Skidmore College

Faculty Handbook

2012-2013

SKIDMORE COLLEGE

FACULTY HANDBOOK

2012-2013

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PREAMBLE

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

appropriate restraint, should show respect for the opinions of others, and should make every effort to

department in all matters of reappointment, tenure, and promotion. An ID program with multiple lines shall have one PPC. The ID PPC will function separately from a Program Steering Committee although membership may overlap.

The ID PPC will consist of the ID Program Director and four to eight tenured and tenure-track faculty in at least the third year of consecutive full-time college service and at least the third year of participation in the ID Program. The Dean of the Faculty/Vice President for Academic Affairs appoints members to the PPC in consultation with the Director and the ID Program Steering Committee. In cases where a Committee member vacates his/her position on the Committee, a replacement is appointed in the same manner. Normally the ID Program Director will chair the PPC. If the Director is a candidate, however, the Dean of the Faculty/Vice President for Academic Affairs in consultation with the PPC shall appoint a tenured faculty member from the committee to serve as Chair. Once the committee is formed, PPC membership shall remain a fixed number of faculty through a candidate's tenure review. Appointments will be for one term of three years or for two or more consecutive terms with the latter recommended if feasible. Appointments should ensure that membership is representative of the disciplinary diversity and range in academic rank of faculty actively teaching in the ID program. The majority of committee faculty should be tenured, if possible, and should have prior experience in reappointment and tenure review.

Before initiating a search, the ID PPC shall establish internal procedures to evaluate candidates for reappointment, tenure, and promotion according to guidelines specified for Chairs and departments in Faculty Handbook, Part I, Articles VII (Rights, Obligations and Responsibilities of all Faculty), VIII (Reappointment), IX (Tenure), and XI (Promotion). In support and review of tenure-track faculty appointed to a program, the Director shall perform duties normally assumed by a Department Chair as

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 doctorate

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

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

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

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

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

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

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

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

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

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

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

President for Academic Affairs. This recommendation will be made on or before September 30.

v. The Dean of the Faculty/Vice President for Academic Affairs shall make the decision to accept or reject recommendations in all cases presented. The decision on the candidates shall be announced as soon as possible to the departments concerned, but in no case later than October 15.

2. *Third Year*

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

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

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

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

b. The Associate Dean of the Faculty for Personnel, Development, and Diversity must, on or before February 15th[3] , recommend to the Dean of the Faculty/Vice President for Academic Affairs either a further three-year contract or termination of the individual's service. The Associate Dean of the Faculty for Personnel, Development, and Diversity shall base this recommendation on the evidence submitted by the candidate's department and on the standards of excellence which the Dean maintains for the Faculty as a whole.

c. The Associate Dean of the Faculty for Personnel, Development, and Diversity will report reappointment recommendations to the CAPT on or before February 15th.[4]

[2] Specific dates determined by CAPT and published in its annual Operating Code and Calendar.
[3] See annual CAPT Operating Code and Calendar.
[4] *Ibid*.

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

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

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

g. Reappointment consideration of faculty holding shared appointments follows the above procedures. If one partner in a shared appointment is not reappointed, the reappointed partner 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 Dean of the Faculty/Vice President for Academic Affairs' decision. These materials may not be photocopied.

i. The Dean of the Faculty/Vice President for Academic Affairs shall convey the result of a review to the candidate on or before May 1st. .

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 hi(s)3((i)6(ond [(t)2 68 Td [(

the department and the Dean of the Faculty/Vice President for Academic Affairs disagree, the case is sent to the CAPT for a third recommendation to the President.

C. Reappointment

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/Vice President for Academic Affairs 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 Associate Dean of the Faculty for Personnel, Development, and Diversity of its decision on or before May 31st of that year.

    b. By June 15th of the appointee's second year, the Dean of the Faculty/Vice President for Academic Affairs 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/Vice President for Academic Affairs.

        ii. If the appointee believes that the decision against reappointment was based on inadequate consideration of the standards for continued service, the Associate Dean of the Faculty

appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

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

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

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

IX. TENURE

A. Preamble

Though no precise weights can be attached to the three criteria upon which the awarding of tenure is based, teaching of high quality and significant growth and achievement in scholarly, creative or professional work are of central importance, high-quality teaching being the principal criterion. Evidence of significant contributions to the community's collective affairs at the departmental and All-College levels will also be taken into account. There is no presumption that meeting minimal standards assures one of tenure. See also Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty).

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

B.

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

   Childbirth or adoption, or
   Personal hardship.

