

# Skidmore College

SKIDMORE COLLEGE  
FACULTY HANDBOOK  
2011-2012

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**PREAMBLE**

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

The Handbook is divided into six parts:

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

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

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

Part Four describes benefits extended to the Faculty.

Part Five describes the College administration and is primarily informational in nature.





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

#### IV. ACADEMIC FREEDOM AND TENURE

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

#### V. APPOINTMENTS TO THE FACULTY

##### A. Tenure-Track Appointments

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

1. The appointee's department may request the Dean of the Faculty on or before February 15<sup>th</sup> of the first year to terminate his or her contract at the end of the academic year. If the Dean of the Faculty grants the request and the request is approved by the Vice President for Academic Affairs, the Dean of the Faculty shall notify the appointee of such termination in writing on or before March 1<sup>st</sup> of the first year of the appointee's contract. If the appointee begins his or her contract in mid-year (January), the date for the department's request to the Dean of the Faculty shall be May 31<sup>st</sup>, and the Dean of the Faculty must notify the appointee of termination in writing by June 15<sup>th</sup>.

The ID PPC will consist of the ID Program Director and

#### D. Pre-Tenure-Track Appointments

Visiting Instructor: Appointments to the position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15<sup>th</sup> following their second year at Skidmore in order to move onto tenure-track lines. By May 1<sup>st</sup> in the second year of service, such appointees must show evidence that the degree is or will be completed by October 15<sup>th</sup>. If this condition is met, the department shall determine whether or not the appointee should be offered a tenure-track position. Neither professional accomplishment beyond the completion of the terminal degree nor community service shall be applied as criteria in this decision. Appointees who fail to complete the degree by October 15<sup>th</sup> following their second year shall receive contracts for a third and terminal year at the College. Exceptions to this date may be granted when the Dean of the Faculty and the Vice President for Academic Affairs judge there are procedural circumstances beyond the candidate's control.

#### E. Non-Tenure-Track Appointments

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

Full-time and shared appointments as Library Faculty, Artists- and Writers-in-Residence, and Teaching Associates will be made initially for three years, the first year being a probationary one. The appointee's department may request the Dean of the Faculty on or before February 15<sup>th</sup> of the first year

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-time member of the Faculty appointed for a limited time. The title reflects the possession of appropriate academic credentials.

**VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE AND ADVANCEMENT IN RANK****A. Tenure-Track Faculty**

Decisions to reappoint, promote, or tenure faculty members at Skidmore are based on the quality of their credentials in three areas: performance as teachers, achievement as scholars or artists, and contribution to the welfare of the college community beyond the classroom. Teaching of high quality is paramount, the primary criterion for retention or advancement; no degree of excellence in scholarship or artistic achievement, no record of unusual productivity will compensate for unsatisfactory teaching. Yet high-quality teaching is but one of three criteria, and alone will not suffice. Skidmore seeks to develop and retain first-rate teacher-scholars whose professional achievements beyond teaching demonstrate a will and

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

COMMUNITY SERVICE: Service to the college community goes beyond the classroom (see article 13.2(ae2.5(ns rt)4.1

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

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

Library faculty must demonstrate mastery, creativity



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

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

## 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 information about their performance in this other department or program. The Chair will file these procedures with the Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

## 1. Second Year

a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to departmental procedures and the evaluative criteria set forth in Part One, Article VI, Section A, with particular emphasis on teaching effectiveness. The Department shall inform the Dean of the Faculty of its decision on or before May 31<sup>st</sup> of that year. In the case of proportional appointments (see Part One, Article V, Section C), each program and/or department involved shall inform the Dean of the Faculty of its decision on or before May 31<sup>st</sup> of that year.

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

c. Candidates for reappointment shall have access to all written materials immediately following notification of the Dean of the Faculty's decision. These materials may not be photocopied.

## d. 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 President.

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

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

iv. In a case where the disagreement between the department and the Dean of the Faculty cannot be resolved, the CAPT will review the candidate's file and make a recommendation to the Vice President for Academic Affairs. This recommendation will be made on or before September 30.

v. The Vice President for Academic Affairs shall make the decision to accept or reject recommendations in all cases presented. The decision on the candidates shall be announced as soon as possible to the departments concerned, 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 Dean of the Faculty on or before January 15<sup>th</sup> of the appointee's third year. This evidence must include a cover letter from the Chair and letters from full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], 2b. [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore, and (where appropriate) Program Directors.

