ATHLETIC COUNCIL — Elected.....	212
13. COMMITTEE ON ACADEMIC STANDING (CAS) — Appointed.....	212
14. FACULTY ADVISORY BOARD (FAB) – Elected.....	212
15. ADVISORY PANEL (AP) – Appointed.....	213
16. AD HOC COMMITTEES.....	213
17. OTHER COMMITTEES.....	213
<b>III. ACADEMIC POLICIES .....</b>	<b>213</b>
A. Examinations .....	213
B. Class Attendance.....	214
C. Grading .....	214
D. Policy to Appeal a Final Failing Grade .....	214
E. Peer Evaluations of Teaching .....	216
F. Student Evaluations.....	216
1. All-College Student Evaluations .....	216
2. Departmental Student Evaluations .....	216
<b>PART THREE - ALL-COLLEGE GOVERNANCE .....</b>	<b>301</b>
<b>I. ALL-COLLEGE COMMITTEES.....</b>	<b>301</b>
A. Preamble .....	301
B. Specific College Committees.....	301
1. THE INSTITUTIONAL POLICY AND PLANNING COMMITTEE (IPPC) — Elected.....	301
2. BOARD OF APPEALS — Appointed.....	301
3. HONOR CODE COMMISSION — Appointed.....	302
4. INSTITUTIONAL REVIEW BOARD — Appointed .....	302
5. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE — Appointed .....	303
6. SAFETY IN THE WORKPLACE COMMITTEE — Appointed.....	303
<b>II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES .....</b>	<b>303</b>
A. Preamble .....	303
B. SGA Committees with Faculty Representatives .....	303
1. INTEGRITY BOARD — Appointed.....	303
<b>III. THE HONOR SYSTEM.....</b>	<b>304</b>
A. The Contract .....	304
B. Violations of the Honor Contract.....	304
C. Administrative Discipline .....	305
<b>PART FOUR - BENEFITS.....</b>	<b>401</b>
<b>I. FLEXIBLE BENEFITS PLAN .....</b>	<b>401</b>
<b>II. DOMESTIC PARTNERS BENEFITS .....</b>	<b>401</b>
<b>III. PARENTAL LEAVE FOR FACULTY .....</b>	<b>401</b>
<b>IV. TUITION BENEFITS.....</b>	<b>402</b>
<b>V. RETIREMENT .....</b>	<b>402</b>
A. Definition.....	402
B. Basic Retirement Plan.....	402

C. Early retirement .....	403
D. Phased Employment .....	403
E. Post-Retirement Health Benefits .....	403
<b><i>PART FIVE - THE ADMINISTRATION</i></b> .....	<b>501</b>
<b>I. THE PRESIDENT</b> .....	<b>501</b>
A. The Office of the President.....	501
B. President's Cabinet.....	501
<b>II. THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION AND</b>	



**PREAMBLE**

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

The Handbook is divided into six parts:

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

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

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

Part Four describes benefits extended to the Faculty.



PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

The Faculty consists of all full- and part-time teaching and library personnel and those in shared appointments holding the ranks defined in Part One, Article V (Appointments to the Faculty), Sections A (Tenure-Track Appointments), D (Pre-Tenure-Track Appointments), and E (Non-Tenure-Track Appointments). The rights and privileges of faculty members vary according to type and status of appointment. These rights are defined in various parts of the Handbook. See in particular Part One, Articles V (Appointments to the Faculty), IX (Tenure), and XX (Faculty Governance); Part Two, Article I (Faculty Meeting By-Laws), sub-Article I (The Faculty Meeting), Section C (Eligibility to Vote); and Part Four (Benefits).

II. FACULTY STATUS

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

III. ACADEMIC FREEDOM<sup>1</sup>

Skidmore College vigorously endorses the principle of academic freedom.

Faculty and other members of the academic community are entitled to full freedom in research and in publication of the results. The extent to which research activities may be pursued is subject to the adequate performance of other academic duties. Research, consultation, or additional employment for pecuniary

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

#### IV. ACADEMIC FREEDOM AND TENURE

The Committee on Academic Freedom and Rights (CAFR) and the CAPT have been recognized by the Board of Trustees, the President and the Faculty as representing the Faculty of Skidmore College in discussions with the President, the Vice President for Academic Affairs, and the corresponding committee of the Trustees on matters of common concern and responsibility. On questions of academic freedom and tenure, CAFR and CAPT represent the Faculty to the President, the Vice President for Academic Affairs,

~~2009-10~~2010-11

## FACULTY HANDBOOK

The ID PPC will consist of the ID Program Director and four to eight tenured and tenure-track faculty in at least the third year of consecutive full-time college service and at least the third year of participation in the

D. Pre-Tenure-Track Appointments

Visiting Instructor: Appointments to the position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15<sup>th</sup> following their second year at Skidmore in order to move onto tenure-track lines. By May 1<sup>st</sup> in the

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

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

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

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

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

| ~~2009-10~~2010-11

**FACULTY HANDBOOK**

| VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE AND ADVANCEMENT IN RANK

practice in applied fields, and work that reorganizes existing information in creative ways or interprets it for students and non-specialists, be they colleagues or laypersons. Evidence indicative of significant achievement might include not only books, monographs, and articles published in recognized scholarly journals, but also unpublished manuscripts, drafts, and work in progress. Evaluations of scholarly achievement in departments in which professional activities peculiar to a discipline complement or nurture scholarship will be made on the basis of clear written agreements between these departments, the Dean of the Faculty, and the CAPT as to what constitutes appropriate evidence. Such activities might include grants, fellowships or other juried awards, and participation in professional associations.

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

standards of the Library profession; facilitating access to information resources beyond the Library walls; and interpreting the Library's collections and wider information universe through reference service, printed guides, and bibliographic instruction. This mission requires that Library faculty be both educators/scholars and administrators.

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

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



may pursue the matter through any of several channels (Department Chair, Dean of the Faculty, Vice President for Academic Affairs, CAFR, etc.) that seem appropriate to the particular case.

