

Skidmore College

Faculty Handbook



SKIDMORE COLLEGE

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FACULTY HANDBOOK

PREAMBLE

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

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

IV. ACADEMIC FREEDOM AND TENURE

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

V. APPOINTMENTS TO THE FACULTY

A. Tenure-Track Appointments

Initial appointments to all ranks are made by the Dean of the Faculty/Vice President for Academic Affairs in consultation with the Department Chair and the department concerned and (where appropriate) Program Directors. In the case of appointment as Dean of the Faculty/Vice President for Academic Affairs, the President may appoint the Dean of the Faculty/Vice President for Academic Affairs at the rank of Professor with tenure, according to procedures prescribed in the Faculty Handbook, Part One, Article IX (Tenure), Section C (Eligibility), number 5, and Section E (Procedures for Granting Tenure), number 11. Full-time and shared faculty appointments to all professorial ranks shall be made for a three-year period, the first year being a probationary one. Appointments

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

The ID PPC will consist of the ID Program Director and four to eight tenured and tenure-track faculty in at least the third year of consecutive full-time college service and at least the third year of participation in the ID Program. The Dean of the Faculty/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 specified in the Articles noted above and in Article XII (Leaves of Absence). Exception: If the Director is the tenure-track candidate, the Chair of the ID PPC shall perform the duties referred to above. (Also see Faculty Handbook, Part I, Article XVI, Section D [Obligations Pertaining to Program Directors] and Article XV, Section D [Obligations Pertaining to Department Chairs].)

In some considerations for promotion, an ID PPC may need to be reconstituted. In such cases, before promotion consideration of a candidate appointed to an ID Program can begin, the program in consultation with the Dean of the Faculty/Vice President for Academic Affairs shall form an ID Program Personnel Committee according to the procedures specified above.

C. Tenure-Track Lines Apportioned between Departments/Programs

It is expected that in most cases faculty who participate in interdisciplinary (ID) programs do so voluntarily and on a non-contractual basis. However, in a case of demonstrated need, a full-time tenure-track proportional appointment may be made. A proportional tenure-track appointment is a contractual faculty appointment that is shared between a department and an ID program or between two departments or between two ID programs; the proportions of the appointment must be specified in the letter of appointment. These appointments require that the faculty member holding them make a significant and sustained contribution in teaching and service to both departments/programs. Scholarship may be relevant to one or both of the departments/programs. The usual proportional division will be 60/40, although special circumstances might dictate other proportional divisions. The larger proportion may reside in a department or a program.

Under exceptional circumstances and in response to demonstrated need, a proportional tenure-track

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

- c. Visiting Artist- or Writer-in-Residence: A Visiting Artist- or Writer-in-Residence is a full-time teaching member of the Faculty appointed for fewer than three years.
 - d. Visiting Professor or Librarian: A Visiting Professor or Librarian is usually a full-time member of the Faculty appointed at one of the professorial or librarian ranks for a limited time. The title reflects the possession of appropriate academic credentials.
 - e. Trustee Visiting Scholar: A funded position identified by the Board of Trustees to enable the College to enhance the diversity of the Faculty. Appointment to this full-time non-tenure-track position is for one year and is renewable for an additional year. Trustee Visiting Scholars may be appointed in any department with preference given to those departments and programs with the greatest need for additional staff and/or curricular enhancement. Additional Trustee Visiting Scholars may be appointed as sabbatical replacements.
 - f. Lecturer: A Lecturer is a full- or part-time member of the teaching or library faculty needed in a department or program. Lecturers may be practicing professionals qualified by the possession of special skills or experience though they may not necessarily have the academic credentials required for appointment at professorial ranks.
 - g. Teaching Associate: Full- or part-time teaching members of the faculty. Teaching Associates principally collaborate with other faculty in the design and/or delivery of the curriculum in a department or program. Promotion to Senior Teaching Associate is granted by the department according to departmental procedures and with the consent of the Dean of the Faculty/Vice President for Academic Affairs.
 - h. Visiting Teaching Associate: A Visiting Teaching Associate is a full- or part-time appointment for fewer than three years.
 - i. Research Associate: This is a non-teaching, non-salaried appointment. The College will provide office and/or laboratory space if possible and use of library, computing, and recreational facilities. The Research Associate may apply for external research funding as a member of the College and is expected to contribute to the overall scholarship of the department to which he or she is assigned.
 - j. Department Assistant: Full- or part-time appointments to assist the members of the teaching or library faculty.
3. The creation of any new faculty titles and descriptions must be approved by the Faculty. Changes in status or title of any faculty appointee must be made in accordance with procedures for appointment or promotion as stated above in Part One (Faculty Rights and Responsibilities), Articles V (Appointments to the Faculty) and XI (Promotions).

F. Appointments to Endowed Chairs

Endowed Chairs are appointed by the Dean of the Faculty/Vice President for Academic Affairs in consultation with the CAPT, the Department, and, when applicable, the Program concerned. Appointment to an endowed chair is a mark of distinction conferred by the institution upon a current faculty member or, less typically, upon a faculty member expressly hired into the chair. Term lengths may vary in accordance with donor wishes and program needs. Support for endowed chairs may enable the College to appoint individual faculty in several rotating configurations: rotation within a department or discipline, or rotation across departments in a division, e.g., the sciences, the humanities, etc. Support for endowed chairs may

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

VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE AND ADVANCEMENT IN RANK

A. Tenure-Track Faculty

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

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

Librarianship: The mission of Library faculty is to enhance, further, and support learning and

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3. Faculty members have a right to representation by legal counsel provided by the College if legal action results from execution of their academic duties as determined by the President.
4. Because student evaluations are used in several decision-making processes, faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Dean of the

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- 7. *Student Evaluations:* Faculty members are required to have student evaluations administered in their courses (see Part Two, Article III [Academic Policies], Section EF).
- 8. *Grading:* Faculty members must submit grades to the Registrar by the date specified (see Part Two, Article III [Academic Policies], Section C).
- 9. *Other Academic Policies:* Faculty members must adhere to the Academic Policies of the College as stated in Part Two (Faculty Governance), Article III (Academic Policies).