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

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

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

   Personal hardship:
   An eligible untenured faculty member may request to have the tenure clock delayed for one year when a personal hardship such as excessive responsibilities for elder or dependent care, personal illness or injury, or some other critical life situation significantly impedes the faculty member's progress toward achieving tenure. Requests for delay of tenure consideration of this type shall be submitted in writing to the Associate Dean of the Faculty for Personnel, Development, and Diversity through the department chair and are granted at the discretion of the Associate Dean of the Faculty for Personnel, Development, and Diversity in consultation with the Dean of the Faculty/Vice President for Academic Affairs. The request should be made near the time of the critical event and in any case no later than May 15th prior to the semester in which the tenure review is scheduled to occur. If the faculty member subsequently elects not to delay the tenure clock, the faculty member must inform the Associate Dean of the Faculty for Personnel, Development, and Diversity no later than May 15th prior to the semester in which the tenure review is scheduled to occur.

   Untenured faculty granted a lengthened probationary period for reasons of childbirth, adoption, or personal hardship will not be expected to have attained a higher level of professional accomplishment and/or to have performed more service than faculty with standard probationary periods.

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 [Faculty Rights and Responsibilities], Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], number 2b [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore;

   b. Department Chair;

   c. Program Directors (where appropriate);

   d. For tenure-track faculty appointments that are 100 percent in ID programs, the CAPT will secure information concerning a candidate in an ID program from all members of the ID Program Personnel Committee. The Program Director (or PPC Chair if the Director is the candidate) will represent the Program position with regard to tenure.

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

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

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

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

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

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

11. A candidate for the Dean of the Faculty/Vice President for Academic Affairs may be evaluated for an immediate award of tenure by the following procedure. The President will present the credentials of the candidate for Dean of the Faculty/Vice President for Academic Affairs and evidence for both appointment as Professor and awarding of tenure to the academic department(s) appropriate to the candidate's professional field. At the same time, the President will also furnish the candidate's credentials and evidence to the CAPT. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Article IX (Tenure), Section C (Eligibility). The Chair of the academic department to which the Dean of the Faculty/Vice President for Academic Affairs will be appointed forwards a written departmental recommendation to the CAPT. Simultaneously, the CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article IX (Tenure), Section E (Procedures for Granting Tenure), but may reasonably exclude the stipulations in numbers 3a, 3g, 5a, 7 and 10. Then, as in Part One (Faculty Rights and Responsibilities), Article IX (Tenure), Section E (Procedures for Granting Tenure), number 6, and Article XI (Promotion), Section A (Professorial Ranks), number 1a (Procedures for Promotion), the CAPT makes a recommendation to the President, who reports to the Board of Trustees.

12. Tenure granted to the Dean of the Faculty/Vice President for Academic Affairs is not calculated in her/his department's already established (at the time of the Dean of the Faculty/Vice President for Academic Affairs' appointment) allotment of tenure-track faculty positions and is never included in calculations of the department's need for faculty positions to discharge its curricular mission.

F. Review of Negative Tenure Decisions

1. A faculty member who is denied tenure but believes that his or her case received inadequate consideration may petition the Tenure Review Board ("TRB") for a review. Such a review must be requested by January 15th of the year following the semester in which the CAPT considered the case, or within 15 days of notification of denial of tenure, whichever is later. The candidate must submit to the TRB a letter stating in a clear and precise manner exactly how the consideration of the case is perceived as having been inadequate.

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

3. The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to the CAPT, together with the letter referred to in number 1 above. No other materials may be added, and the TRB will restrict its inquiry to the area or areas of consideration claimed in the candidate's letter to have been inadequate. The TRB may consult with the CAPT, members of the candidate's department, and/or the Dean of the Faculty/Vice President for Academic Affairs, if necessary. The Board shall be bound by confidentiality.

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

G. Appeal of Negative Tenure Decisions

1. If the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the Tenure Review Board will sit together with the six members of the CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which the CAPT had in its original deliberations and any additional material specifically pertaining to the area or areas of consideration deemed inadequate by the TRB. The deadline for submission of additional materials shall be specified by the CAPT in the CAPT Calendar, but shall not be sooner than February 15th.

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Associate Dean of the Faculty for Personnel, Development, and Diversity will provide the faculty member with written notification of the charges and then convene a meeting with the faculty member, the department chair or program director, and others if appropriate. The faculty member may have a representative (not an attorney) present during the meeting.

After this meeting, the Associate Dean of the Faculty for Personnel, Development, and Diversity will have 15 work days to complete his or her inquiry and to respond in writing to the faculty member regarding the outcome and the imposition of any disciplinary sanctions.

Formal disciplinary sanctions may include (but are not limited to)

placing a letter in the personnel file for a specified period of time;
placing a permanent letter in the personnel file;
requiring regular reports on the faculty member's actions to rectify the matter;
withholding of salary increases, or stipends, or travel funds;
denial of sabbatical;
reduction of salary;
suspension (with or without pay) from teaching and/or other responsibilities and privileges.

