

Skidmore College

SKIDMORE COLLEGE
 FACULTY HANDBOOK
 2014-15

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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.

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

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PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

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

II. FACULTY STATUS

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

III. ACADEMIC FREEDOM¹

Skidmore College vigorously endorses the principle of academic freedom.

Faculty and other members of the academic community are entitled to full freedom in research and in publication of the results. The extent to which research activities may be pursued is subject to the adequate performance of other academic duties. Research, consultation, or additional employment for pecuniary return shall be based upon prior agreement with the Dean of the Faculty/Vice President for Academic Affairs.

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IV. ACADEMIC FREEDOM AND TENURE

The Committee on Academic Freedom and Rights (CAFR) and CAPT have been recognized by the Board of Trustees, the President, and the Faculty as representing the Faculty of St. John's 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

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Intellectual Property at Skidmore College²

The following policies apply to ownership of patents and copyrights in works invented or created by members of the Skidmore community using College funds, facilities, or other resources.

Definitions

Author is defined as a person who creates a copyrighted work.

Community members are defined to be the President, members of the President's cabinet, faculty, staff and students.

Copyright is defined as a form of protection the law provides to the authors of "original works of authorship: for their intellectual works that are "fixed in any tangible medium of expression," both published and unpublished. Examples of works which are eligible for copyright protection include: books; periodicals; software; musical or dramatic works; pictorial or other artistic works; and audiovisual works. Copyright includes a bundle of rights: The right to reproduce the copyrighted work; the right to distribute copies of it; the right to prepare derivative works based upon the copyrighted work; and the right to make public performances or displays of most copyrighted works.

Institutional Works is defined as works created by non-faculty employees (either staff or student employees) within the scope of their employment.

Institutionally Commissioned Work as used in Part B.II. As defined as work that the College specifically commissions its employee(s) to create or produce outside the regular scope of employment. Institutionally Commissioned Work does not include works produced with routine support (see definition below) either during the period of an academic appointment or during the summer.

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a newly hired science faculty set up a laboratory does count as routine support because it is regularly provided in science departments at this time), grants for endowed chairs, fellowships, and other grants from the Faculty Development Committee or other similarly constituted intramural grant committees.

Costly, exceptional, individually dedicated resources are generally not routine support. For instance, if an individual faculty member gets one-time money from the college or the Dean of the Faculty/Vice President for Academic Affairs (DOF/VPAA); that money is not routine support unless it is funding that is regularly offered.

Software is defined as any computer or computer-based materials, including but not limited to computer programs, databases, operating systems, and applications, or parts thereof, designed to accomplish a task

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B. Sponsored Project Agreements

Works created pursuant to a Sponsored Project Agreement with an extramural sponsor will be governed by terms of that agreement, the award policies and procedures of the Sponsor/Grantor, and/or by applicable law

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Faculty/Vice President for Academic Affairs and the President. The findings of the Review Panel, when approved by a majority of its members, shall be binding.

The existence of a review panel does not preclude any of the parties from retaining and/or consulting legal counsel.

In the event of disputes between co-inventors, all claims disputes are to be settled by binding arbitration, pursuant to the rules of the American Arbitration Association, in the state of New York.

Part D - Revisions to Policy

Skidmore College reserves the right to amend this policy as it deems necessary to achieve programmatic and policy objectives, consistent with the procedures pres

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Program Steering Committee although membership may overlap.

The ID PPC will consist of the ID Program Director and four 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 case a Committee member vacates his/her position on the Committee, a replacement is appointed in the same manner. Normally th

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- 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 other facilities. (Title 25.055 m9()6(ot)

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1. All members of the Faculty, regardless of status, are entitled to the Academic Freedoms described previously (Part One, Article IV [Academic Freedom and Tenure]). Faculty members who believe there have been violations of their academic freedom and rights may bring such grievance to CAFR.
2. All faculty members have the right to receive from their Department Chairs written evaluations of their performance: annually if non-tenured; every three years if tenured, or if Library faculty in more than their sixth consecutive year of continuing service; or more frequently and informally at the individual's request (see Part One [Faculty Rights and Responsibilities], Article XII [Appointment and Review of Department Chairs], Section D [Obligations Pertaining to Department Chairs], number 3). These written evaluations are intended to be for guidance and used for self-improvement only, and not for use as part of a candidate's file for reappointment, promotion, or tenure.
3. Faculty members have a right to representation by 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 administrative 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 Faculty/Vice President for Academic Affairs, CAFR, etc.) that seem appropriate to the particular case.
5. Faculty rights are also embodied in the procedures for reappointment and tenure consideration.