VIII. REAPPOINTMENT

A. Reappointment of Full-Time Tenure-Track and Library Faculty in Professorial Ranks

Each department in the College shall follow its established procedures to evaluate candidates for reappointment. If candidates have taught in an interdisciplinary program, or in a department other than the one in which they hold an appointment, the procedures must ensure a mechanism for obtaining an appointment in the department in which they are currently appointed.

Faculty members who are reappointed to a position in a department other than the one in which they were originally appointed shall be subject to the same evaluation procedures as those applicable to new appointments in that department. Faculty members who are reappointed to a position in the same department in which they were originally appointed shall be subject to the same evaluation procedures as those applicable to new appointments in that department.

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

2. *Third Year*

- a. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to d7.7(t6k4(t)-,9(l l be)-4.),-9(l l872(f) srok4(t)c,9(l l edu(o)-8.2().1(t T-17.4241 TD.0 TD-.0019

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- 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

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fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental review is negative and the Dean of the Faculty/Vice President for Academic Affairs concurs, the department member receives a terminal year. If 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 of Artists- and Writers-in-Residence

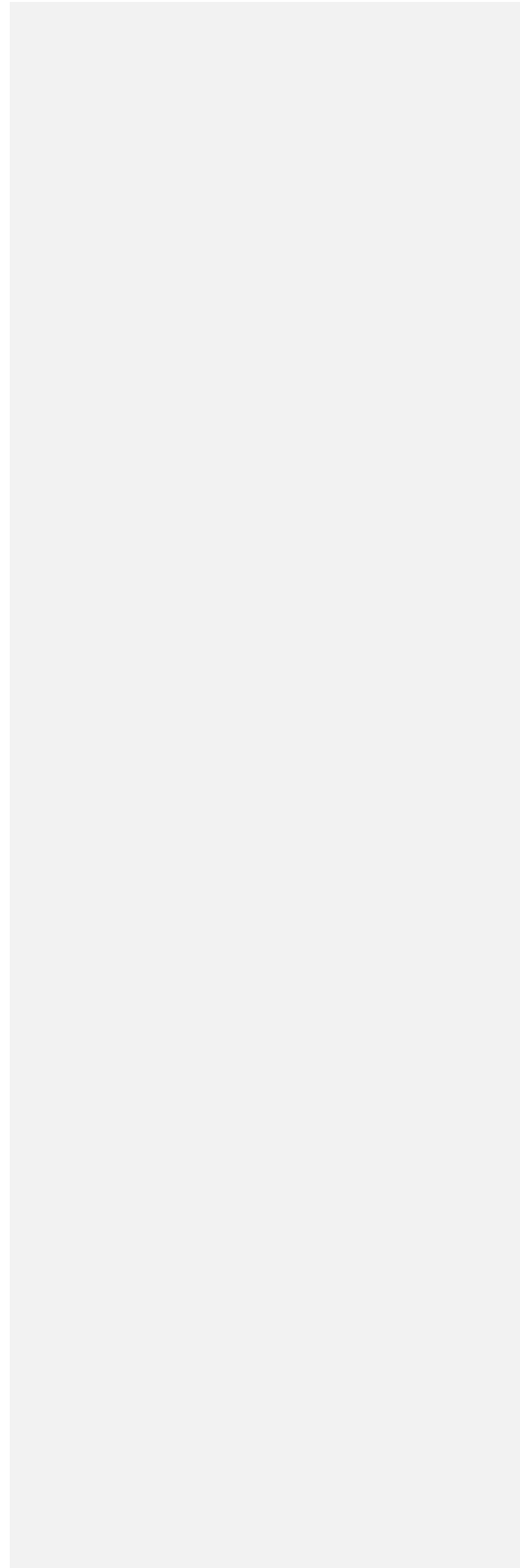
During the second and third years (third year only in the case of shared appointments) of service, Artists-in-Residence and Writers-in-Residence will be evaluated according to the principles and procedures described in the Faculty Handbook, Part One, Article VIII (Reappointment), Section A (Reappointment of Full-Time Tenure-Track and Library Faculty to Professorial Ranks), except as noted below. In this process, each department shall follow its established procedures to evaluate candidates for reappointment. 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.

After the initial three years, Artists-in-Residence and Writers-in-Residence who are reappointed will receive an additional contract of three years, renewable, with a review in the third year. If the review is negative and the Associate Dean of the Faculty for Personnel, Development, and Diversity concurs, the department member receives a terminal contract for a fourth year. In the case of a disagreement between the department and the Associate Dean of the Faculty for Personnel, Development, and Diversity, the Dean of the Faculty/Vice President for Academic Affairs shall convene an ad hoc group of three current Department Chairs (excluding the Chair of the candidate's department), which shall provide a third recommendation. The Dean of the Faculty/Vice President for Academic Affairs makes the final reappointment decision. If the Dean of the Faculty/Vice President for Academic Affairs' decision is negative, the department member receives a terminal contract for a fourth year.