For reasons of confidentiality, any letter in a faculty member's file will be placed only in the personnel file located in Human Resources (HR). When a complaint is made against a faculty member and is found to have merit, the Associate Dean of the Faculty for Personnel, Development, and Diversity will check with HR to ascertain whether the faculty member already has a letter in his or her HR personnel file before deciding on an appropriate sanction.

D. Appeal against Sanctions Other than Dismissal

If the faculty member believes that his or her academic freedom and rights have been violated, or that a formal sanction is based on insufficient evidence or is too severe, he or she may appeal in writing, within 15 work days of receipt of the Associate Dean of the Faculty for Personnel, Development, and Diversity's letter regarding sanctions. Failure to appeal within the time limits stated in this section, unless such time limits are extended as provided in section I below, shall make final the decision against which the appeal is sought.

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

or

2. For appeals based on insufficiency of evidence or excessive severity, the faculty member may appeal to the Faculty Advisory Board (FAB). For the procedure to be followed, see section E below.

If a faculty member is unsure as to which path of appeal to take, he or she may call for a meeting with the Associate Dean of the Faculty for Personnel, Development, and Diversity and the chairs of both the CAFR and the FAB to make that determination.

The sanction(s) will not be applied until the appeal process is completed. If a sanction involves suspension and if the Dean of the Faculty/Vice President for Academic Affairs in consultation with the Associate Dean of the Faculty for Personnel, Development, and Diversity and others, finds good cause that the faculty member's continued presence on campus constitutes a threat to the safety of the faculty member or to others, or substantially and unreasonably impairs the ability of other community members to carry out their responsibilities, the faculty member may be suspended immediately. Unless legal considerations prohibit, pay and benefits will continue until the matter is resolved.

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

If the faculty member appeals a sanction on the grounds that it is based on insufficient evidence or is too severe, he or she will appeal in writing to the chair of the FAB (for description of the FAB, see Part Two, Article II, 15). The FAB will be convened by the FAB chair, and the three members of the GP will be selected from the FAB as follows: all three must be tenured members of the Faculty; the Associate Dean of the Faculty for Personnel, Development, and Diversity will select one panelist; the faculty member will select one panelist; and the FAB will select the third panelist. A panelist may not come from the same

Dean of the Faculty for Personnel, Development, and Diversity and others, finds good cause that the faculty member's continued presence on campus constitutes a threat to the safety of the faculty member or to others, or substantially and unreasonably impairs the ability of other community members to carry out

Whether the appeal comes through the CAFR to the President, or whether it comes directly from the faculty member, the President will decide whether the appeal has merit with respect to the appropriate criteria in each case, a review of the record, and a review of the recommendations and findings related to the charges.

The President has the options of

denying the appeal;
returning the case to the CAFR or the GP with specifications for further findings and recommendations;
conducting further investigation; or
reversing or modifying the recommendation(s).

The President will provide his or her written recommendation (with reasons for that recommendation) to the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, the GP, the CAFR (if applicable), and the faculty member within 10 work days after receipt of the recommendation from the chair of CAFR or within 20 work days after receipt of the appeal from the faculty member.

In the case of a non-tenured member of the Faculty, the President's decision is final. In the case of a tenured member of the Faculty, the President will report his or her recommendation to the Board of Trustees for final action. The President's report to the Board will append the recommendation of the GP.

I. Extension of Time Periods

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

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 Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, 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 Associate Dean of the Faculty for Personnel, Development, and Diversity or the CAPT. The Associate Dean of the Faculty for Personnel, Development, and Diversity in consultation with the Dean of the Faculty/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 Associate Dean of the Faculty for Personnel, Development, and Diversity for such consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty for Personnel, Development, and Diversity initiates promotional consideration in the case of Department Chairs. The Department Chair or the Associate Dean of the Faculty for Personnel, Development, and Diversity shall indicate the consultation procedures employed within the department when recommending a promotion.

c. By March 15th, the Dean of the Faculty/Vice President for Academic Affairs 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/Vice President for Academic Affairs 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

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

v. service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure Track Faculty, COMMUNITY SERVICE). The candidate may wish to provide relevant documents and seek letters from committee Chairs or members who can speak about the quality and extent of service.

i. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the College. Such letters may come directly to the CAPT, or go to the Department Chair and then to the CAPT as part of the candidate's dossier. Letters mandated by the department must also be transmitted to the CAPT.

j. After conducting its deliberations, the CAPT reports its recommendations to the President, the Dean of the Faculty/Vice President for Academic AffaC /P esd,0 Tc 0 Tw 26.8925-1. ( )Tj 0.003 Tc 0.22

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 Assoc-5( )3B.cq-9t0 T3Ik; Tc 1(R)5(a)u0.002 -1.1mma1can002g0 Tw 19.072 0 st a8a(a)4 (nt)6(s)

triplicate an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean of the Faculty/Vice President for Academic Affairs' Office will transmit one copy to the Chair of the Faculty Development Committee.