5. Faculty rights are also embodied in the procedures for reappointment and tenure consideration.

**B. Obligations Pertaining to All Members of the Faculty**

1. Continued professional improvement.
2. Conscientious fulfillment of academic responsibilities.

| ~~2009-10~~2010-11

**FACULTY HANDBOOK**

VIII. REAPPOINTMENT

A. Reappointment of Full-Time Tenure-Track

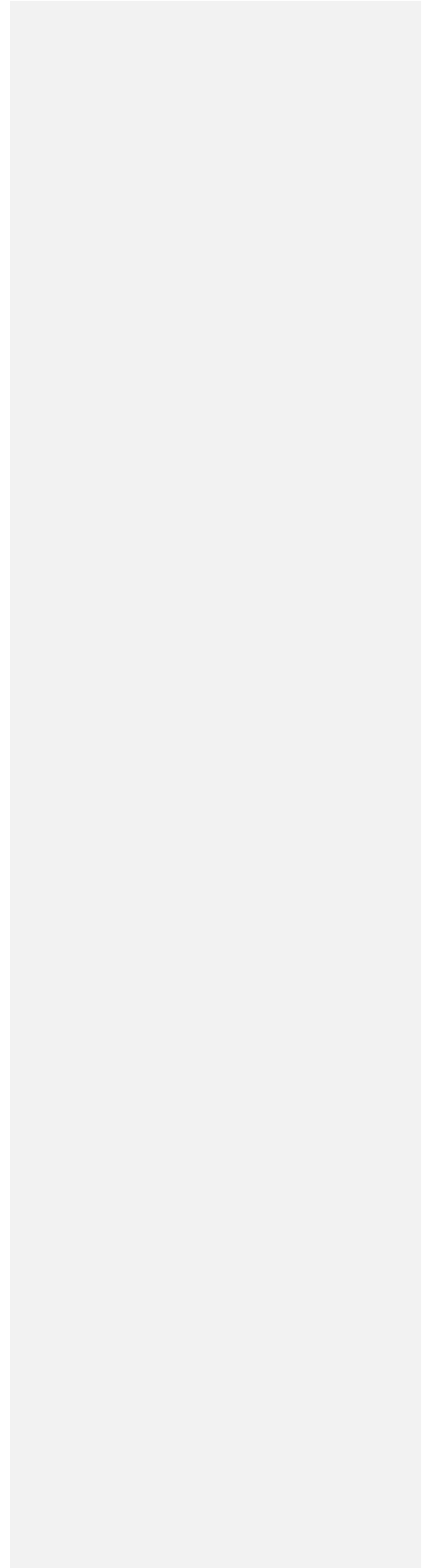
department must submit its recommendation, positive or negative, with supporting evidence to the Dean of the Faculty on or before January 15<sup>th</sup> of the appointee's third year. This evidence must include a cover letter from the Chair and letters from full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], 2b. [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore, and (where appropriate) Program Directors.

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

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

For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, supporting evidence sent to the Dean of the Faculty must include a cover letter from both Department Chairs/Program Directors and letters

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

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

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

#### D. Reappointment of Teaching Associates

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

##### 1. Second Year

a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to department procedures and shall inform the Dean of the Faculty of its decision on or before May 31<sup>st</sup> of that year.

b. By June 15<sup>th</sup> of the appointee's second year, the Dean of the Faculty shall remind appointees not regarded as candidates for reappointment that their service terminates at the end of their third academic year.

##### c. Reviews

i. If the appointee believes that the decision against reappointment was made in violation of academic freedom and rights or was procedurally inadequate, the CAFR, upon petition by the appointee, will review the allegations and report to the Dean of the Faculty.

ii. If the appointee belie

iii. In either (i) or (ii), the result of a finding in favor of the appointee will be to return to the department for reconsideration.

2. Third Year

a. An appointee considered by the department to be candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Dean of the Faculty on or before January 15<sup>th</sup> 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.



| ~~2009-10~~2010-11

## FACULTY HANDBOOK

1. For faculty members, the service year coincides with the academic year. The academic year begins at the start of the fall term and ends with the close of the spring term. For each academic year that a



2. The CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the 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

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 the CAPT will give the candidate a list of names of those who have written unsolicited letters about the candidate.

5. The following procedures should be observed:

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

b. The Chair will advise the candidate in creating a file of materials documenting the candidate's qualifications for tenure.

c. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend tenure, and why, according to the criteria for continued service (as found in Part One [Faculty Rights and Responsibilities], Article VI [Evaluative Criteria for Continued Service and Advancement in Rank], Section A [Tenure-Track Faculty]).

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

~~2009-10~~2010-11

## FACULTY HANDBOOK

11. A candidate for either the Vice President for Academic Affairs or for the Dean of the Faculty may be evaluated for an immediate award of tenure by the following procedure. The President will present the credentials of the candidate for Vice President for Academic Affairs and evidence for both appointment as Professor and awarding of tenure to the academic department(s) appropriate to the



XI. PROMOTION

A. Professorial Ranks

1. Procedures for Promotion

- a. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults as necessary with the Vice President for Academic Affairs, the Dean of the Faculty, the CAPT, and the Chair of the department concerned. Except in the case of the Library faculty, the CAPT role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.
- b. Consideration for promotion may be initiated by the Department Chair in consultation with the Dean of the Faculty or the CAPT. The Dean of the Faculty in consultation with the Vice President for Academic Affairs may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to the CAPT. Nomination by the Dean of the Faculty for such consideration does not presuppose a successful outcome for the candidate. The Dean of the Faculty initiates promotional consideration in the case of Department Chairs. The Department Chair or the Dean of the Faculty shall indicate the consultation procedures employed within the department when recommending a promotion.
- c. By March 15<sup>th</sup>, the Dean of the Faculty shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Dean of the Faculty shall provide the CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. All Chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.
- d. In the case of a promotion candidate appointed 100 percent to an ID program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to the CAPT.
- e. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, the CAPT will secure information concerning a candidate from all members of the ID Program Personnel Committee(s) and from all faculty in the department(s) involved. The Department Chair will represent the department's position and the Program Director(s) (or PPC Chair if the Director is the candidate) will represent the Program(s) position.
- f. Candidates being considered for promotion shall be sent a written notice by the Chair of the CAPT that they are candidates for promotion.
- g. All full-time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Part One, Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], number 2b [Artist- or Writer-in-Residence] shall be consulted and shall write letters to the Chair. The Department Chair must also request letters from Program Directors and from other Department Chairs if the candidate has offered courses in other programs or departments. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend promotion, and why, according to the criteria for continued service. The Chair's letter shall present the Chair's individual position as well as the department's. All these letters shall be forwarded to the CAPT.

In the case of a promotion candidate appointed to an ID Program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to the CAPT.

h. Promotion files shall include the following:

i. an updated CV, which makes clear what has been achieved since the last promotion.

ii. all scholarly, creative or professional materials produced since the last promotion; candidates may add some earlier materials for purposes of context or to show continued growth. Candidates may wish to seek letters from Skidmore colleagues outside their department qualified to speak to their professional accomplishment. Candidates may also wish to include a statement about achievements and works in progress.

iii. the ten most recent consecutive semesters of teaching evaluations. For purposes of context, the candidate may wish to include other evaluations. The candidate shall also add copies of syllabi, and may include assignments and handouts. The candidate may also wish to append a statement about teaching goals and philosophy. The file may include peer evaluations of teaching.

iv. a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.

v. service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank)

1. An individual denied recommendation for promotion may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or may file a complaint following the procedures set forth in Part Six, Article VII [Procedures for Resolving Complaints of Harassment or Discrimination against Faculty Members], provided such a complaint is based on alleged harassment or discrimination in violation of the College's policies as outlined in Part Six.

2. Guidelines for Advancement in Rank

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

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





iv. Applications must be received by the Dean of the Faculty no later than January 15<sup>th</sup> of the academic year preceding the desired leave. The Dean of the Faculty's Office will transmit one copy to the Chair of the Faculty Development Committee.

b. Consideration

i. On or before January 15<sup>th</sup> of the year preceding the intended leave, the applicant's Chair should submit to the Dean of the Faculty in triplicate an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean of the Faculty's Office will transmit one copy to the Chair of the Faculty Development Committee.