In the sixth year, the evaluation process shall be broadened to include references from outside the department. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the Associate Dean of the Faculty for Personnel, Development, and Diversity. In the case of a disagreement between the department and the Associate Dean of the Faculty for Personnel, Development, and Diversity, the Dean of the Faculty/Vice President for Academic Affairs shall convene an ad hoc group of three current Department Chairs (excluding the Chair of the candidate's

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- d. If the Dean of the Faculty/Vice President for Academic Affairs' decision is negative, the Dean of the Faculty/Vice President for Academic Affairs on or by March 1st shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

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faculty members.⁶ The timing of tenure consideration will be determined by the faculty members in consultation with the Chair of the department and the Dean of the Faculty/Vice President for Academic Affairs at the time of the first reappointment.

2. Faculty members in shared positions will be considered for tenure individually but usually simultaneously as early as their sixth year or as late as their ninth year of service at the College. If one tenure track or tenured partner leaves the position, the remaining partner will be granted an individual, single, full-time appointment to the previously shared position; he or she may not retain his or her portion of the shared contract in the absence of the other partner. The tenuring of partners for part-time employment on a shared appointment arrangement constitutes a special tenure situation limited to such contracts.
3. Those initially appointed to the ranks of Associate Professor or Professor, without prior tenure, may choose to become candidates for tenure at the beginning of the fall term of their fifth year of service as faculty members; those with tenure at a previous institution may choose to become candidates for tenure as early as the beginning of the fall term of their second year of service as

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must be specified in the letter granting the leave. (See also Part One [Faculty Rights and Responsibilities], Article XII [Leaves of Absence].)

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

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

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

Childbirth or adoption:

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

Personal hardship:

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

E. Procedures for Granting Tenure

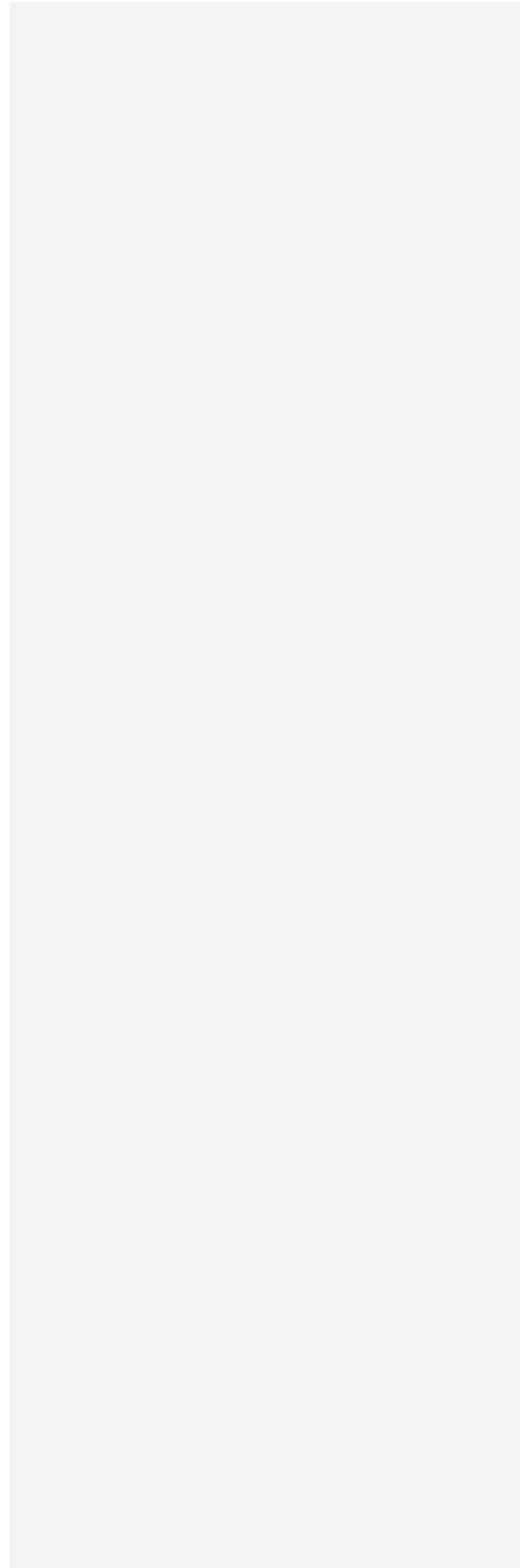
1. The decision to grant tenure rests with the Board of Trustees. The Board acts upon the recommendation of the President who in turn acts in consultation with the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, the Chair(s) of the department(s) concerned, and the CAPT.