B. Obligations Pertaining to All Members of the Faculty

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

C. Academic Responsibilities

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

Faculty members who cannot attend an assigned class shall notify their students and Department Chair as soon as possible, and preferably in advance. Faculty members are asked to notify the Department Secretary or Chair and the Registrar immediately when unable to teach because of illness.

3. *Academic Advising:* Faculty members are responsible for giving conscientious and informed guidance to student advisees.
4. *Office Hours:* Faculty members will post and observe regular office hours for consultation and guidance of students and will report those hours to the Department Chair.
5. *Administrative Meetings:* Faculty members are expected to attend Faculty Meetings and departmental and committee meetings when called.

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6. *College Functions:* Faculty members are expected to attend commencement, and they may be asked to

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The criteria used to evaluate faculty for contract renewal, promotion in rank, and tenure emphasize fulfillment of faculty duties and responsibilities as described in this handbook through teaching, scholarly or creative accomplishment, and service, as described below. Evaluation criteria also include performance of other mutually agreed upon duties and responsibilities, as specified in a faculty member's letter of initial appointment or as modified in subsequent correspondence, and professional conduct consistent with the standards described in this

1. TEACHING: Whereas the primary importance given to teaching follows from Skidmore's mission as an undergraduate institution, the college recognizes that high-quality teaching takes many forms, is probably inseparable from the instructor's personality, and may be more art than a science at its core. Hence it defies summary or categorical attempts to describe it. Consequently, however, successful instruction manifests a sustained interest in teaching as a vocation. It encompasses skills in course management and design; effective classroom manner, modes of presentation and delivery of course materials; and knowledge and mastery of one's subject. These will be addressed below.

Defining itself first and foremost as a community of teachers and learners, Skidmore invites faculty to share

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Because of the importance of service to the education of the college, satisfying the appropriate standard relating to this criterion is a necessary condition for contract renewal, tenure, or promotion. Whether a particular form of faculty service is required or elective, its quality and quantity are subject to evaluation.

The broad categories described below encompass a range of professional activities that faculty members can undertake in order to fulfill their responsibilities in service. Faculty members are not expected to perform active service in all of these categories in any one period or even across an entire career. However, they are expected to demonstrate that they are effectively performing their fair share of this important faculty work.

Service to students. The demands of mentoring fall unequally across the faculty. The concern for the personal and academic well-being of students that this work requires is expressed in the time

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D. Reappointment

1. Reappointment of Full-Time Tenure-Track 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 program. The Chair will file these procedures with the Dean of the Faculty/Vice President fo

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b. *Third Year*

- i. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative with supporting evidence to the Associate Dean of the Faculty for Personnel, Development, and Diversity on or before January 15 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 VI [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 reported in ID programs, supporting evidence sent

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Academic Affairs shall offer further three-year contracts to successful reappointment candidates on or before March 1.

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

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iii. Reviews

(A) If the appointee believes that the decision against reappointment was made in violation of

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interests, to maintaining balance and distribution in range of experience and fields of specialization, and to allowing room for development. However, anything like a quota or maximum number of tenured faculty invoked as a criterion reduces decision-making to routine clerical work and flies in the face of AAUP guidelines. Along with AAUP, Skidmore believes that the quality of those who receive tenure is more germane to realizing the educational goals of the College than is the quantity of faculty who are tenured.

The awarding of tenure is based on teaching of high quality and significant growth as well as achievement in scholarly, creative, or professional work, high-quality teaching being the principal criterion. Evidence of contributions to the community's collective affairs at the

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appropriate to the candidate's professional field (see Part One, Article VIII, Section E). The department evaluates by "Guidelines for Advancement in Rank," according to Part One, Article VIII, Section F, and

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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 and in any case no later than May 15 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 15 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.

5. Procedures for Granting Tenure

- a. 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 CAPT.
- b. CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Appeal Committee to all faculty.
- c. 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:
 - i. Full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One [Faculty Rights and Responsibilities], Article VI [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], number 2b [Artist- or Writer-in-Residence]) who are at least their third year of full-time service at Skidmore;
 - ii. Department Chair;
 - iii. Program Directors (where appropriate);
 - iv. For tenure-track faculty appointments that are 100 percent in ID programs, 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.
 - v. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, 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.
 - vi. 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;
 - vii. Materials related to teaching effectiveness, professional accomplishment, and college service submitted by the candidate under consideration;

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viii. Teaching evaluationsThe Department Chair shall bring ~~the~~ attention of CAPT student and