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

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

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

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

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

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

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

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

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

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

#### B. Reappointment of Librarians

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

After the initial six years, Library faculty who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract. If the review is negative, the faculty member will be given a probationary contract, the minimal length of which will be one year. The length of the probationary contract can be extended by a recommendation of the Chair to the Vice President for Academic Affairs for a period not to exceed three years. Those on probationary contracts exceeding one year will receive annual reviews by the Chair and a full departmental review in the fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental recommendation concurs and the Vice President for Academic Affairs concurs, the department member receives a terminal year. If the department and the 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 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 Dean of the Faculty concurs, the department member receives a terminal contract for a fourth year. In the case of a disagreement between the department and the Dean of the Faculty, the Vice President for Academic Affairs shall convene an ad hoc group of three current Department Chairs (excluding the Chair of the candidate's department), which shall provide a third recommendation. The

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

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

1. For faculty members, the service year coincides with the academic year. The academic year begins at the start of the fall term and ends with the close of the spring term. For each academic year that a faculty member holds a full-time appointment, that person will be considered to have given a year of service. Other than those Visiting Instructors described above, faculty members who move from "visiting" to "tenure-track" status may choose, in consultation with the Dean of the Faculty and the CAPT, to have or not to have the "visiting" years count toward tenure; the decision must be specified in the letter of appointment to the tenure-track position.

2. A faculty member whose initial appointment begins in the middle of the academic year has the option of having the first semester of service count as one full service year or not count at all. This



2. The CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Appeal Committee to all faculty.
3. The CAPT has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community. Sources of this information include:
  - a. Full-time faculty and those holding shared appointments in the department concerned (in the 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;

Office (or the CAPT Reading Room) as required by law. Within seven days of the date stipulated by the annual CAPT calendar for receipt of all letters, the Chair of the CAPT will give the candidate a list of names of those who have written unsolicited letters about the candidate.

5. The following procedures should be observed:

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

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

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

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

6. After conducting its deliberations, the CAPT reports its recommendations to the President, the Vice President for Academic Affairs, and the Dean of the Faculty. The Vice President for Academic Affairs then consults with the Dean of the Faculty. In the event of a disagreement between the Vice President for Academic Affairs and the CAPT, the Vice President for Academic Affairs and the Dean of the Faculty meet with the CAPT to offer detailed and compelling reasons for such disagreement. The 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 Committee (AAC) of the Board of Trustees, and the CAPT informs the AAC of the recommendations it made to the President.

7. Notice of the Board of Trustees' decision regarding tenure must be given on or before March 1<sup>st</sup> of the appropriate year. Tenure status is effective immediately.

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

9. Candidates for tenure (successful or unsuccessful) shall have access to all written materials in the tenure file immediately after the Dean of the Faculty has made the Vice President for Academic Affairs' recommendation known to the candidate. These materials may not be photocopied.

10. Any member of the Faculty who is considered for tenure by the CAPT and the Administration shall be granted an additional but terminal year in the event that tenure is not granted. Similarly, an additional terminal year will be granted to any member of the Faculty who is eligible to stand for tenure but elects not to do so.

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

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



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

h. Promotion files shall include the following:

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

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

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

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

v. service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), 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 Vice President for Academic Affairs, and the Dean of the Faculty. The Vice President for Academic Affairs then consults with the Dean of the Faculty. In the event of a disagreement between the Vice President for Academic Affairs and the CAPT, the Vice President for Academic Affairs and the Dean of the Faculty meet with the CAPT to offer detailed and compelling reasons for such disagreement. The 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 Committee (AAC) of the



## D. Teaching Associates

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

## XII. LEAVES OF ABSENCE

## A. Sabbatical Leaves of Absence

## 1. Purpose

Sabbatical leaves of absence are granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs to members of the Faculty to provide professional experience that cannot be secured during the academic recesses. 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 expectation that in each case the College will benefit.