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

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

c. Reporting

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

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

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

4. *Criteria for Evaluating Proposals*

In evaluating applications, the following will be considered:

a. the worth of the project;

b. length of service without leave;

c. ease of departmental arrangements;

d. financial condition of the College;

e. benefit to the individual and the College;

f. the individual's fulfillment of obligations regarding any previous sabbaticals as outlined in paragraph 3, c, iii above.

5. *Sabbatical Salaries*

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

B. Pre-Tenure Paid Research Leaves of Absence

1. *Purpose*

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

2. *Eligibility*

Untenured tenure-2.

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

XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

1. The appointee shall normally hold the rank of Associate or full Professor.

2. The appointee should have extensive and successful teaching experience.

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

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the Dean of the Faculty/Vice President for Academic Affairs in consultation with the members of the department concerned.

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

C. Procedures for Review

1. Department Chairs shall be reviewed once every four years. In the event of an intervening sabbatical or leave of absence, the review will take place in the fifth year. More frequent reviews may take place at the request of the Chair or the Dean of the Faculty/Vice President for Academic Affairs. Untenured faculty serving as Chairs at the time of review for reappointment or for tenure shall be reviewed separately as Department Chairs.

2. The review of a Department Chair shall be conducted by the Dean of the Faculty/Vice President for Academic Affairs. Each member of the department shall be requested to present a written evaluation to the Dean of the Faculty/Vice President for Academic Affairs. All such statements shall be confidential.

3. Student majors in the department shall also be involved in the review of Chairs, each department determining its method of student involvement.

D. Obligations Pertaining to Department Chairs

1. *Leadership*: The Chair is responsible to the College, to the department, and to the Administration for the effective leadership of the department; the Chair is responsible to the department for the effective and accurate representation of its interests and concerns to the Administration. Chairs should strive to recruit and maintain faculty who demonstrate excellence both in teaching and professional accomplishment. They should coordinate and stimulate participation in departmental affairs by all faculty and, where appropriate, students, and strive to keep departmental morale high. They should, moreover, maintain sensitivity to the world outside their disciplines and the College, and continually attempt to keep their departments aware of and responsive to the larger educational and social contexts in which they function.

2. *Curriculum*: The Chair, in consultation with other department members, is responsible for the department's course offerings and major requirements. Insofar as is possible, faculty should be

permitted to teach the courses they prefer in the areas of their particular expertise, providing that student needs are met. Scheduling of courses and determination of examination policies should, insofar as possible, reflect the wishes of the department members teaching those courses. The Chair should take into account the needs of the students as well as the discipline in the shaping of the curriculum. The Chair has the primary responsibility for encouraging faculty to advise students conscientiously and carefully and also to keep library and resource materials current.

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

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

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

4. *Communication*: The Chair should foster effective intra- and inter-departmental communications among all students, faculty and administrators, making clear to these constituencies the nature of all departmental policies and procedures. Departmental meetings should be held regularly, and department members should be informed of discussions at Academic Staff meetings. The Chair is responsible for keeping the catalogue description of the department current and accurate, and is responsible for the

videotapes, software, etc., for duplicating equipment, for field trips, and for proper secretarial and student assistance.

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

A. Criteria for Appointment

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

2. The appointee should have extensive and successful teaching experience.

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/Vice President for Academic Affairs 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 the Faculty/Vice President for Academic Affairs once every four years. In the event of an intervening sabbatical or leave of absence, the review will take place in the fifth year. More frequent reviews may take place at the request of the Dean of the Faculty/Vice President for Academic Affairsthe

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4.

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

A. A proposal to establish or eliminate a major shall be made first to the Curriculum Committee by members of the Faculty. The proposal shall be accompanied by a complete rationale based on academic concerns.

B. The Curriculum Committee shall consider the proposal and rationale in the context of all the issues that are relevant to the College's long-range educational goals. During its study, the Curriculum Committee shall work closely with the Administration and the department (or departments) of the major in question. In order to allow sufficient time for study, neither the Curriculum Committee nor the initiators of the proposal may introduce the proposal at a

B. These proposals

PART TWO

FACULTY GOVERNANCE

PREAMBLE

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

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

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

When the Faculty seeks to establish broad and equitable representation of its body, the following Division of Disciplines shall be used:

Humanities: Art History Classics English Foreign Languages & Literatures Philosophy and Religion	Pre-Professionals: Art Dance Education Library Management & Business Music Social Work Theater
Natural Sciences: Biology Chemistry Environmental Studies Health and Exercise Sciences Geosciences Mathematics & Computer Science Physics Psychology	Social Sciences: American Studies Anthropology Economics Government History Sociology

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

Article II. The Presiding Officer

A. The President shall preside over the Faculty Meeting. In the absence of the President, the presiding officer will be in successive order

1. The Dean of the Faculty/Vice President for Academic Affairs;
2. The Chairperson of the Faculty Executive Committee;
3 A member of the Faculty selected by the Faculty Meeting.