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- h. An individual denied recommendation for tenure may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or may file a complaint following the procedures set forth in Part Six, Article VII [Procedures for Resolving Complaints of Harassment or Discrimination against Faculty Members], provided such a complaint is based on alleged harassment or discrimination in violation of the college's policies as outlined in Part Six.
- i. Candidates for tenure (successful or unsuccessful) shall have access to all written materials in the tenure file immediately after the Dean of the Faculty/Vice President for Academic Affairs has made his/her recommendation known to the candidate. These materials may not be photocopied.
- j. Any member of the Faculty who is considered for tenure by 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.
- k. A candidate for the Dean of the Faculty/Vice President for Academic Affairs may be evaluated for an immediate award of tenure by the following procedure: The President will present the credentials of the candidate for Dean of the Faculty/Vice President for Academic Affairs and evidence for both appointment as Professor and award of tenure to the academic department(s) appropriate to the candidate's professional field. At the same time, the President will also furnish the candidate's credentials and evidence to CAPT. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Section E. (Tenure) number 3 (Eligibility). The Chair of the academic department to which the Dean of the Faculty/Vice President for Academic Affairs will be appointed forwards a written departmental recommendation to CAPT. Simultaneously, CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section E (Tenure),

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- c. The Tenure Review Board will have at its disposal all the materials contained in the original tenure file which was available to CAPT, together with the letter referred to in number 1 above. No other materials may be added, and the TRB will restrict its inquiry to the area or areas of consideration claimed in the candidate's letter to have been inadequate. The TRB may consult with CAPT, members of the candidate's department, and/or the Dean of Faculty/Vice President for Academic Affairs, if necessary. The Board shall be bound by confidentiality.
- d. The Tenure Review Board will convey its recommendation to the President, the Dean of the Faculty/Vice President for Academic Affairs, CAPT, the department Chair or program Director, and the candidate within four weeks after the petition deadline. If the Tenure Review Board has determined that the case merits reconsideration, the Chair of CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the six members of CAPT plus the three members of the Tenure Review Board.

7. Appeal of Negative Tenure Decisions

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

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F. Promotion1. Guidelines for Advancement in Rank

- a. Promotion at Skidmore is awarded not on the basis of time in rank but because of the candidate's demonstration of accomplishments that satisfy the applicable standards at the level specified for the desired rank. Faculty may stand for promotion at their discretion.
- b. For the rank of Associate 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, CAPT, and the administration for evidence of extraordinary merit.
- 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 evidence of continuing high-quality teaching (or, in the case of Library faculty, librarianship) as well as sustained and significant creative or scholarly growth; and significant involvement in the affairs of the college.

To merit promotion, a faculty member must present evidence documenting having met relevant standards in three areas: teaching, scholarship, and service. In promotion the teacher-scholar model remains the primary focus. Yet, having made a life-long commitment to faculty members in their tenuring, it is the college expectation that, with promotion to Associate Professor, and more so with promotion to Full Professor, senior faculty are positioned to take on an increasingly significant share of the responsibilities for service. There is, then, an expected trajectory of service from untenured faculty, whose service is expected to be relatively modest, to Full Professors, who are expected to be the sustaining pillars of college service.

More precisely, a candidate for promotion to Full Professor must demonstrate the following:

sustained high-quality teaching across the range of assigned courses so to show mastery of the craft of teaching in his or her areas of competence. As accomplished teachers, Full Professors are expected to excel in their own classes and, as reflective practitioners of the craft, should also be able to serve as a teaching resource for others. Full Professors are expected to remain committed to their own continuing development as teachers.

a record of sustained and significant engagement with his or her discipline(s), continued development as a scholar or artist, and evidence of success in completing some substantial aspect(s) of his or her research or artistic agenda beyond his or her accomplishments at the time of promotion to Associate Professor. Through this research or creative work, Full Professors are expected to have developed a mature perspective on their field(s) that enables them to situate both their own work and the work of their students in the landscape of their discipline(s). Full Professors are also expected to continue their engagement with their scholarly or artistic discipline(s).

a record of sustained, significant, and effective contributions in service. The college as a community cannot flourish without the contribution of senior faculty. Accordingly, given the college's commitment to faculty in their tenuring, senior faculty are expected to play a leading role in the service that sustains the college community.