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

iii. Applicants and their departmental Chairs will be notified by March 1<sup>st</sup> of the academic year preceding the leave.

c. Reporting

i. Major changes in objectives after the leave has been granted must be reported and may be made only by agreement with the Dean of the Faculty. Petition for such change must be made in writing.

ii. Upon completion of the leave, a final report shall be sent to the Dean of the Faculty, and the Chair of the department, not later than April 15<sup>th</sup> in the case of first-semester leaves and November 15<sup>th</sup> in the case of second-semester or full-year leaves.

iii. Failure to file a satisfactory sabbatical report will affect eligibility for future sabbatical leaves.

4. Criteria for Evaluating Proposals

In evaluating applications, the following will be considered:

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

5. Sabbatical Salaries

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



XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

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

B. Procedures for Appointment



3. The appointee should have qualities of personal and professional leadership and should demonstrate evidence of administrative skill.

B. Procedures for Appointment

1. Appointment of a Program Director is made by the Dean of the Faculty in consultation with the teaching faculty in the program and (when applicable) the appropriate Department Chair.

2. A Director (tenured or untenured) may not be removed as Director during the course of an academic year except for cause.

C. Procedures for Review

1. Program Directors shall be reviewed by the Dean of

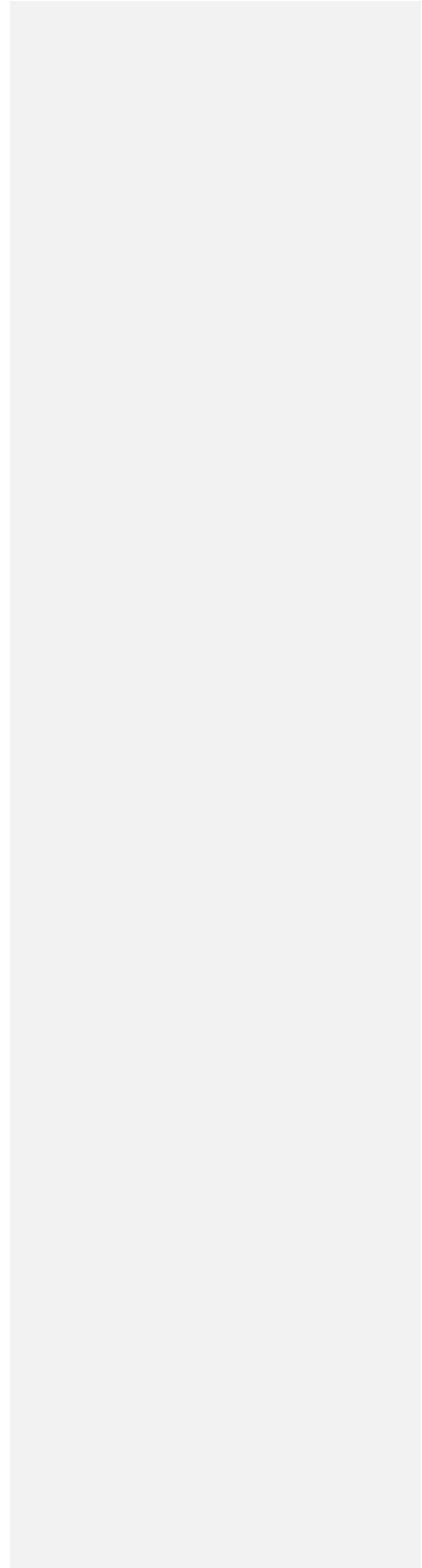
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## FACULTY HANDBOOK

evaluation of tenure-track faculty with regard to search procedures, appointment, reappointment, promotion, tenure, sabbatical and leave, salary recommendations, faculty development and mentoring, as well as annual letters of evaluation as described in Part One, Article V, Section B and Article XV, Section D, number 3 above.

~~2009-10~~2010-11

**FACULTY HANDBOOK**



brought to the attention of the Faculty with full explanation, and so recorded in the faculty minutes and communicated to the Board of Trustees.

D. The President shall report proposals receiving Faculty approval to the Board of Trustees for its action.

E. Favorable action by the Board of Trustees, either to establish or eliminate a major, must be reported by the College Registrar to the New York State Education Department. A new major must be approved by and registered with the New York State Education Department. A discontinued major must be removed from the register.

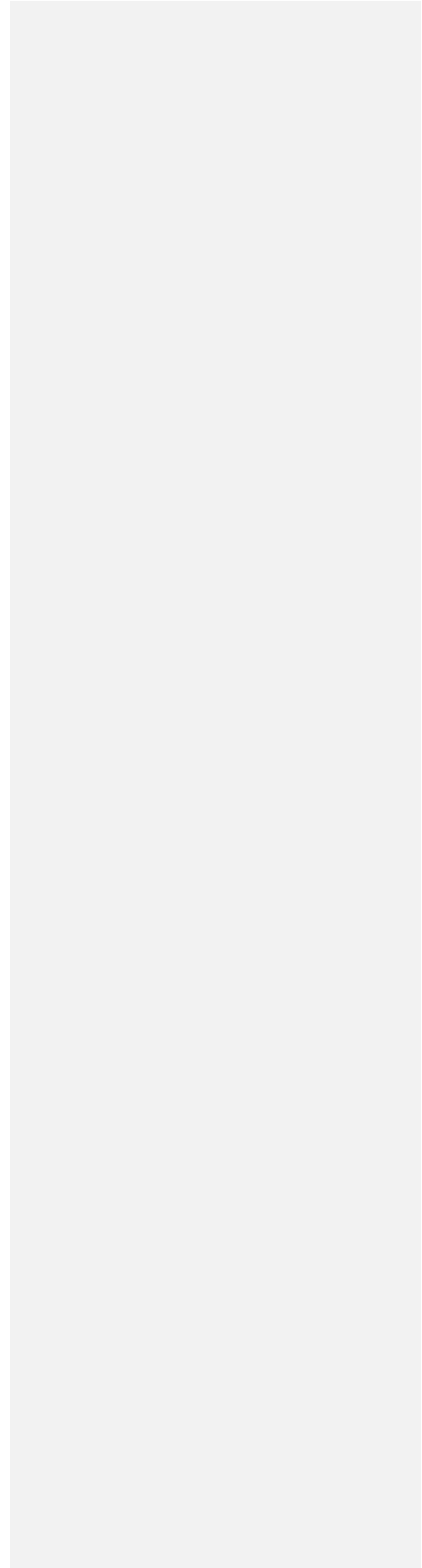
#### XX. FACULTY GOVERNANCE

Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty as described in Part Two. Faculty Meetings, presided over by th









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

**B. Minutes**

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

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

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

**Article IV. Quorum**

A. A quorum shall be necessary for

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

e. Permission to withdraw a motion.