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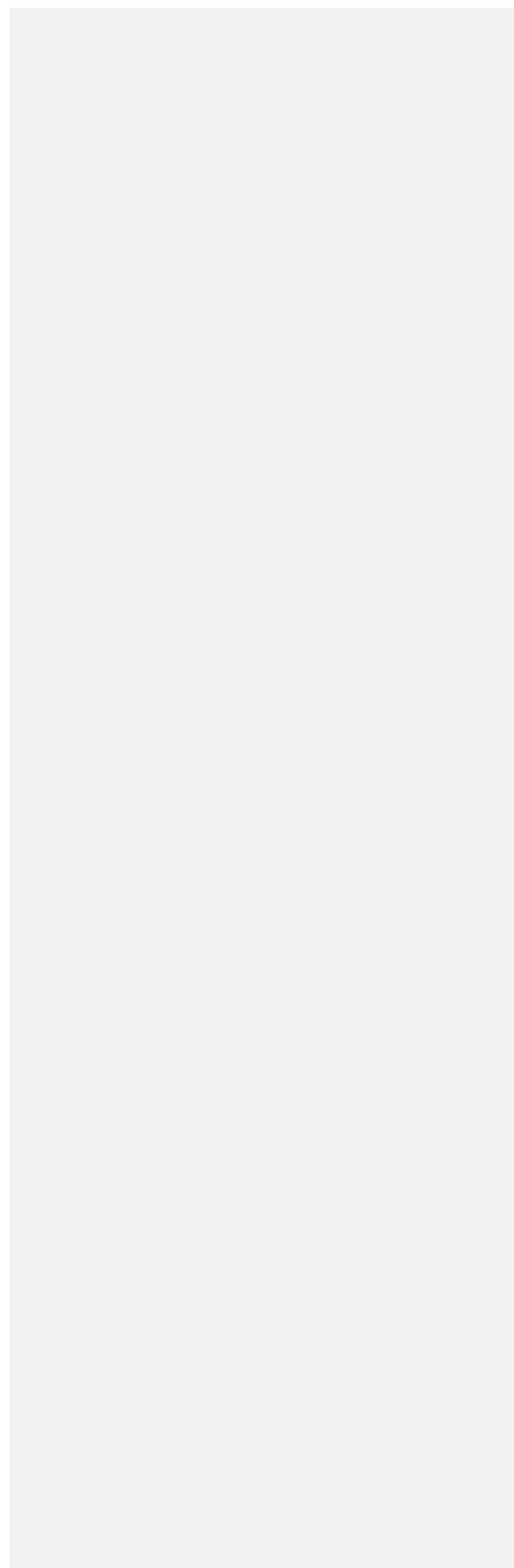
2. ~~The~~ CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Appeal Committee/Sec- Area

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review by convening the Tenure Appeal Committee, a committee consisting of the six members of ~~the~~-CAPT plus the three members of the Tenure Review Board.

G. Appeal of Negative Tenure Decisions

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

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

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

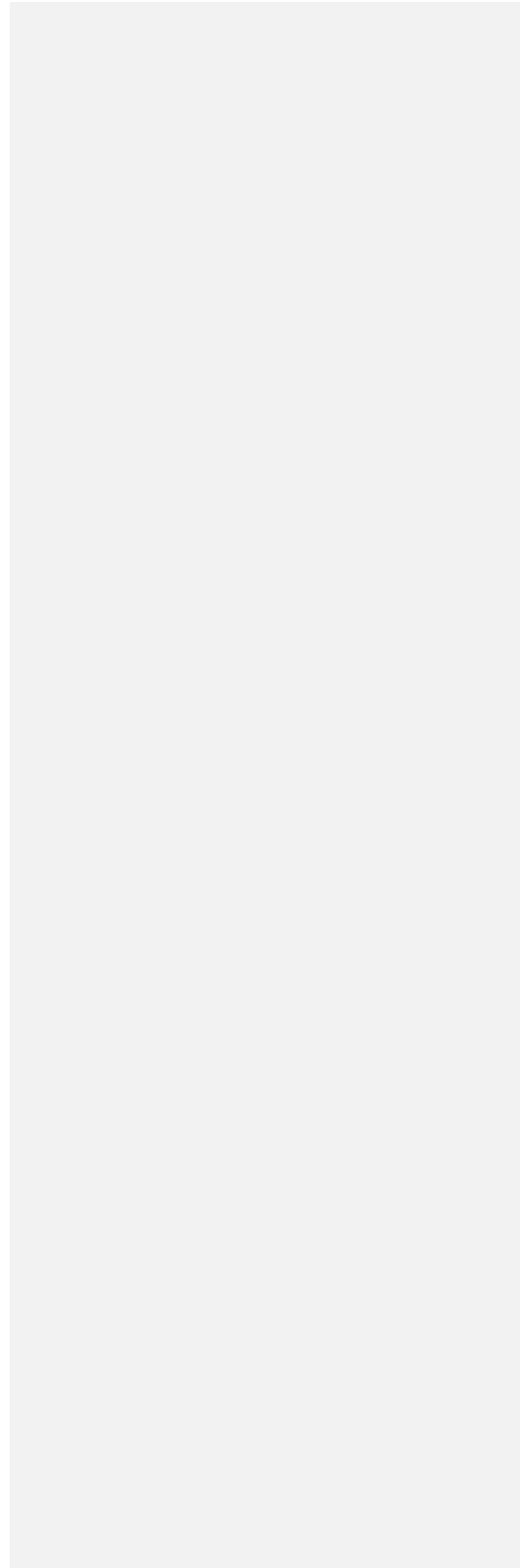
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of the Faculty for Personnel, Development, and Diversity and others, finds good cause that the faculty

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- iii. the ten most recent consecutive semesters of teaching evaluations. For purposes of context, the candidate may wish to include other evaluations. The candidate shall also add copies of syllabi, and may include assignments and handouts. The candidate may also wish to append a statement about teaching goals and philosophy. The file may include peer evaluations of teaching.
- iv. a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.
- v. service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), 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 Affairs, and the Associate Dean of the Faculty for Personnel, Development, and Diversity. The Dean of the Faculty/Vice President for Academic Affairs then consults with the Associate Dean of the Faculty for Personnel, Development, and Diversity. In the event of a disagreement between the Dean of the Faculty/Vice President for Academic Affairs and ~~the~~-CAPT, the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Personnel, Development, and Diversity meet with ~~the~~-CAPT to offer detailed and compelling reasons for such disagreement. The Dean of the Faculty/Vice President for Academic Affairs then makes a recommendation to the President, and notifies ~~the~~-CAPT of his or her recommendation. In the rare instance in which the President does not concur with the recommendations of ~~the~~-CAPT, the President meets with ~~the~~-CAPT to offer detailed and compelling reasons for such disagreement. Finally, the President's recommendations are reported to the Academic Affairs