## 2. Eligibility

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

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

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

## 3. Procedures

## a. Application

i. Application should be made in triplicate on forms available ( )a3.9(e )-8e . -1n2mnbw( )Tj.on hFJ9.19.4 -1.



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

b. Consideration

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

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

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

c. Reporting

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

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

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

4. Criteria for Evaluating Proposals

In evaluating applications, the following will be considered:

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

5. Sabbatical Salaries

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



XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

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

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the Dean of the Faculty, 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) ma

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





A. A proposal to establish or eliminate a department shall be made first to the Committee on Educational Policies and Planning (CEPP) by members of the faculty, student body, or administration. The proposal shall be accompanied by a complete rationale based on academic concerns. CEPP shall report the existence of such a proposal to the faculty at the next Faculty Meeting.

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

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

## XX. FACULTY GOVERNANCE

Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty as described in Part Two. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote: all full-time members of the Faculty (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above, Visiting Instructors, Librarians, Artists-in-Residence, Writers-in-Residence, and full-year full-time Lecturers, full-year full-time Teaching Associates, the President, the Vice President for Academic Affairs, the Dean of the Faculty, the Dean of Admissions and Financial Aid, the Associate Dean of the Faculty, the Dean of Student Affairs, the Associate Dean of the Faculty for Academic Advising, the Dean of Special Programs, the Registrar and Director of Institutional Research, the Senior Associate Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies Program, the Director of Summer Sessions and Summer Special Programs, the Dayton Director of the Tang Teaching Museum and Art Gallery, the Malloy Curator of the Tang Teaching Museum and Art Gallery, and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty.



**2011-2012**

**FACULTY HANDBOOK**

**PART TWO**

**FACULTY GOVERNANCE**

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.

1. The Vice President for Academic Affairs;
2. The Dean of the Faculty;
3. The Chairperson of the Faculty Executive Committee;
4. A member of the Faculty se

4. The speaker should limit the length of remarks to a reasonable length (observing the guideline of two minutes).
  5. A person may speak once on a motion and may speak a second time only after all other persons wishing to speak have spoken once. The only exception is that the maker of the motion has the privilege to be the final speaker before the vote.
  6. The speaker should have the floor, but should not assume the chair.
  7. The speaker shall not be interrupted except for the following:
    - a. Point of order -- raised to question any proceeding or motion that a member believes is in violation of the rules. The Chair rules on the validity of the point and the ruling may be appealed. An appeal must have a second. The decision of the Chair is sustained by a majority or tie vote.
    - b. Point of personal privilege -- raised concerning the rights, reputation, comfort, safety or conduct of a member.
    - c. Point of information -- a request of the Chair for an answer concerning the background or content of a motion vote.
    - d. Parliamentary Inquiry -- a request of the Chair for information concerning parliamentary law. The Chair may refer this to the parliamentarian.
    - e. Permission to withdraw a motion.
    - f. Call for a division of the assembly to retake a vote.
  8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the Faculty may entertain a motion to consider a motion, subject, or problem informally (see V.C.1).
- B. Committee of the Whole. This device enables the Faculty Meeting to discuss an issue under the less stringent rules of a committee.
1. The Faculty Meeting may entertain a motion to form a Committee of the Whole.
  2. The Chairperson of the Faculty Meeting shall appoint the Chairperson of the Committee of the Whole.
  3. 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."

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





## 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, UWW, Athletic Council, and Faculty Advisory Board. 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 composed of the faculty members of CAFR, CAPT, CEPP, FEC, Curriculum Committee, FDC, IPPC and any current ad hoc committees whose presence FEC believes would be helpful to the committee. FEC convenes the Committee of Committees twice a year, or at the request of the faculty members of any constituent committee.

Replacements on an elected committee for longer than an academic year will normally be chosen by special election. Replacements for an academic year or less than an academic year will normally be appointed by FEC from the list of runners-up in the most recent election. Replacements on appointive committees will be made by FEC from among those willing to serve.

B. Election Schedule. Elections normally shall be scheduled following the Operating Code of the Faculty Executive Committee. The FEC shall publish its calendar annually at the beginning of the Fall semester.

C. Committee Chairs. Members of committees are requested to elect Chairs by the end of each academic year for the following year and to inform the Chair of the FEC and the Dean of the Faculty of the results of these elections.