B. The President shall appoint a parliamentarian from the Faculty who will advise the Chair at all meetings on questions of procedure. The parliamentarian will also serve as a resource for faculty to consult on parliamentary questions. The parliamentarian has no authority to make rulings or to enforce them.

Article III. The Agenda and Minutes

A. Agenda

1. Faculty members should notify either the Dean of the Faculty/Vice President for Academic Affairs or the Chair of FEC of items they wish included on the agenda by Monday in the week of a Faculty Meeting. The Chair of FEC will convey agenda items to the Office of the Dean of the Faculty/Vice President for Academic Affairs by 9:00 a.m. on Tuesday. The Dean of the Faculty/Vice President for Academic Affairs and the FEC will work together on constructing the agenda.

2. The agenda shall be distributed to the Faculty by the Wednesday in the week of a 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 Dean of the Faculty/Vice President for Academic Affairs shall appoint a note-taker for the Faculty Meeting.

2. The Dean of the Faculty/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.

3. The

Article VII. Special Rules

A. Vote on Questions of Policy

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

2. The Chair shall rule on what constitutes matters of policy, subject to challenge by a majority vote of the Faculty Meeting.

B. Executive Sessions. The Faculty Meeting by majority vote may go into executive sessions where only those with the right to vote may attend. Such sessions may include those occasions when the faculty considers personnel matters, such as the appointment of a new President or a new chief academic officer.

Article VIII. On all matters of parliamentary procedure not specifically enumerated in the by-laws, the Faculty Meeting shall observe those rules that are part of Robert's Rules or the Standard Rules of Parliamentary Procedure, provided that they do not conflict with the spirit or letter of the by-laws.

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 not "open the main question to debate," that it does not "require a 2/3 vote," that it does "require to be seconded," and that it is not "in order when another member has the floor."

	Undebatable	Opens Main Question to Debate	Cannot be Amended	Cannot be Reconsidered	Requires a 2/3 Vote	Does not Require to be Seconded	In order when another has the floor
Adjourn	*	-	*	*	-	-	-
Adjourn, Fix the Time to which to	2	-	-	-	-	-	-
Amend	-	-	-	-	-	-	-
Amend an Amendment	-	-	*	-	-	-	-
Amend the Rules	-	-	-	-	*	-	-
Appeal, relating to indecorum, etc.	*	-	*	-	-	-	*
Appeal, all other cases	-	-	*	-	-	-	*
Call to Order	*	-	*	-	-	*	*
Close Debate	*	-	-	-	*	-	-
Commit or Refer	-	*	-	-	-	-	-
Extend the Limits of Debate, motion to	*	-	-	-	*	-	-
Leave to Continue Speaking after Indecorum	*	-	*	-	-	-	-

Notes:

1. Every motion in this column has the effect of suspending some rule or established right of deliberative assemblies and therefore requires a two-thirds vote, unless a special rule to the contrary is adopted.

2. Undebatable if made when another question is before the assembly.

3. An Amendment may be either 1. By "adding"; or 2. By "striking out" words or paragraphs; or 3. By "striking out certain words and inserting others"; or 4. By "substituting" a different motion on the same subject; or 5. By "dividing the question" into two or more questions, as specified by the mover, so as to get a separate vote on any particular point or points.

4. An Appeal is undebatable only when relating to indecorum, or to transgressions of the rules of speaking, or to the priority of business, or when made while the Previous Question is pending. When debatable, only one speech from each member is permitted. On a tie vote the decision of the Chair is sustained.

5. An affirmative vote on this motion cannot be reconsidered.

6. The objection can only be made when the question is first introduced, before debate.

7. Allows only limited debate upon the propriety of the postponement.

8. The Previous Question, if adopted, cuts off debate and brings the assembly to a vote on the pending question only, except where the pending motion is an amendment or a motion to commit, when it also applies to the question to be amended or committed.

9. Can be moved and entered on the record when another has the floor, but cannot interrupt business then before the assembly; must be made on the day, or the day after, the original vote was taken, and by one who voted with the prevailing side.