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2. *Guidelines for Advancement in Rank*

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

- a. For the rank of Assistant Professor, the appropriate terminal degree (or its professional equivalent) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualifications, however, shall be closely scrutinized by the department, ~~the~~-CAPT and the Administration for evidence of extraordinary merit.
- b. Beginning with the 1994-1995 academic year, faculty who are awarded tenure (or Library faculty who are given a positive sixth year review) are promoted automatically to the rank of Associate Professor or Associate Librarian. Beginning with the 2002-2003 academic year, Writers-in-Residence and Artists-in-Residence who are given a positive sixth year review are promoted automatically to the rank of Senior Artist-in-Residence or Senior Writer-in-Residence. Otherwise, for faculty who have yet to become tenure candidates, the appropriate terminal degree (or its professional equivalent) normally is required. In addition, teaching (or in the case of Library faculty, librarianship) of high quality and significant growth and achievement in scholarly, creative or professional work must be clearly demonstrated. Participation in College affairs (such as involvement in departmental or faculty governance or in other aspects of co-curricular college life) is also important. This participation is not to be predominantly or exclusively equated with service on faculty committees, which is but one of a variety of service options available to faculty.
- c. For the rank of Professor, the appropriate terminal degree (or its professional equivalent) normally is required. Promotion to this rank shall be granted to faculty who have shown continuing excellence in teaching (or, in the case of Library faculty, librarianship) as well as concomitant achievement attesting to further grow

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D. Teaching Associates

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

XII. LEAVES OF ABSENCE

A. Sabbatical Leaves of Absence

1. *Purpose*

Sabbatical leaves of absence are granted by the Board of Trustees upon the recommendation of the Dean of the Faculty/Vice President for Academic Affairs to members of the Faculty to provide professional experience that cannot be secured during the academic recesses. Sabbatical leaves may be granted for the purpose of advanced study, work on research and creative projects, and for improvement of teaching skills (and for improvement of skills related to librarianship), with the

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XIV. RESIGNATIONS

- A. Faculty holding two- or three-year appointments who wish to resign should give written notice to the Dean of the Faculty/Vice President for Academic Affairs no later than April 1st.
- 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 qualis1(quouldf13 -)-2.

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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,

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responsible for keeping the catalogue description of the department current and accurate, and is responsible for the biennial departmental report to the President and the Dean of the Faculty/Vice President for Academic Affairs.

5. *Support:* The Chair shall seek to provide faculty members with adequate office space and working facilities and, in consultation with the Dean of the Faculty/Vice President for Academic Affairs, shall make necessary budgetary provisions for teaching aids and media (such as dvds, cds, films, records, slides, videotapes, software, etc.); for duplicating equipment, for field trips, and for proper secretarial and student assistance.

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

A. Criteria for Appointment

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

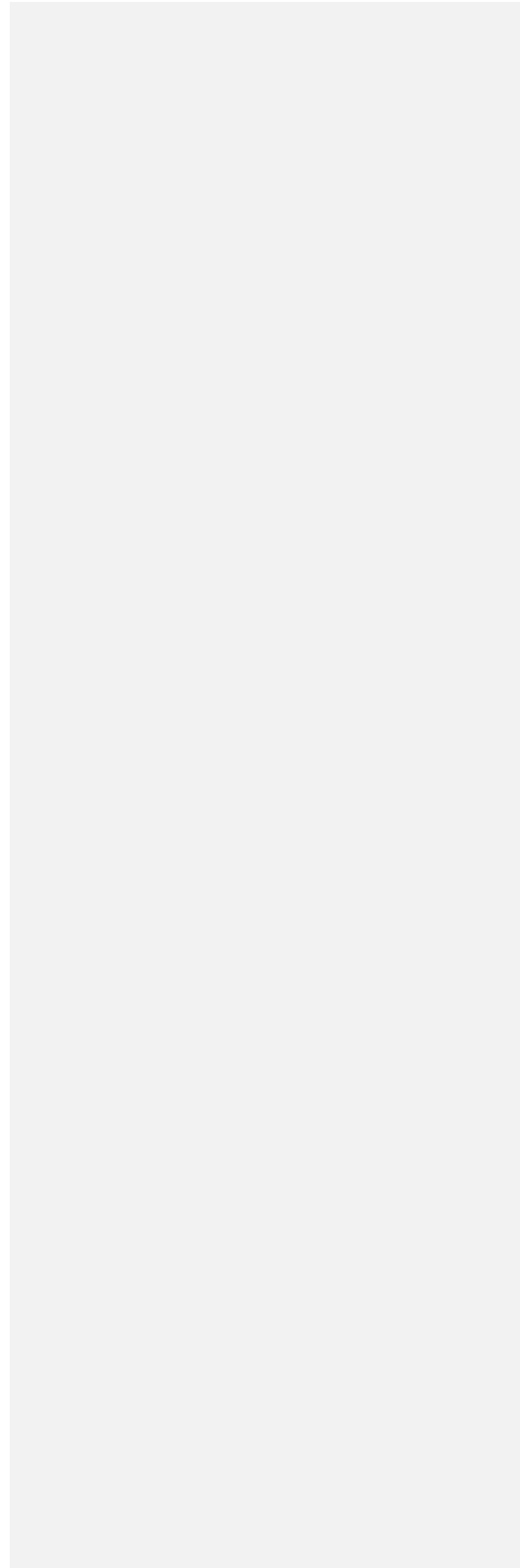
C. Procedures for Review

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 Affairs. Untenured faculty serving as Directors at the time of review for reappointment or for tenure shall be reviewed separately as Program Directors.
2. The review of a Program Director shall be conducted by the Dean of the Faculty/Vice President for Academic Affairs. Each active member of the program 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. Students in the program shall also be involved in the review of Directors, each program determining its method of student involvement.