D. Operating Code and Minutes. Each committee is expected to keep on file an operating code and to provide new members and FEC with a copy. All committees keep complete minutes, including records of actions taken.

E. Annual Reports. A copy of the committee's annual report is to be sent to the Chair of the FEC and to the Dean of the Faculty at the end of the academic year. In addition, the reports of elected committees are to be sent to the Faculty as a whole.

### F. Specific Committees of the Faculty

#### 1. FACULTY EXECUTIVE COMMITTEE (FEC) — Elected

Function: To act as the primary conduit of information and ideas into and out of the Faculty concerning all-College issues and policies; to oversee faculty governance and faculty participation in all-College governance; and to act as Faculty Observers of the Board of Trustees.

FEC fosters communication within the Faculty, via both reports to the Faculty Meeting and organization of other faculty discussion meetings and forums, about all-College issues and policies. FEC, together with IPPC and SGA, is responsible for the proper constitution of all-College committees and subcommittees.



minutes of meetings with the Curriculum Committee and the UWW Committee; and the Chairs of any of these committees may be invited to sit with CEPP when consultation is desirable. The Chair of CEPP also shall sit on the IPPC. The CEPP meets annually, and whenever necessary in the pursuit of its functions, with the appropriate committee of the Board of Trustees.

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

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

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

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

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

#### 5. CURRICULUM COMMITTEE — Elected

Function: To act for the Faculty in reviewing curricular matters including those which implement educational policy concerning all-College requirements; to generate recommendations concerning immediate and long-range curricular matters; to administer the self-determined majors program; to make recommendations to the Faculty concerning other curricular matters brought before it by faculty, students, and the Administration.

Membership: Six faculty members, each from a different department, at least two of whom are tenured, elected to serve three-year terms; the Dean of the Faculty or his/her designated representative; and two students selected by SGA. Non-voting members of the committee are the Registrar and the Associate Dean of the Faculty for Academic Advising. A faculty member of the Committee shall serve on the self-determined majors subcommittee composed of other members appointed by the Curriculum Committee to represent a reasonable range of academic disciplines.

#### 6. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected

Function: To advise the Dean of the Faculty on faculty development policies; to initiate ideas for faculty growth and improvement, including programs to support both scholarly and professional activity and the improvement of teaching; to allocate such research funds as the Dean of the Faculty 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; to select the annual Edwin Moseley Faculty Research Lecturer and the recipient of The Ralph A. Ciancio Award for Excellence in Teaching.

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

#### 7. TENURE REVIEW BOARD — Elected

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

Membership: Three tenured faculty members, each elected to serve a three-year term, at least one of

Membership: Four faculty members elected to serve three-year terms, and one library faculty member, appointed in consultation with the Director of UWW and the College Librarian, to serve a three-year term; the Dean of Special Programs; and the Director and Academic Advisors of UWW.

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

Function: To participate in all aspects of the Master of Arts in Liberal Studies (MALS) Program by determining academic policies and procedures, admitting and dismissing students, approving core seminars, approving degree plans and final project proposals, making recommendations for degrees, and recommending faculty selection; to advise on all matters of administrative policy and to assist in the further direction of the program.

Membership: Four faculty members elected to serve three-year terms, and one library faculty member, appointed in consultation with the Director of the MALS Program and the College Librarian, to serve a three-year term; the Dean of Special Programs, the Dean of the Faculty or his/her designee, and the Director and Academic Advisor of the MALS Program.

12. ATHLETIC COUNCIL — Elected

Function: To provide oversight and support for the athletic, fitness, physical activity, and recreation programs on campus; to advise the Dean of Student Affairs in articulating and espousing the vision for athletics, fitness and recreation at Skidmore and to recommend policies regarding these programs; to work in conjunction with the President, the Dean of Student Affairs, the Dean of the Faculty, the Athletic Director, the Student Athletic Advisory Committee (SAAC), and Advancement to assure productive links between athletic and academic programs; to evaluate the teaching of physical activity instructors and to review the physical activity program; and to assist in other matters relating to athletics, fitness, physical activity, and recreation, as may be brought to the Council's attention by the



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 examination period.