II. COMMITTEES OF THE FACULTY

A. Voting Rights and Eligibility: Only full-time members of the teaching or library faculty (including those on phased employment) eligible to vote at Faculty Meetings (see Part One [Faculty Rights and Responsibilities], Article XX [Faculty Governance]) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the Faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the Faculty: FEC, IPPC, CAPT, CEPP, Curriculum, Tenure Review Board, CAFR, Honors Council, Faculty Development, Master of Arts in Liberal Studies, Athletic Council, and FAB. Faculty representatives on appointive committees of the Faculty are appointed by the FEC from those indicating a willingness to serve; the FEC also participates in the appointment of faculty representatives to various all-College committees.

There is also a Committee of Committees compfnel]TJ 0.0,ptyn.al C4y repr. T]TJ 0.0,po pait03 TcfPP, T]TJ 0.0,ve;o pr

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

   Function: To recommend to the Faculty and Administration short- and long-range educational plans for the College and thus be instrumental in clarifying, improving and changing major policies and educational procedures; to evaluate Skidmore's present practices and goals. The Chair of CEPP shall sit on the IPPC. The CEPP meets annually, and whenever necessary in the pursuit of its functions, with the appropriate faculty committee and/or the appropriate committee of the Board of Trustees.

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

4.

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

10.

regular CAS membership. Those voting on CAS are the three faculty members, the Associate Dean of the Faculty for Academic Policy and Advising or his/her designee, the Registrar or his/her designee, and the two students.

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

Function: To provide a pool of faculty peers to staff an Advisory Panel (AP, see 15 below), which is convened in the formal investigation of a discrimination or harassment charge made against a member of the Faculty; or to staff a Grievance Panel (GP, see 16 below), which is convened (i) when a member of the Faculty appeals disciplinary sanctions, based upon charges of professional incompetence, neglect of duties, professional misconduct, or personal misconduct or (ii) when the Associate Dean of the Faculty for Personnel, Development, and Diversity believes dismissal of a member of the Faculty is warranted, based upon charges of professional incompetence, neglect of duties, professional misconduct, or personal misconduct

Membership: Eight members of the Faculty, at least six of whom must be tenured and two of whom may be untenured at the time of appointment, serving overlapping three-year terms. These members will be appointed by the FEC in consultation with the Dean of the Faculty/Vice President for Academic Affairs, and trained by Human Resources in matters of discrimination, harassment, and disciplinary proceedings. Appointments will be based 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. The FAB will select its chair from its membership.

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 uphold the strictest standards of confidentiality both during and after an investigation (See further Part Six, Article VII, Sections D, E, and F.)

Membership: Two members of the Faculty Advisory Board (FAB, see above) selected by the ADEWD, and subject to the following restrictions. A faculty member may not serve on an AP if he or she is from the same department, program, or office as the complainant or the respondent, has a conflict of interest, or is recused by either the complainant or the respondent. In such instances, the ADEWD will select

professional misconduct, or personal misconduct; to consider cases involving dismissal of members of the Faculty, based on charges involving professional incompetence, neglect of duties, professional misconduct, or personal misconduct; and to uphold the strictest standards of confidentiality both during and after an investigation. (See, further, Part One, Article X, Sections D, E, F, and G.)

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

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

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

18. OTHER COMMITTEES

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

III. ACADEMIC POLICIES

A. Examinations

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

1. Students who are unable to take an examination or hand in a paper because of illness may ask the Health Services to confirm the illness.

2. Students who, because of emergencies, have been unable to take their examinations on the scheduled dates may be granted the privilege of making up examinations at the discretion of the instructor.

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

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

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

semester, or if the faculty member is on leave in the following semester, the request for an explanation still must be filed within two weeks after the start of that semester. But, if the student or the faculty member makes the request, the appeal process may be deferred by the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Policy and Advising until the student returns to his or her studies on campus or the faculty member returns from leave.

If the student is not satisfied with the instructor's explanation, or if a meeting with the faculty member was not possible or not advised, or if the instructor did not respond within two weeks of receipt of the student's request, then the student may report the grievance in writing with supporting documentation to the appropriate department chair (in the case of an ID course, to the chair of the faculty member who has assigned the grade) or program director and submit a copy of the report to the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Policy and Advising. If the instructor is the department chair or program director, the request may be addressed to the Dean of the Faculty/Vice President for Academic Affairs. The student mus

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

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

E. 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.

F. 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 Dean of the Faculty/Vice President for Academic Affairs will provide the forms to each department.

   b. Each term, Department Chairs shall return the completed evaluations to the Dean of the Faculty/Vice President for Academic Affairs, who shall be responsible for processing the evaluations. The Dean of the Faculty/Vice President for Academic Affairs 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 Associate Dean of the Faculty for Personnel, Development, and Diversity, to the Dean of the Faculty/Vice President for Academic Affairs and to the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to CAPT for its examination during consideration for reappointment, promotions, or tenure.

   e. Faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Dean of the Faculty/Vice President for Academic Affairs, CAFR, 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.

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.