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2. Procedures for Promotiona. *Professorial Ranks*

- i. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults as necessary with the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty for Personnel, Development, and Diversity, CAPT, and the Chair of the department concerned. Except in the case of the Library faculty, CAPT's role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.
- ii. Faculty may stand for promotion at their discretion. Consideration for promotion may be initiated by the Department Chair in consultation with the Associate Dean of the Faculty for Personnel, Development, and Diversity or CAPT. The Associate Dean of the Faculty for Personnel, Development, and Diversity in consultation with the Dean of the Faculty/Vice President for Academic Affairs may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider candidate's credentials and to present its recommendation to CAPT. Nomination by the Associate Dean of the Faculty for Personnel, Development, and Diversity for such consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty for Personnel, Development, and Diversity may initiate promotional consideration in the case of Department Chairs. The Department Chair or the Associate Dean of the Faculty for Personnel, Development, and Diversity shall indicate the consultation procedures employed within the department when recommending a promotion.
- iii. By March 15, the Dean of the Faculty/Vice President for Academic Affairs shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Dean of the Faculty/Vice President for Academic Affairs shall provide CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. Chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.
- iv. In the case of a promotion candidate appointed percent to an ID program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to CAPT.
- v. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, 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.
- vi. Candidates being considered for promotion shall be sent a written notice by the Chair of CAPT that they are candidates for promotion.
- vii. All full-time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Part One, Article VI [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], number 2b [Artist- or Writer-in-Residence] shall be consulted and shall write letters to the Chair. The Department Chair must also request letters from Program Directors and from other Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do

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In the case of a promotion candidate appointed to the 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. These letters shall be forwarded to CAPT.

viii. Promotion files shall include the following:

- (1) an updated CV, which makes clear what has been achieved since the last promotion.
- (2) 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 accomplishments. Candidates may also wish to include a statement about achievements and works in progress.
- (3) the ten most recent consecutive semester 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.
- (4) a cover sheet showing courses taught, seminars, and any course releases over the previous six years.
- (5) service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article III (Evaluation Of Faculty For Continued Service And Advancement In Rank), Section 1 (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.

ix. 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 CAPT, or go to the Department Chair and then to CAPT as part of the candidate's dossier. Letters mandated by the department must also be transmitted to CAPT.

x. After conducting its deliberations, 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 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 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 CAPT of his or her recommendation. In the rare instance in which the President does not concur with the recommendations of CAPT, the President meets with 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 CAPT informs the AAC of the recommendations it made to the President.

xi. In the event that CAPT forwards a negative recommendation to the Dean of the Faculty/Vice President for Academic Affairs in a promotion case, CAPT will also notify the Associate Dean of the Faculty for Personnel, Development, and Diversity of the reasons for the recommendation. The Associate Dean of the Faculty for Personnel, Development, and Diversity will present the reasons for a negative recommendation to the candidate. In the event that the Dean of the Faculty/Vice President for Academic Affairs or the President forward a negative recommendation, the Associate Dean of the Faculty for Personnel, Development, and Diversity

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and CAPT will be notified of the reasons for the recommendation. The Dean of the Faculty/Vice President for Academic Affairs will present the reasons for a negative recommendation to the candidate.

- xii. An individual denied recommendation for promotion may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or may file a complaint following the procedures set forth in Part Six, Article VII [Procedures for

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IX. LEAVES OF ABSENCE

A. Sabbatical Leaves of Absence

1. *Purpose*

Sabbatical leaves of absence 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 year. 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 term may include up to one year's leave with 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 2(II Co)-4.5(l(e)-7.o)-03-pt 2(II 5h-i[(ou)-4.)]T5()5.9(1im)]TJ(m)9.6(J -21.863 6he - .0015 T

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arrangements for the applicant's absence. The Dean of the Faculty/Vice President for Academic Affairs' Office will transmit a copy to the Chair of the Faculty Development Committee.

- ii. Applications will be considered jointly by the Dean of the Faculty/Vice President for Academic Affairs and the Faculty Development Committee. The Dean of the Faculty/Vice President for Academic Affairs makes recommendations to the Board of Trustees for final approval.
- iii. Applicants and their departmental Chairs will be notified by November 15 or March 1 (whichever date pertains) of the academic year preceding the leave.

c. Reporting

- i. Major changes in objectives after the leave has been granted must be reported and may be made only by agreement with the Dean of the Faculty/Vice President for Academic Affairs. Petition for such change must be made in writing.
- ii. Upon completion of the leave, a final report shall be sent to the Dean of the Faculty/Vice President for Academic Affairs and the Chair of the department, not later than April 15 in the case of first-semester leaves and November 15 in the case of second-semester or full-year leaves.
- iii. Failure to file a satisfactory sabbatical report will affect eligibility for future sabbatical leaves.