**B. Class Attendance**







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.



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

## II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES

## A. Preamble

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

## B. SGA Committees with Faculty Representatives

## 1. INTEGRITY BOARD — Appointed

Function: To adjudicate cases of academic and social violations.

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

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

**are**

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



of disability at partial pay based on NYS Disability benefits rate (or equivalent for adoptions) and unpaid leave for the following semester.

3. A full-time faculty member who has taught at the College for at least one continuous year, with birth or adoption occurring between August 1 and May 31, is eligible for paid leave for the entire semester. This pay will combine 8 weeks full disability pay (or equivalent for adoptions) and full pay under this policy for the remainder of the semester before and after the disability period.
4. A full-time faculty member who has taught at the College for at least one continuous year, with birth or adoption occurring between June 1 and July 31, is eligible for a one-course teaching reduction with no salary reduction for the semester before or after the birth or adoption;

or

a combination of 8 weeks of full disability pay (or equivalent for adoptions) and unpaid leave for the semester before or after the disability period

Faculty applying for leave under this policy will complete a Faculty Application for Parental Leave. Faculty who will be absent from the College due to giving birth will also be responsible for completing a Notice and Proof of Disability Claim Form and forwarding the claim form to their physician for completion. The physician will return the form to Human Resources. Completion of these forms will allow paid and unpaid leave under this policy.

The forms are available online at:

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

In the event that a faculty member chooses to return to the classroom mid-semester, the faculty member must have a physician complete and return a Physician's Release for Work form to Human Resources indicating the faculty member may return to full employment and specifying whether there are any restrictions. The Chair, in conjunction with the Dean of the Faculty, will determine if the restrictions can be accommodated. The Chair, in conjunction with the Dean of the Faculty, may also offer the faculty member special project work for the remainder of the semester, if available.

- B. A full-time faculty member who is considered the NON birth parent or primary caregiver

A faculty member who has taught at the College in a full-time position for at least one continuous year and is considered the non-birth parent is eligible to apply for one course reduction the term before, during, or after the birth or adoption with no salary reduction if the birthing parent (primary care giver for adoptions) does not teach at the College.

Faculty who apply for a one course reduction with no salary reduction will be responsible for completing the Faculty Affidavit of Parental Leave form attesting to the birth or adoption of a child.

The form is available online at:

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

Faculty members who wish to stop the tenure clock must make the request in writing to the Dean of the Faculty no later than May 15th prior to the semester in which the tenure review is scheduled to occur (*Faculty Handbook*, Part One, Article IX, D, 4).

Note: Administrators holding f0.6(i)1.6(n)-v6dinnlaor equit of Pama



Further information about the parental leave policy is available online at:  
<http://cms.skidmore.edu/hr/policies/upload/FacultyParentalLeavePolicy.pdf>

C. Early Retirement

**PART FIVE**

**THE ADMINISTRATION**

**I. THE PRESIDENT**

**A. The Office of the President**

The President is the executive head of the College

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

### III. THE VICE PRESIDENT FOR ADVANCEMENT

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

### IV. THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

#### A. The Office of the Vice President for Academic Affairs

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

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

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

The VPAA works directly with the Vice President for Advancement in matters of fundraising, donor relations, alumni, and the stewardship of endowed chairs. He or she also works directly with the Vice President for Finance and Administration in repres

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

V. THE DEAN OF THE FACULTY



external constituencies. The Dean of Admissions and Fi

4. The summary report will be given to the officer under review no later than April 1<sup>st</sup>. A discussion of the report with the committee shall be scheduled for the officer being reviewed shortly thereafter, but in any case no later than May 1<sup>st</sup>.

5. The President and the Chairperson of the Review Committee will meet with the CAPT to provide an oral report summarizing the results of the review. The members of the CAPT shall be bound by its



## PART SIX

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

## I. INTRODUCTION

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

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

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

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

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

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

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

## II. ACADEMIC FREEDOM

In the context of the policies outlined in Part Six, the College reaffirms its commitment to its long tradition 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 disciplines. However, this right to teach controversial material entails the responsibility that it be carried out in a way that would be judged by peers as not violating the College's anti-harassment policy. (For the College's complete statement on Academic Freedom, see Part One, Article III of this Handbook.)