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

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

   Membership: The President (Chair); the Dean of the Faculty/Vice President for Academic Affairs; the Vice President for Finance and Administration; the Vice President for Advancement; the 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 Committee on Intercultural and Global Understanding; three faculty members elected for three-year terms, one of whom serves as Vice-Chair and all of whom sit on the FEC; the Chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff; the President of SGA; and the SGA Vice President for Financial Affairs.

2. BOARD OF APPEALS — Appointed

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

   The Dean of the Faculty/Vice President for Academic Affairs and the Integrity Board Chair, not party to the initial hearing, review Integrity Board recommendations of suspension or dismissal in academic integrity cases. The Dean of Student Affairs and the Integrity Board Chair, not party to the initial hearing, review Integrity Board recommendations of suspension or dismissal in social integrity cases. Appeals will be considered only when there is new information directly related to

the case, evidence regarding the fairness of the board's procedures, or a sanction that appears disproportionate to the violation.

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

physician; the Manager of Employment and Training; the Dean of the Faculty/Vice President for Academic Affairs or her/his designee; and the Business Manager (Chair).

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

C. Early Retirement

The Skidmore College Supplemental Retirement Plan is available to those eligible employees

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

2012-2013 **FACULTY HANDBOOK**

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

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

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

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

VI. THE DEAN OF SPECIAL PROGRAMS

The Dean of Special Programs is appointed by the Dean of the Faculty/Vice President for Academic Affairs and is responsible for the academic, operational, and fiscal integrity of an external graduate degree-granting program and for a diverse group for credit bearing and non-credit programs in the liberal arts and creative arts for pre-professional, professional, community, and non-residential students. The Dean is charged with enriching and strengthening the intellectual life of the College, and works across age and community cohorts to bring to the College innovation and experimentation, entrepreneurship and service to its academic enterprise, and is responsible for ensuring that such programs are planned and executed in pursuit of the College's mission. The Dean of Special Programs leads policy and program development for Special Programs and cultivates the College's relationship to surrounding communities and regions through educational programming. During the summer months, the Dean of Special Programs supervises a broad range of innovative programs as well as the use of academic and residential facilities.

The Dean of Special Programs appoints the Director of the Master of Arts in Liberal Studies Program who is responsible for all operations under his/her auspices; the Director of Institutes, Conferences and Summer Operations, who is responsible for partnership and hosting relationships, including the use of residential facilities during the summer; the Director of Summer Academic Programs and Residencies, who is responsible for pre-college and college-level credit-bearing programs; and the Director of Operations, who is responsible for developing, implementing and over-seeing division-wide policies and work flow processes. The Dean of Special Programs appoints all Program and Institute Directors, as well as faculty for summer programs.

VII. THE DEAN OF STUDENT AFFAIRS

The Dean of Student Affairs 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 of Student Affairs is responsible for athletics; residential life policies and programs; counseling and health services; student participation in College governance; social, recreational, and cultural programming; career planning; religious life programs; international and ALANA student concerns.

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

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

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

The Dean of Student Affairs appoints the Associate Dean of Student Affairs and Director of Campus Life. He/she is responsible for all matters regarding student life assigned by the Dean of Student Affairs, which typically include Leadership Activities, Religious Life, volunteer and Community Service, the Intercultural Center, and ALANA Student Affairs. The Associate Dean also works with the Associate Dean of the Faculty for Academic Policy and Advising, Director of FYE, and the Periclean Honors Forum in the pursuit of academic excellence.

VIII. THE DEAN OF ADMISSIONS AND FINANCIAL AID

The Dean of Admissions and Financial Aid is appointed by the President and sits on the President's Cabinet. He/She holds broad responsibility for managing the recruitment, admission, enrollment and retention of a talented and diverse student body. The Dean of Admissions and Financial Aid also oversees 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 the 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 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.

PART SIX

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

I. INTRODUCTION

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

Equal Employment Opportunity laws and regulations prohibit discrimination against employees or applicants for employment based on race, color, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition and carrier status, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression, domestic violence victim status, or any other characteristic protected by applicable federal, state, or local law(o)-1(t)2(at)2(e,)y xi8 -1.168 Td (8 -.617 01.168s)-617 0

III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

Skidmore College affirms that its community members have the right to be free from acts of unlawful

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

C. Policies on Accessibility and Accommodations

Skidmore College is committed to supporting accessibility, with respect to both physical access and other forms of access, to all programs on campus.

Accessibility and Accommodations Policy

In accordance with applicable federal[8] and state laws protecting qualified individuals with documented disabilities, Skidmore College will reasonably accommodate such individuals (except in the rare case when doing so would create an undue hardship for Skidmore College).