D. Obligations Pertaining to Program Directors

1. *Leadership:* The Director is responsible to the College, to the program, and to the Administration for the effective leadership of the program; the Director is responsible to the program for the effective and accurate representation of its interests and concerns to the Administration. Directors should strive to advocate, promote, and coordinate faculty participation in the program. They

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2. In all personnel decisions, the Department Chair shall consult in writing the faculty who have

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Following a decision to eliminate a department according to the procedures in Part One (Faculty Rights

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C. Upon approval of a proposal to establish or eliminate a minor, the result will be announced at a Faculty Meeting by the Curriculum Committee.

XXI. FACULTY GOVERNANCE

Faculty governance is carried out through decisions made at Faculty Meetings and through a system of

PART TWO

FACULTY GOVERNANCE

PREAMBLE

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

Faculty governance provides the principal structure through which faculty members express their views and inform College policy. Faculty governance is (1) especially concerned with those subjects for which faculty members have primary responsibilities: 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:

<u>Humanities:</u> Art History Classics English Foreign Languages & Literatures Philosophy and Religion	<u>Pre-Professionals:</u> Art Dance Education Library Management & Business Music Social Work Theater
<u>Natural Sciences:</u> Biology Chemistry Environmental Studies Health and Exercise Sciences Geosciences Mathematics & Computer Science Physics Psychology	Social Sciencspons.003 Tc.0035 Tw[(Mat)-(ie)-()98 re24(at)-(ie)-(11.5(c)2.89(em)7.E)8(r)-5.1(1f103i(1f4(u)-3.1(lty()-)(sp

I. FACULTY MEETING BY-LAWS

Article I. The Faculty Meeting

- A. Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty. The primary purpose of Faculty Meetings is to provide a forum for discussion on important college matters and to facilitate governance of college affairs.
- B. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month.
- C. Eligibility to Vote
 - 1. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote:
 - a. all full-time members of the Faculty (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above,
 - b. Visiting Instructors, Librarians, Artists-in-Residence, Writers-in-Residence, full-year full-time Lecturers, and full-year full-time Teaching Associates,
 - c. the President; the Dean of the Faculty/Vice President for Academic Affairs; the Associate Dean of the Faculty for Personnel, Development, and Diversity; the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement; the Associate Dean of the Faculty for Academic Policy and Advising; the [Vice President and](#) Dean of Admissions and Financial Aid; the [Vice President and](#) Dean of Student Affairs; the Dean of Special Programs; the Registrar; the Director of Institutional Research; the Senior Associate Director of Admissions; the Director of Master of Arts in Liberal Studies Program; the Director of Summer Academic Programs and Residencies; the Dayton Director of the Tang Teaching Museum and Art Gallery; the Malloy Curator of the Tang Teaching Museum and Art Gallery; and the Director of Intercultural Studies.

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FACULTY HANDBOOK

B. The quorum shall be 75 members.

Article V. The Right to Speak

A. At Faculty Meetings

1. The Chairperson shall not speak to a motion while occupying the chair.

3. The Faculty Meeting will set a time limit on discussion (e.g., twenty minutes).
4. The Chairperson of the Committee of the Whole may speak to the subject at hand.
5. Other persons may speak only when recognized by the Chair.
6. A person may speak more than once before all others wishing to speak have done so, if recognized by the Chair.
7. All votes are "committee votes" and are not binding on the debate.
8. At the completion of its deliberation, the Committee of the Whole will entertain a motion to "rise and report."
9. Committee of the Whole discussions will take place during at least two, but preferably more, Faculty Meetings each semester. The topic of discussion will be determined by FEC and the Dean of the Faculty/Vice President for Academic Affairs, and as directed by suggestions from either individual faculty or committees. Suggestions may be sent to either the Dean of the Faculty/Vice President for Academic Affairs or the Chair of FEC.

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Addendum: Summary Table of Rules Relating to Motions

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Notes:

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 XXI [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,

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FEC is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. FEC is responsible for ensuring the proper constitution of faculty committees: it solicits nominations fo

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 IPCC. The CEPP meets annually, and whenever necessary

6. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected

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

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

7. TENURE REVIEW BOARD — Elected

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

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

8. TENURE APPEAL COMMITTEE

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

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

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

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

Membership: The three members of the GP will be selected from ~~the~~ FAB (see above) as follows:

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

Standing (CAS) for consideration. If the student is studying away from Skidmore College in the following 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 must make this request within four weeks after having sent his or her initial request for an explanation from the instructor. The student's supporting documentation must provide evidence of prejudicial or capricious grading. In particular, the student must provide evidence of one or more of the following conditions:

- a. The instructor used inappropriate criteria in determining a final failing grade.
- b. The instructor assigned a grade on some basis other than performance in the course.
- c. The instructor did not adhere to stated procedures or grading standards.

The appropriate department chair or program director must respond to the student in writing within two weeks of receipt of the request. The department chair or program director will contact the instructor to obtain an explanation of the criteria and standards used in evaluating the student's course work. If, after consultation with the faculty member (when possible) and after a review of the written evidence, the appropriate department chair or program director finds legitimate cause for the complaint, he or she will try to work toward an equitable solution with the student and faculty member. If the solution results in the instructor requesting to change a grade, then the instructor must submit a petition to change the grade with the Associate Dean of the Faculty for Academic Policy and Advising and the petition must be brought before the CAS for consideration.