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<sup>7</sup> Gender identity and expression, while protected under Skidmore College policy, are not currently protected under federal, state, or local laws.

III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

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

Equal Employment Opportunity Policy

Skidmore College is committed to being an inclusive campus community and an Equal Opportunity Employer. The College therefore prohibits discrimination against any individual



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

V. PROCEDURES REGARDING EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

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

A. Scope

1. Educational Environment

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

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

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

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

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

#### B. Administration: Roles and Responsibilities

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

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

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

disability, veteran status, marital status, sex, sexual orientation, gender identity or expression<sup>11</sup>, or any other category protected by applicable federal, state, or local laws. These policies apply to all persons affiliated with the College including administrators, faculty members, staff members, and students.

A. Harassment Defined

Harassment on the basis of race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression<sup>11</sup>, or any other

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

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

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

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

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

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



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

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

The procedures outlined in Article VII apply to all situations where a faculty member is accused of harassment or discrimination. Allegations against students (including part-time and full-time students who are also employees) will be resolved according to procedures outlined in the Student Handbook. Allegations against staff members (including administrators) will be resolved according to procedures outlined in the Employee Handbook.

Using the procedures outlined below, any faculty member, staff member or student who believes he or she is the victim of harassment by a member of the faculty should report the matter to one of the individuals specified in B of Article VII, all of whom are able to assist those having a harassment concern. These individuals are available to provide information about the College's harassment policy, the resolution process that the College has adopted, and appropriate actions that might be taken.

### A. Definition of Terms

In the process that follows, the following terms are used:

Complainant: the individual filing an informal or formal complaint of discrimination or harassment.

Respondent: the individual alleged to be responsible for a discriminatory or harassing action.

Appellant: the individual appealing the disposition of a complaint (either the complainant or respondent).

Inquiry: the process used in the informal stage of a complaint.

Investigation: the process used in the formal stage of a complaint.

Appropriate Official: the complainant's or respondent's Department Chair (or, in the case of faculty with interdisciplinary appointments, Program Director), the Academic Dean, the VPAA, any other division head, or the Associate Vice President for Finance and Administration and Director of Human Resources. If the appropriate official has a conflict of interest, the Associate Vice President for Finance and Administration and Director of Human Resources will designate a replacement.

### B. Reporting Suspected Harassment and Discrimination

Who should report? Any faculty member, staff member, student, or former student who believes that he/she has been discriminated against or harassed by a faculty member should report such instances to the appropriate official.

When to report. A report must be made to the College within 60<sup>12</sup> days of the alleged incident. A formal complaint must be filed in writing within 10 work days after an informal inquiry has been completed or within 10 work days of the conclusion of the mediation process (see C below). Federal regulations require that a complaint be filed with the appropriate agencies within 180 days of the initial incident; New York State requires that a complaint be filed within one year following the date of the alleged incident.

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<sup>12</sup> In the case of a student bringing a complaint against a faculty member who teaches or advises that student, or who supervises that student's research or other academic work, this deadline may be extended to 60 days after the end of the semester during which such faculty/student relationship exists.



## a. Complainant's Rights

The complainant will have the right to

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

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

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

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

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

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

request mediation; and to

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

The complainant will not have the right to

have an attorney present;

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

ask questions of the respondent or witness(es);

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

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

receive a copy of the complete complaint file.

## b. Respondent's Rights

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

The respondent will have the right to

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

receive a copy of the written complaint;



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

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

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

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

#### E. Formal Complaint Procedures

The ADEWD will notify the complainant and the respondent in writing when the informal process is concluded. If no resolution/agreement is reached during the informal stage of the process, the parties may participate in the mediation process.

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

Faculty or staff members from the same department or office as either the complainant or the respondent may not serve on the AP. Any panelist with a conflict of interest may not serve. In addition, the

#### H. Legal Review

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

#### I. Administrative Review

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

#### J. Disposition of Complaint

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

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

#### K. Outcomes

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

#### L. Appeals

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

A respondent may appeal based on the following criteria: 1) procedural error that might have affected the outcome; 2) new evidence; 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, 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



D. False Allegations

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

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