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

8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the Faculty may entertain a motion to 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 may

Article VI. Taking Votes

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

B. The Faculty Meeting shall otherwise vote by ayes and nays. Any member, however, can demand a 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 Faculty Executive Committee shall tally all votes taken by a show of hands or by ballot, except in cases where the motion before the Faculty Meeting comes from the FEC. In the latter instance, the Chair shall appoint up to six faculty members to make the count.

Article VII. Special Rules

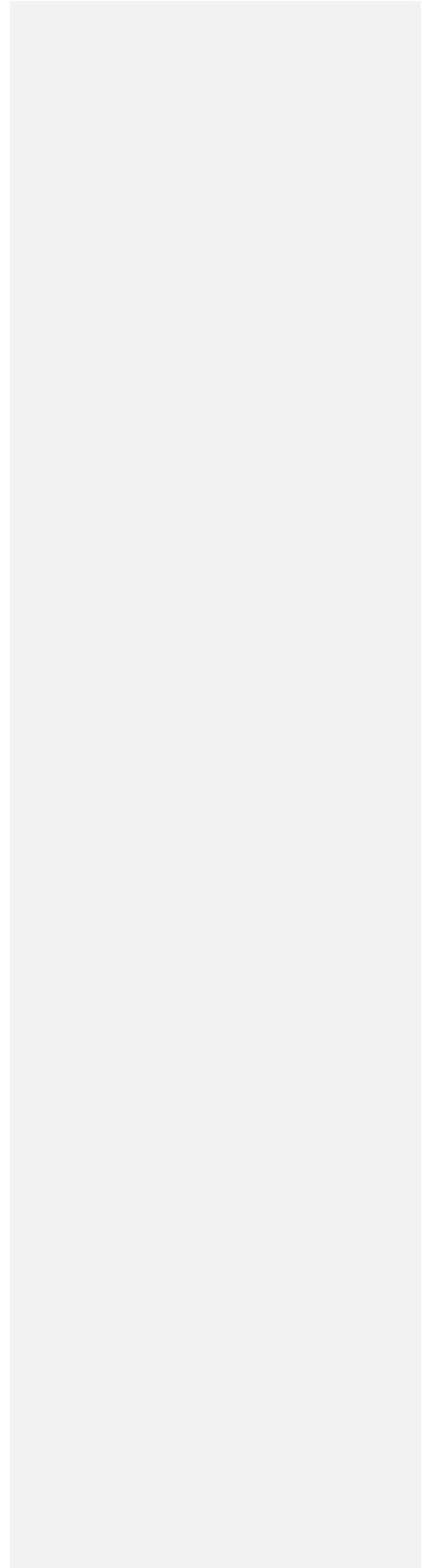
Addendum: Summary Table of Rules Relating to Motions

Explanation of the Table. A star shows that the rule heading the column in which it stands applies to the motion opposite to which it is placed; a blank shows that the rule does not apply; a figure shows that the rule only partially applies, the figure referring to the note showing the limitations. Take, for example, "Lay on the Table": the Table shows that it is "undebatable" and "cannot be amended," and that an affirmative vote on it "cannot be reconsidered." The four other columns containing blanks show that this motion does





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

FEC convenes the Committee of Committees (comprising faculty members of FEC, IPPC, CAPT, CAFR, CEPP, Curriculum Committee, FDC, and any current ad hoc committees whose presence FEC believes would be helpful to the Committee) at least twice a year to assess the interactions among member committees and between them and the Administration, and to discuss ongoing issues and any problems in committee operations. FEC is then required to inform the Faculty at large of the issues raised by the Committee of Committees.

Finally, FEC observes the on-campus meetings of the Board of Trustees, at the invitation of the Board, and reports its observations in writing to the Faculty. (In addition, CAPT, CAFR, and the Chair of CEPP meet annually with the Academic Affairs Committee of the Board of Trustees.)

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

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

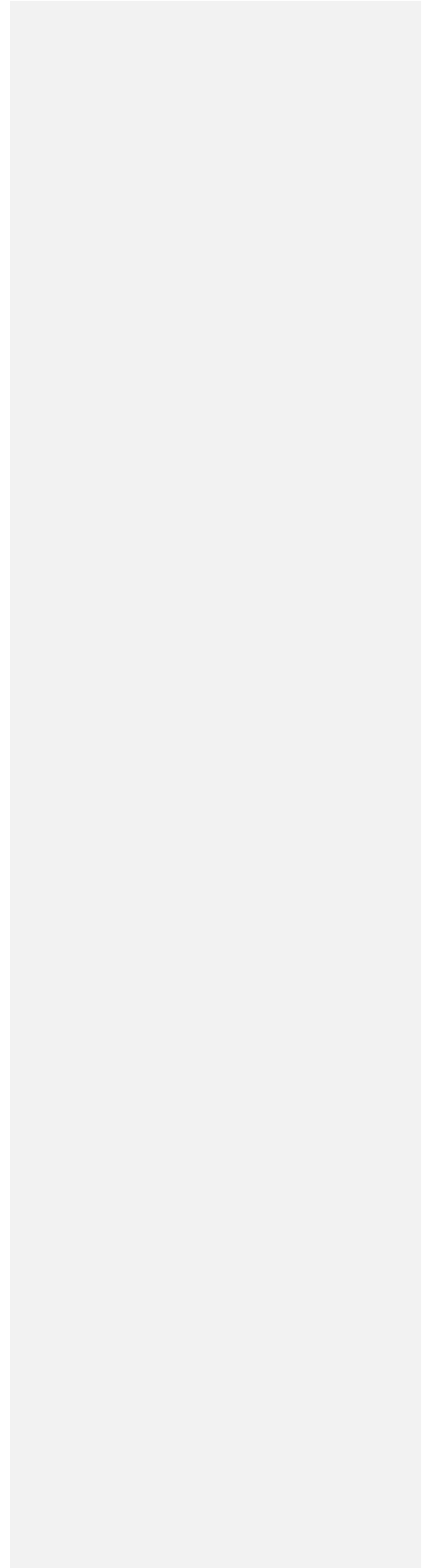
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## FACULTY HANDBOOK

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

Membership: Six fa

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

Function: To participate in all aspects of the Master of Arts in Liberal Studies (MALS) Program by determining academic policies and procedures, admitting and dismissing students, approving core