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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 gr

- 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.

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 [Vice President and 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.

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Membership: Two faculty members, one student member, one support staff member, one member of Local 200D, all appointed by the President and serving staggered three-year terms; the College

upholding the honor system. Faculty members are asked to read carefully the entire section on the honor system as outlined in the Student Handbook.

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

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

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

3. It is essential that there be mutual confidence and understanding between faculty and students. Faculty members can help students by discussing with

PART FOUR

BENEFITS

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

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

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

I. FLEXIBLE BENEFITS PLAN

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

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

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

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IV. TUITION BENEFITS

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

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

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

Skidmore College Employee Benefit Plans Summary:

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

Tuition Benefit Frequently Asked Questions and The Tuition Exchange Program:

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

V. RETIREMENT

A. Definition

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

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

B. Basic Retirement Plan

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

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

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

C. Early Retirement

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

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

D. Phased Employment

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

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

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

<http://cms.skidmore.edu/hr/policies/upload/PhasedEmploymentProgram1-2007.pdf>

E. Post-Retirement Health Benefits

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

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

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

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

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

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

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

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

B. President's Cabinet

The President's Cabinet constitutes the President's administrative council and meets regularly to advise the President on major issues of policy, planning, and operation. The Cabinet consists of those senior members of the Administration who report directly to the President (the Dean of the Faculty/Vice President for Academic Affairs, the Vice President for Finance and Administration and Treasurer, the Vice President for Advancement, the [Vice President and Dean of Student Affairs](#), the

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

III. THE VICE PRESIDENT FOR ADVANCEMENT

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

IV. THE DEAN OF THE FACULTY/VICE PRESIDENT FOR ACADEMIC AFFAIRS

A. The Office of the Dean of the Faculty/Vice President for Academic Affairs

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

The Associate Dean of the Faculty for Personnel, Development, and Diversity; the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement; the Associate Dean of the Faculty for Academic Policy and Advising; and the Dean of Special Programs report directly to the Dean of the Faculty/Vice President for Academic Affairs. All deans sit on a nine-member DOF/VPAA Senior Staff. Five other staff members report directly to the Dean of the Faculty/Vice President for Academic Affairs: the Director of Institutional Research, the Dayton Director of the Tang Teaching Museum, the Chief Technology Officer, the College Librarian, and the Faculty Assessment Coordinator.

The Dean of the Faculty/Vice President for Academic Affairs works closely with and considers recommendations from the CAPT regarding faculty tenure and promotion candidacies. The Dean of the Faculty/Vice President for Academic Affairs presents to the President his or her decision with regard to each candidate's case. The Dean of the Faculty/Vice President for Academic Affairs also works with the CAPT and the President in determining appointments to the College's endowed chairs. More broadly, the Dean of the Faculty/Vice President for Academic Affairs works with the CAPT and the Associate Dean of the Faculty for Personnel, Development, and Diversity on other matters of concern to the Faculty and may consult with the CAPT on issues pertinent to faculty personnel issues. The Deannat5u.TThe Dean ofe

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

B. Academic Staff

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

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

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FACULTY HANDBOOK

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

The [Vice President and Dean of Student Affairs](#) appoints the

a sealed, confidential file in the Office of the President for a minimum of three years or as long as the person under review continues in his or her position. The file will then be destroyed.

3. The final summary report of the committee will also be kept in confidence and will be held in the same sealed file with the evaluations for a minimum of three years or as long as the person under review continues in his or her position. It will not be shown to anyone other than the members of the original review committee, the President and the Officer being reviewed. Members of a review committee for a particular officer shall not have access to previous reviews of that Officer. However, the Officer being reviewed may, if he or she chooses, share parts or all of the summary report with others.

Changes in Procedure

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

PART SIX

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

I. INTRODUCTION

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

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

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

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

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

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

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

II. ACADEMIC FREEDOM

In the context of the policies outlined in Part Six, the College reaffirms its commitment to its long tradition of supporting the academic and personal freedom of all members of the community. In particular, the policy against harassment shall not be applied in a manner that contradicts the principle of academic freedom: faculty and other members of the community are entitled to freedom in research, and faculty members are entitled to freedom in the classroom to pursue controversial matters related to their

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III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