Any student with a disability who requires accommodations to function effectively in his/her residential or academic life on campus should contact the Coordinator for Students with Disabilities to disclose his/her condition and to request accommodations. Any faculty member with a disability who requires accommodations to perform his/her duties effectively should contact his/her department chair, the Dean of the Faculty/Vice President for Academic Affairs, the Dean of Special Programs (DSP), or the Assistant Director for Equal Employment Opportunity and Workforce Diversity (ADEWD). Any staff member or administrator with a disability who requires accommodations to perform his/her duties effectively should contact his/her supervisor or the ADEWD.

D. Policy on Anti-Harassment

Skidmore College affirms that its community members (faculty, staff, administration, and students) have the right to be free from acts of harassment (based on the protected characteristics of an employee or student) that constitute unlawful, offensive, and hostile behavior. Such acts include (but are not limited to) sexual or racial harassment. In general, such harassment may consist of (but is not limited to) words, signs, jokes, pranks, acts of intimidation, or acts of physical violence that unreasonably interfere with an individual's work or educational pursuits or that create a hostile, offensive, or intimidating work or learning environment. By College policy, all members of the Skidmore community are prohibited from engaging in any such acts of harassment. Applicable federal and state laws also prohibit harassment in the workplace. The complete statement of College policy may be found in the "Anti-Harassment Policy" statement, Article VI.

To read Skidmore College's "Anti-Harassment Policy" statement in its entirety, please v-1(s8ts)-2(49u3(o pr i)1(n)-ITJ 0 Tg,r

F. Policy on Consensual Sexual Relationships Involving Students

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

Sexual relationships between faculty members and students are fraught with the potential for exploitation. The respect and trust accorded a professor by a student, as well as the actual or apparent authority of the professor, make voluntary consent by the student suspect. Even when both parties have in fact consented, the development of a sexual relationship renders both the faculty member and the College vulnerable to subsequent allegations of harassment.

1. *Policy on Consensual Sexual Relationships with Current Students*

   Sexual relationships, whether consensual or not, between College employees and their students (those whom they currently teach, advise, supervise, coach, evaluate, or hold authority over in any way) violate the integrity of the College's academic community and constitute grounds for disciplinary action up to and including separation from the College.

2. *Policy on Consensual Sexual Relationships with Students When There Is No Formal Authority over the Student*

   Even if a College employee does not currently hold a position of authority over a student, any sexual relationship between an employee and a student of the College potentially jeopardizes the integrity of the academic or living environment of the Skidmore community. The College, therefore, discourages in the strongest possible terms any sexual relationship between an employee and any student of the College. In the event that any such relationship is found to undermine the trust, respect, and fairness that are essential to the success of Skidmore's educational mission, the College will take appropriate disciplinary action, up to and including separation from the College.

IV. REVIEW AND LIABILITY

A. Policy Review

These policies may be modified by the President based upon recommendations by, and consultation with, members of the President's Cabinet, the Director of Human Resources, the ADEWD, the IPPC, and the FEC. The College leadership shall periodically review its practices and procedures regarding admissions, recruitment, hiring, promotion, and other areas of concern to students, employees, and the College as an employer and shall seek to redress any inequities or conditions related to prohibited practices that come to its attention.

B. Employees' Liability for Violations of these Policies

Any employee of Skidmore College who violates the policies described above is subject to disciplinary action, up to and including separation from the College. Additionally, any supervisor or manager who has information regarding possible violations of these policies, and takes no action to stop the misconduct or fails to report the possible violation to an appropriate individual, may also face disciplinary action, up to and including separation from the College. Employees who violate these policies and supervisors or

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

d. Human Resources maintains and updates lists of recruitment resources for both academic and nonacademic searches.

e. Human Resources routinely sends announcements of position vacancies to local and regional organizations that represent historically underrepresented groups. Heads of departments, offices, and programs are strongly encouraged to network through their own 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.

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

B. Sexual Harassment Defined

Applicable state and federal law defines sexual harassment as any unwelcome sexual advances, requests for sexual favors, or other gender-based visual, verbal, or physical conduct. In particular, sexual harassment occurs when:

> 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

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

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

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;

;

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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;

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;

record the meeting;

ask questions of the complainant or witness(es);

5

record the

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

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, harassment and retaliation.

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 Dean of the Faculty/Vice President for Academic Affairs 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

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

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

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

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

VIII. ADDITIONAL EXPECTATIONS

A. Cooperation with Investigations and Hearings

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

B. Extension of Time Periods.

If circumstances warrant or if legally required, 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.

Retaliation includes any conduct, whether or not workplace or employment-related, directed at someone because he or she opposed a discriminatory practice, made a good faith report of harassment or discrimination, or participated or cooperated in such an investigation, which might deter a reasonable person from making or supporting a charge of harassment or discrimination. 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 alleg

PART SEVEN

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