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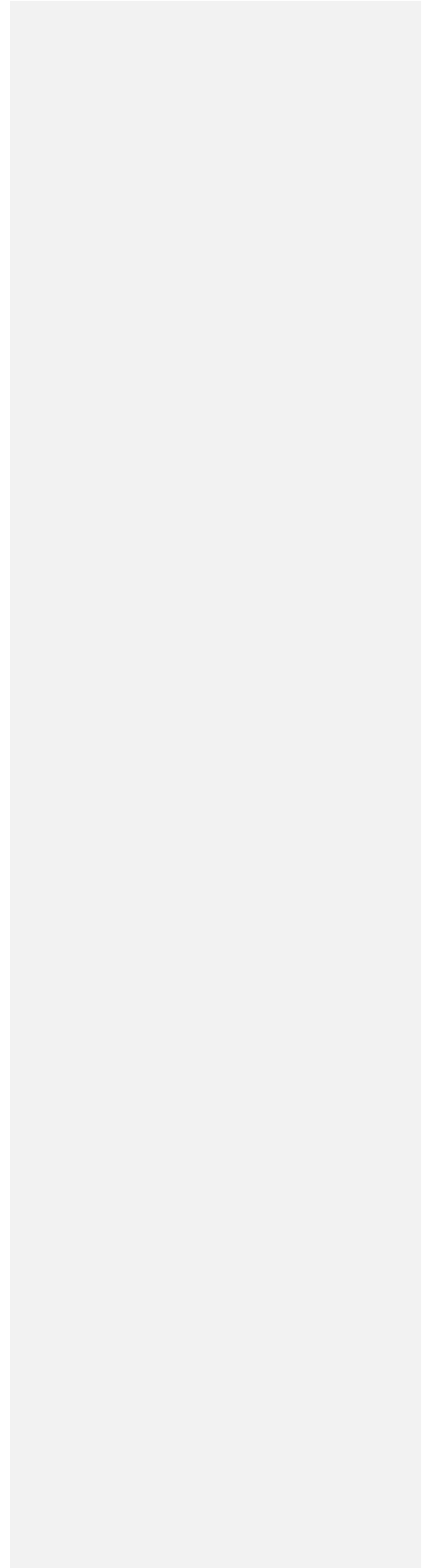
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on an initial willingness-to-serve pool, the vote of the faculty, and, when necessary, the need for appointing a representative FAB. Members of the FAB may not serve concurrently on the CAFR, the CAPT or the TRB.

15. ADVISORY PANEL (AP) – Appointed

Function: To provide the Assistant Director for Equal Employment Opportunity and Workforce Diversity (ADEWD) with advice, suggestions, and comments during the formal investigation of a discrimination or harassment charge made against a member of the Faculty; to participate, with the guidance of the ADEWD, in interviews of the complainant, the respondent, and relevant witnesses (or in lieu of participation to review all documents pertaining to the charge, if the complainant or the respondent so requests and both parties agree); to review the ADEWD's final report and to ensure that the views of the AP are represented therein; to upho

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consultation with the Associate Dean of the Faculty for Academic Advising and the department chair or program director, may recommend to the faculty member changing the grade to Satisfactory.

If the faculty member rejects the recommendation of the Dean of the Faculty, Associate Dean of the Faculty for Academic Advising, and the appropriate department chair or program director, to change the final failing grade to a passing grade or to Satisfactory, the Dean of the Faculty, with the Associate Dean of the Faculty for Academic Advising, may submit a petition to change the grade to the CAS for consideration. Only the faculty representatives on CAS have the authority to change the final failing grade to Satisfactory, and only following a vote where the majority of those faculty representatives on CAS approves the change.

A student's failure to meet time limits will result in denial of the student's appeal. If the faculty member, department chair, program director or dean fails to meet a deadline, the appeal will move to the next level.

ED. 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.

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.

## FACULTY HANDBOOK

### PART THREE

#### ALL-COLLEGE GOVERNANCE

##### I. ALL-COLLEGE COMMITTEES

###### A. Preamble

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

###### B. Specific College Committees

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

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

The President chairs the IPPC; an elected member of the Faculty serves as Vice-Chair. The agenda of the committee is set by these two individuals in consultation with the President's Staff, FEC, and SGA.

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

**Membership:** The President (Chair); the Vice President for Academic Affairs; the Dean of the Faculty; the Vice President for Finance and Administration; the Vice President for Advancement; the Dean of Admissions and Financial Aid; the Dean of Student Affairs; the Dean of Special Programs; the Director of Institutional Research; the Chief Technology Officer; the Chair of the Campus Environment Committee; the Chair of the Faculty Senate.

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

3. HONOR CODE COMMISSION — Appointed

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

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

4. ~~THE INFORMATION RESOURCES COUNCIL (IRC) — Appointed~~

~~Function: To recommend to the College policies and plans regarding information resources, including their ongoing assessment and renewal, and thereby to serve as the College's chief policy recommending and planning body for information resources; to provide a forum in which the senior administration of the College, the Director~~

65. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE — Appointed

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

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

76. SAFETY IN THE WORKPLACE COMMITTEE — Appointed

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

### III. THE HONOR SYSTEM

#### A. The Contract

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

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

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

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

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

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

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

#### B. Violations of the Honor Contract

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

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

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

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

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

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

C. Administrative Discipline

The Dean of Student Affairs may call an administrative hearing if it is deemed appropriate and may impose disciplinary sanctions. Pending action on the charges, in most cases the status of students shall not be altered, nor their rights to be present on the campus to attend classes suspended. However, in cases when student conduct might affect the safety or well-being of the student or the safety or well-being of the community, the College reserves the right to require the student to leave the campus pending the outcome of the hearing.

The administrative sanction may be appealed to the President of the College or to the designated hearing officer.

**PART FOUR**

**BENEFITS**

The College offers a comprehensive benefit program to eligible faculty, including, but not limited to, health care, dental, life insurance, health care and dependent care reimbursement accounts, retirement, sick leave, and long-term disability coverage.

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

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

**I. FLEXIBLE BENEFITS PLAN**

Skidmore College provides a Flexibl



| ~~2008-09~~2010-2011

**FACULTY HANDBOOK**

Faculty seeking parental leave should

C. Early Retirement

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

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

D. Phased Employment

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

Participants must be in active status or on an approved leave of absence to apply for this benefit. The employee's age and length of service must combine to equal not less than 70, with a minimum age of 50

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**PART FIVE**

**THE ADMINISTRATION**

**I. THE PRESIDENT**

**A. The Office of the President**

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

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

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

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

In the temporary absence of the President, the VP

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

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

V. THE DEAN OF THE FACULTY

The Dean of the Faculty (



those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Dean of Admissions and Financial Aid 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 Senior Associate Director of Admissions and the Associate Dean and Director of Financial Aid report directly to the Dean of Admissions and Financial Aid. In addition, the Dean of Admissions and Financial Aid collaborates with the Registrar and Director of Institutional Research in conducting research and performing strategic planning in these areas.

#### IX. REVIEW OF SENIOR ADMINISTRATIVE OFFICERS

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

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

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

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

3. After reading the letters of evaluation and before writing the summary report, the review committee will meet separately with the officer under review and the President.
4. The summary report will be given to the officer under review no later than April 1<sup>st</sup>. A discussion of the report with the committee shall be scheduled for the officer being reviewed shortly thereafter, but in any case no later than May 1<sup>st</sup>.
5. The President and the Chairperson of the Review Committee will meet with the CAPT to provide an oral report summarizing the results of the review. The members of the CAPT shall be bound by its rules of confidentiality in not discussing the report with any individuals outside the CAPT, or disseminating its contents in any manner.
6. The CAPT will have the responsibility of monitoring the review process.