Skidmore College affirms that its

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

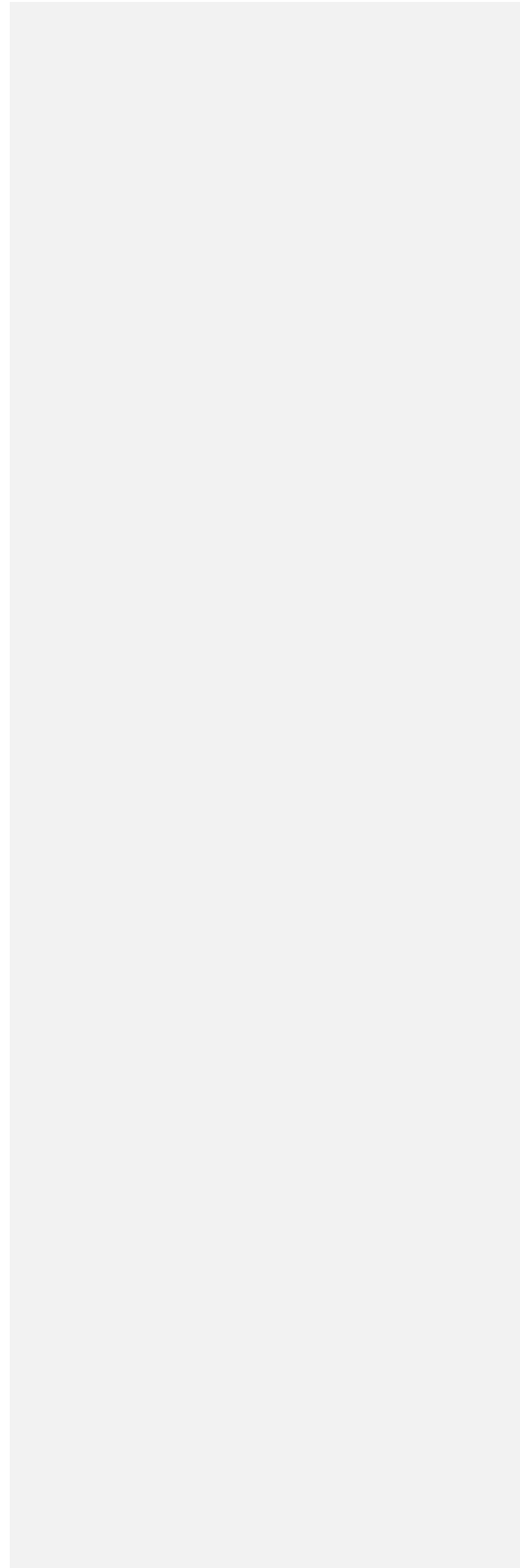
In accordance with applicable federal⁸ and state laws protecting qualified individuals with documented disabilities, Skidmore College will reasonably accommodate such individuals (except in the rare case when doing so would create an undue hardship for Skidmore College).

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

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

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

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

VI. ANTI-HARASSMENT POLICY

Harassment is unlawful and therefore prohibited by Skidmore College.

The College is committed to maintaining a positive learning and working environment for all of its students and employees. In accordance with applicable laws, including Title VII of the Civil Rights Act of 1964 as amended, Title IX of the Education Amendments of 1972, the Pregnancy Discrimination Act of 1978, the Americans with Disabilities Act, the Civil Rights Act of 1991, the Genetic Information Nondiscrimination Act, and applicable federal, state, or local laws prohibiting sexual assault and abuse, the College prohibits harassment (including sexual harassment) of any individual or group of its students, prospective students, employees, or candidates for employment on the basis of race, color, religion, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, veteran status, marital status, sex, sexual orientation, gender identity or expression, domestic violence victim status, or any other category protected by applicable federal, state, or local laws. These policies apply to all persons affiliated with the College including administrators, faculty members, staff members, and students.

A. Harassment Defined

Harassment on the basis of race, color, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression, domestic violence victim status, or any other category protected by federal, state, or local laws occurs when

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

- x



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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

x

The respondent will have the right to

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

The respondent will not have the right to

- x have an attorney present;
- x record the meeting;
- x ask questions of the complainant or witness(es);
- x review the complete complaint file and all associated documents (e.g., witnesses' statements); nor to
- x receive a copy of the complete complaint file.

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

Any complaint involving a faculty member will be brought to the attention of the Dean of the Faculty/Vice President for Academic Affairs by the ADEWD; any complaint involving an academic advisor in the external degree programs or an in

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

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

- x have a representative (not an attorney) present as an observer during the complaint process;
- x be granted confidentiality throughout the pr

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 replacements as needed. Any such replacements will receive training appropriate to the complaint.

F. Investigation

All information gathered during the informal process will continue to be used in the formal process. The ADEWD will provide the respondent with a copy of the formal complaint as submitted by the complainant within three work days¹⁰ of receipt of the complaint. The ADEWD also will provide a letter to the respondent, outlining the investigation process and clarifying the respondent's rights as well as the College's expectation of full cooperation. During the formal process, all witnesses identified by the complainant and respondent will be interviewed, if the ADEWD and the Advisory Panel (AP) determine that they may offer relevant facts. All witnesses will receive a letter outlining the role of a witness during the investigation as well as the College's expectation of their participation.

The complainant will be required to provide any requested documents and respond to requests for additional information in a timely manner (within five work days of receipt of a request). After five days, the ADEWD will repeat the request in writing; if the complainant does not respond within 10 work days after this written request for information is made by the ADEWD, the individual's complaint may be closed for failure to participate, and a notice of cancellation will be sent. Cancellation for lack of participation cannot be appealed by the complainant. Under certain circumstances, however, the College may be required to continue its investigation.

Members of the AP will participate in the interviews, but the ADEWD will take the lead in questioning. If either the complainant or respondent makes the request (and both agree), the members of the AP will not participate in any interviews but will instead review all documents pertaining to the case and consult with the ADEWD during the investigation.

When possible, the investigation will be completed within 20 calendar days from the date the formal complaint is filed, unless more time is requested by the ADEWD. If the AP finds that the investigation will exceed this time limit, the ADEWD will provide written notification to the complainant, the respondent, and the appropriate official.

Upon completion of the investigation, the ADEWD will develop a complaint file consisting of all documents gathered during the investigation, along with statements from witnesses. The ADEWD will

¹⁰ Work days are defined as days the College's administrative offices are open.

prepare a final report, including the summary, findings, and conclusions, as well as a synopsis of the AP's comments. The ADEWD and the AP will meet to review the final report and ensure that the AP's views have been represented in the final report.

G. Legal Review

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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.

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

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

D. False Allegations

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

E. For Additional Information or Assistance

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

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

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