Confidentiality

It is extremely important that the rights of both the Officer being reviewed and those providing comments



PART SIX

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

I. INTRODUCTION

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

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

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

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

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

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

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

II. ACADEMIC FREEDOM

In the context of the policies outlined in Part Six, the College reaffirms its commitment to its long tradition



As a matter of policy, Skidmore College will work actively to increase the diversity of our community. We

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

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

V. PROCEDURES REGARDING EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

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

A. Scope

1. Educational Environment

In accordance with its policy on equal opportunity, Skidmore College prohibits discrimination against any students on the basis of race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression,<sup>10</sup> or any other characteristic protected by applicable federal, state, or local laws.

For more information on Equal Employment Opportunity law, please visit this site:

<http://www.ed.gov/about/offices/list/ocr/know.html>

2. Employment Environment

As stated above, the College prohibits discrimination on the basis of race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression,<sup>9</sup> or any other category protected by applicable federal, state or local laws. To implement this policy, guidelines have been established to ensure equal opportunity in all employment policies and practices. These guidelines apply across the institution:

- a. All position vacancies will be subject to equal employment opportunity search standards, which establish procedures for internal posting and external advertisement appropriate to a position's relevant labor market. In academic searches, the scope of a search is determined by the ADEWD in consultation with the DOF, the DSP, or Vice President for Academic Affairs (VPAA), as appropriate, and the hiring department or office. The nature of the position dictates whether a qualified pool of candidates may most appropriately be recruited from a local, regional, or national market.
- b. In some situations, the ADEWD may waive the requirement for a full search. Normally, a waiver-of-search may be approved if one of the following three actions is proposed: filling a vacancy by promotion; filling a vacancy on a temporary basis (non-recurring appointment for a maximum of one year); or filling a vacancy as a result of internal reorganization. In these cases, or in the case of other extenuating circumstances, a full search may not be desirable, and the ADEWD will give careful consideration to requests for search waiver.
- c. In academic searches, the ADEWD, in collaboration with the DOF, DSP, or VPAA, as appropriate, reviews the position description and all components of the search plan proposed by the hiring department or office before approving a search.
- d. The Department of Human Resources maintains and updates lists of recruitment resources for both academic and nonacademic searches.
- e. The Department of Human Resources routinely sends announcements of position vacancies to local and regional organizations that represent historically underrepresented groups. Heads of departments, offices, and programs are strongly encouraged to network through their own

<sup>10</sup> Gender identity and expression, while protected under Skidmore College policy, are not currently protected under federal, state, or local laws.

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

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

g. Before any candidate in an academic search is invited for an interview (whether on or off

| ~~2008-09~~2010-2011

**FACULTY HANDBOOK**

disability, veteran status, marital status, sex, sexual orientation, gender identity or expression<sup>11</sup>, or any

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

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

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

This definition includes verbal, non-verbal, and physical harassment. The following examples of sexual harassment are intended to be instructive but not inclusive:

Verbal harassment may take oral or written form and may include profanity, sexual jokes or teasing, threats, whistling, cat calls, or repeated unwelcome requests for a date.

Non-verbal harassment may include staring, blowing kisses, winking, or displaying sexually suggestive material in the work area, in the classroom, in lockers, or as screen savers on one's computer.

Physical harassment may include touching, bumping, grabbing, cornering, or blocking passages.

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

Sexual harassment may occur 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, faculty to faculty, student to faculty or employee). Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another. Off-campus violations may occur at campus-sponsored events or programs, such as athletic events, internship arrangements, and professional meetings, or at private events such as a party. In addition, a faculty member, staff member, administrator, or student may experience sexual harassment from a salesperson or vendor, the parent of a student, an alumna/us, visitor, or any other member of the extended College community who has contact with Skidmore faculty, staff, or student populations. Sexual harassment may take place in person, by phone, or by means of print or electronic media.

The fact that someone did not intend to sexually harass another individual may not constitute an adequate defense in response to a complaint of sexual harassment. Regardless of intent, the characteristics and effect of the behavior that determine whether the behavior constitutes sexual harassment.

### C. Third-Party Sexual Harassment

It is important to recognize that sexual harassment may be injurious to a third party when that person is negatively affected by unwelcome or welcome sexual conduct between other individuals in that third party's work space or classroom – or any other setting that requires a Skidmore College er. Off-



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

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

The procedures outlined in Article VII apply to all situations where a faculty member is accused of harassment or discrimination. Allegations against students (including part-time and full-time students who

| ~~2008-09~~2010-2011

**FACULTY HANDBOOK**

Confidentiality. To the extent possible, those handling complaints will endeavor to maintain the

a. Complainant's Rights

The complainant will have the right to

- have a representative (not an attorney) present as an observer during the complaint process;
- be granted confidentiality throughout the process (as described in B above);
- withdraw the complaint at any time during the process (with the understanding that the College may be required to pursue the issue);
- review and sign his/her own statement and receive a copy;
- review the ADEWD's summary, which indicates whether the alleged misconduct was found to violate College policy;
- file the complaint with a federal, state, or local agency designated to hear/investigate EEO complaints;
- request mediation; and to
- have a meeting with the ADEWD after the informal inquiry and, if the complaint proceeds, after the formal investigation.

The complainant will not have the right to

- have an attorney present;
- use any mechanical device to record the proceedings (in case of disability, the representative may be delegated to take notes);
- ask questions of the respondent or witness(es);
- identify the penalty or corrective action for the respondent if that person is found to have violated a college policy;
- review the complete complaint file and associated documents (e.g., witnesses' statements); nor to
- receive a copy of the complete complaint file.

b. Respondent's Rights

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

The respondent will have the right to

- have a representative (not an attorney) present as an observer during the complaint process;
- receive a copy of the written complaint;

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

respond to the complaint;

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

request mediation;

have a meeting with the ADEWD after the informal inquiry; and to

review a copy of the final summary of the complaint in the presence of the appropriate official.

The respondent will not have the right to

have an attorney present;

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

ask questions of the complainant or witness(es);

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

receive a copy of the complete complaint file.

Any discussion during the initial interviews with the complainant or the respondent will be documented and signed by the individual making the statement and the ADEWD. The individual making the statement will be given a copy of the signed document, and the ADEWD will enter the original in the complaint file.

### 3. Consultation with CAFR

Any complaint involving a faculty member will be brought to the attention of the DOF by the ADEWD; any complaint involving an academic advisor in the external degree programs or an instructor in Special Programs will be brought to the attention of the DSP by the ADEWD. At that time, the DOF or DSP will confer with the Chair of CAFR to ascertain whether the complaint has to do with academic freedom and therefore should be handled by CAFR or whether the complaint has to do with harassment or discrimination, in which case the College will follow the process outlined in Part Six, Article VII of this Handbook. In making this determination, the ADEWD, the DOF or DSP, and the Chair of CAFR will consider the signed complaint and the signed response to the complaint. If there is a disagreement

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**FACULTY HANDBOOK**

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

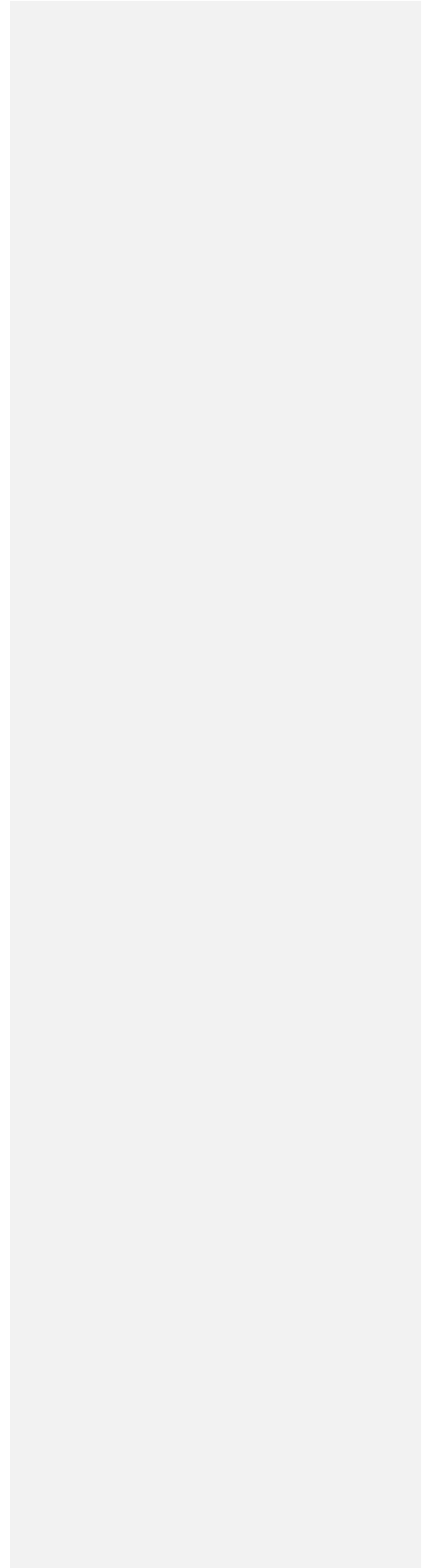
In the case of complaints by staff against faculty members, the AP will consist of two tenured faculty members selected by the ADEWD from the FAB and two staff members selected by the ADEWD from a Staff Advisory Board (SAB). The Staff Advisory Board, established by the Associate Vice President for Finance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

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

G. Formal Investigation

All information gathered during the informal process will continue to be used in the formal process. The ADEWD will provide the respondent with a copy of the formal complaint as submitted by the complainant within three work days<sup>13</sup> of receipt of the complaint. The ADEWD also will provide a letter to the respondent, outlining the next steps in the process.

2008-092010-2011



The President will provide his or her decision in writing to the appellant, the other party to the original complaint as appropriate, the ADEWD, and the appropriate official. If the President reverses or modifies the recommendation(s), then the President will provide written reasons for the action. The President will make the decision within ten (10) work days of the President's receipt of the appeal.

#### VIII. ADDITIONAL EXPECTATIONS

##### A. Cooperation with Investigations and Hearings

All members of the Skidmore community (students, faculty, administrators, and staff) are expected to cooperate fully with inquiries and investigations pertaining to alleged incidents of harassment or discrimination. Expected cooperation includes providing full and honest disclosure of known facts, providing oral or written testimony, and providing letters, e-mails, voice messages, notebooks, gifts or other evidence in any such proceeding. Finally, cooperation includes the expectation that all parties to a complaint, inquiry, or investigation will maintain the confidentiality of the process and not attempt to influence any other party to the process.

##### B. Extension of Time Periods.

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

##### C. Retaliatory Actions

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

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

unfair grading or evaluation of performance or assignments;

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

withholding notification about important events;

withholding notification about changes in policies;

exposing the person to public or private ridicule;

making oral or written threats or offering bribes;

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

name calling;

further harassment of any nature.

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



D. False Allegations

The College will not tolerate false allegations of harassment. Complaints made in good faith that are found not to constitute harassment or discrimination will not be considered false allegations. However, any individual who knowingly, maliciously, or frivolously makes a false allegation of harassment will be subject to disciplinary action up to and including separation from the College or, in the case of a students, to disciplinary action up to and including suspension or expulsion.

E. For Additional Information or Assistance

Inquiries concerning the preceding policies and procedures or requests for assistance should be directed to

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

## PART SEVEN

## INDEX

**A**

Absence from assigned classes, 109  
 Academic advising, 109  
 Academic freedom. *See* Committee on Academic Freedom and Rights, Tenure  
 Academic Freedom, 101, 601  
 Academic Freedom and Tenure, 102  
 Academic policies  
   class attendance, 214  
   examinations, 213–14  
   grading, 214  
   student evaluations, 214–15  
 Academic Policies. *See* Faculty Obligations  
 Academic Staff, 502  
 Academic year, 109, 115  
 Accessibility and Accommodations Policy, 603  
 Ad hoc committees, 213  
 ADEWD, 606  
 Advisory Panel, 613  
 All-College student evaluations, 214–15  
 anti-harassment, 601  
 anti-harassment policy, 601  
 Appeals, 615  
 Appointments  
   endowed chairs, 105  
   Non-tenure track, 104  
   pre-tenure-track, 104  
   tenure-track, 102  
 Artists-in-Residence  
   appointment, 104  
   category of faculty, 104  
   evaluative criteria, 108  
   faculty governance, 131  
   promotion, 123  
   reappointment, 112–13  
   sabbatical leave, 123–25  
   visiting, 105  
 Assistant Librarian, 122  
 Assistant Professor, 122  
 Associate Dean of Student Affairs  
   designated as member of the faculty, 131  
 Associate Dean of the Faculty, 503  
   designated as member of the faculty, 131  
 Associate Librarian, 122  
 Associate Professor, 122  
 Athletic Council, 212  
 Attendance at college functions, 109  
 Attendance at meetings, 109

**B**

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

**C**

CAFR. *See* Committee on Academic Freedom and Rights  
 CAPT. *See* Committee on Appointments, Promotion, and Tenure  
 CEPP. *See* Committee on Educational Policies and Planning  
 Class Attendance, 214  
 College committees, 301–2  
   preamble, 301  
   specific committees, 301  
 Committee on Academic Freedom and Rights, 102, 210  
   confidentiality of conversations with President, Vice President for Academic Affairs, and trustees, 102  
   discipline of tenured faculty, 120  
   faculty rights, 108  
   review of tenure case, 118  
   student evaluations, 108  
 Committee on Academic Standing, 212  
 Committee on Admissions and Student Aid, 212  
 Committee on Appointments, Promotion, and Tenure  
   appointment of faculty to endowed chairs, 105  
   confidentiality of conversations with President, Vice President for Academic Affairs, and trustees, 102  
   discipline of tenured faculty, 120  
   operating code for Tenure Appeal Committee, 119  
   reappointment of librarians, 112  
   reappointment to professorial ranks, 110–12  
   tenure, 114–20  
 Committee on Appointments, Promotions, and Tenure, 209  
   review of senior administrative officers, 506  
 Committee on Educational Policies and Planning, 209  
   establishing or eliminating department, 130  
 Committees of the faculty, 208  
   ad hoc committees, 213  
   annual reports, 208  
   chairs of, 208  
   Committee of Committees, 208  
   election schedule, 208  
   operating code and minutes, 208  
   other committees, 213  
   specific committees, 208–12  
   voting rights and eligibility, 208  
 Committees of the Faculty  
   replacements of members, 208  
 Community service, 107  
 Complaints Of Harassment Or Discrimination Against Faculty Members, 609  
 consensual sexual relationships, 603  
 Criteria for continued service

artists- and writers-in-Residence, 108  
 library faculty, 107  
 pre-tenure-track faculty, 107  
 tenure-track faculty, 106–7, 106–7  
 Curriculum Committee, 210  
 establishing or eliminating major, 130–31

## D

Dean of Admissions and Financial Aid, 504  
 designated as member of the faculty, 131  
 Dean of Special Programs, 503  
 designated as member of the faculty, 131  
 Dean of Student Affairs, 503–4  
 designated as member of the faculty, 131  
 Dean of the Faculty, 502  
 additional employment of faculty for pecuniary return, 101  
 annual report from department chairs, 127  
 appointment and review of department chairs, 126–27  
 Appointment as Professor in a department, 115  
 Appointment of faculty to non-tenure track, 104  
 chairs and evaluation of their faculty, 127  
 designated as member of the faculty, 131  
 determining years of service for tenure, 116  
 directors of interdisciplinary programs, 128–30  
 Faculty discipline of tenured faculty, 120  
 Faculty Tenure Appeal Committee, 119  
 immediate award of tenure, 118  
 institutional considerations in tenure decisions, 115  
 leaves of absence without pay, 125  
 pre-tenure leaves of absence for faculty, 125  
 promotion of artists-in-residence, 123  
 promotion of faculty to librarian ranks, 122  
 promotion of faculty to professorial ranks, 120  
 promotion of teaching associates, 123  
 promotion of writers-in-residence, 123  
 reappointment of artists-in-residence, 112–13  
 reappointment of teaching associates, 113  
 reappointments to professorial ranks, 110–12  
 reimbursement for professional activities, 125  
 resignations by faculty, 126  
 review of program directors, 128  
 sabbatical leaves for faculty, 123–25  
 student evaluations, 108  
 tenure not counted in department, 118  
 Tenure Review Board, 211  
 timing of tenure consideration for faculty, 115  
 timing of tenure considerations for faculty, 115  
 Department. *See* Department chair  
 establishment or elimination of, 130  
 peer evaluations of teaching, 214  
 tenure process, 117  
 Department Assistant, 105  
 Department chairs, 126–27  
 annual report to the Dean of the Faculty, 127  
 appointment of faculty to endowed chairs, 105  
 Appointment of faculty to non-tenure track, 104  
 appointment of faculty to pre-tenure track, 104  
 appointment of faculty to tenure-track, 102  
 budgets, 127  
 CAPT, 127  
 catalog descriptions of department programs, 127  
 communications with students, faculty, and administration, 127  
 criteria for appointment, 126  
 curricula of interdisciplinary programs, 128  
 curriculum, 127  
 Director of Institutional Diversity, 127  
 directors of interdisciplinary programs, 128  
 equitable teaching loads for faculty, 127  
 evaluation of directors of interdisciplinary programs, 129, 130  
 evaluations of faculty, 108, 127  
 leadership, 126  
 leaves of absence without pay, 125  
 obligations, 126  
 personnel, 127  
 personnel in interdisciplinary programs, 129  
 policy on equal opportunity and affirmative action, 602  
 pre-tenure leaves of absence for faculty, 125  
 procedures for appointment, 126  
 promotion of faculty to professorial ranks, 120–23  
 promotion of teaching associates, 123  
 promotion to Senior Artist-in-Residence, 123  
 reappointment of artists-in-residence, 112–13  
 reappointment of teaching associates, 113  
 reappointment to professorial ranks, 110–12  
 reimbursement for professional activity, 125  
 review, 126  
 sabbatical leaves of absence for faculty, 123–25  
 space, 127  
 student evaluations, 108  
 tenure recommendation, 117  
 written evaluations of faculty, 108  
 Department chairs student evaluations and tenure, 117  
 Departmental Student Evaluations, 215  
 Director of Institutional Diversity  
 discipline of tenured faculty, 120  
 review of tenure case, 118  
 Director of Institutional Research  
 designated as member of the faculty, 131  
 Director of the Master of Arts in Liberal Studies  
 designated as member of the faculty, 131  
 Director of University Without Walls  
 designated as member of the faculty, 131  
 Directors of interdisci

review, 128  
disability, 603  
discrimination, 601, 602, 603, 605  
diversity, 601, 602  
Diversity, 605, *See* Diversity  
Diversity and Affirmative Action  
policy implementation, 602  
sexual harassment, 602–3  
statement of policy, 602  
Diversity and Affirmative Action Committee  
student evaluations, 108  
Diversity in Hiring  
Strategic Considerations:, 602  
diversity policy, 602  
Diversity Policy, 602  
Domestic Partners Benefits, 401

criteria for continued service for teaching  
associates, 108

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**E**

Eligibility to vote, 131, 201  
Employee Handbook, 609  
Endowed chairs, 105  
equal employment opportunity, 601, 602  
Equal Employment Opportunity, 601, 605  
Equal Employment Opportunity and Diversity, 605  
Equal Employment Opportunity law, 605  
Equal Employment Opportunity laws, 601  
Equal Employment Opportunity Policy, 602  
equal opportunity, 601, 603  
Equal Opportunity  
policy implementation, 602  
sexual harassment, 602–3  
statement of policy, 602  
Examinations, 213–14  
External Master of Arts Committee, 212

**F**

Faculty  
absence from assigned classes, 109  
academic advising, 109  
academic responsibilities, 109  
academic year, 109  
academic year defined, 109  
additional employment of faculty for pecuniary  
return, 101  
annual reports, 117  
appointment and review of department chairs, 126–  
27  
attendance at college functions, 109  
attendance at meetings, 109  
categories of faculty appointments, 102–5  
creation of new faculty titles and descriptions, 105  
criteria for continued service, 106–7, 106–7  
criteria for continued service for artists- and  
writers-in-residence, 108  
criteria for continued service for librarians, 107–8  
criteria for continued service for pre-tenure track  
faculty, 107

Formal Complaint Procedures, 613  
Formal Investigation, 614

**G**

Grading, 214

**H**

harassment, 603  
Harassment Defined, 607  
Honor Code Commission, 302  
Honor System  
    administrative discipline, 305  
    contract (code), 304  
    honor code, 304  
    violations, 304–5  
Honors Council, 211

**I**

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

**L**

Leaves of absence without pay, 125  
Lecturer, 105  
Legal counsel, 108  
Librarian. *See* Library faculty  
    rank of, 122  
Library faculty, 104  
    appointment, 104  
    as members of the faculty, 104  
    evaluative criteria, 107–8  
    promotion, 122  
    reappointment, 112  
    sabbatical leave, 123–25  
    visiting, 105

**M**

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

**N**



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W