4. *Criteria for Evaluating Proposals*

In evaluating applications, the following will be considered:

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

5. *Sabbatical Salaries*

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

B. Pre-Tenure Paid Research Leaves of Absence

1. *Purpose*

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

2. *Eligibility*

Untenured tenure-track faculty who are either in their first or fourth years of service to the College and who have been reappointed are eligible to apply for the following year. Leaves may be requested for either a full

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year at half-pay or one semester full pay. The College will continue to provide all benefits through the Flexible Benefits Program. Retirement contributions will be calculated on base annual salary paid during the sabbatical. Faculty who are granted the Pre-Tenure Research Leave will not be eligible for a regular sabbatical until they have completed six consecutive years of service to the College following such a leave although this service time may include up to two semesters leave without pay, if so stated in the letter(s) granting such leave.

3. *Procedures and Criteria*

The procedures and criteria for evaluating proposals shall be the same as those stipulated for regular sabbatical leaves of absence. (See Part One [Faculty Rights and Responsibilities], Article IX [Leaves of Absence], Section A [Sabbatical Leaves of Absence], numbers 3 and 4.)

C. Leaves of Absence Without Pay

1. Requests for leaves of absence without pay should be sent to the Dean of the Faculty/Vice President for Academic Affairs. Leaves of absence, other than sabbatical leaves, are granted by the Dean of the Faculty/Vice President for Academic Affairs upon recommendation of the Department Chair concerned. Leaves of absence without pay of up to one full year may count towards tenure at the option of the individual if so stated in the letter granting such leave.
2. If an alternate arrangement has not been made with some outside supporting organization, the College

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Neglect of Duties: serious or habitual disregard of the duties of a faculty member as set forth in this Handbook and/or failure to fulfill other departmental and College duties required of a faculty member.

Professional Misconduct: the violation of College policy.

Personal Misconduct: this term includes, but is not limited to, criminal acts or acts of moral turpitude, especially as those acts interfere with a faculty member's ability to discharge his or her professional responsibilities (which include responsible conduct toward all members of the College community) or substantially and unreasonably impair the ability of other community members to carry out their responsibilities. Moral turpitude shall be assessed according to whether the be

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

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

For reasons of confidentiality, any letter in a faculty member's file will be placed only in the personnel file located in Human Resources (H

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The Associate Dean of the Faculty for

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The Associate Dean of the Faculty Personnel, Development, and Diversity all convey to the GP the statement

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

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in the program. The Director has access to teaching faculty's curriculum vitae, syllabi and teaching evaluations for courses in the program. The Director consults with the appropriate Department Chair when teaching faculty in the program are eligible for appointment, tenure, and promotion.

In the case of tenure-track appointments to programs, the Director consults with the Dean of the Faculty/Vice President for Academic Affairs on the formation of a Program Personnel Committee, and the Director (in consultation with the ID PPC) performs those functions normally assumed by a Chair in recruitment, support, and evaluation of tenure-track faculty with regard to search procedures, appointment, reappointment, promotion, tenure, sabbatical and leave, salary recommendations, faculty development and mentoring, as well as annual letters of evaluation as described in Part B, Article VI, Section 1 and Article XII, Section D, number 3 above.

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

4. *Communication:* The Director should foster effective intra- and inter-program communications among all students, faculty, and administrators, making clear to these constituencies the nature of all program policies and procedures. The Director is responsible for keeping the catalogue description of the program current and accurate and for the annual program report to the Dean of the Faculty/Vice President for Academic Affairs.
5. *Support:* The Director, in consultation with the Dean of the Faculty/Vice President for Academic Affairs and the appropriate Department Chair, if relevant, shall make necessary budgetary provisions for teaching aids such as films, records, slides, videotapes, software,

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XIV. ESTABLISHMENT OR ELIMINATION OF A DEPARTMENT

Academic departments are established or eliminated by the Board of Trustees upon the recommendation of the President in consultation with the faculty according to the following procedures:

- 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 merits. CEPP shall report the existence of such a proposal to the faculty at the next Faculty Meeting.
- B. CEPP shall consider the proposal and rationale in light of all the issues that are relevant to the College's long-range educational goals, and shall explore alternative strategies. During its study, CEPP shall work closely with the administration, the Curriculum Committee, and (in the case of elimination) the department in question, and may be aided by study groups drawn from the College community. In order to allow sufficient time for study, neither CEPP nor the initiators of the proposal may introduce the proposal at a Faculty Meeting until a date upon which they have agreed previously, but not later than twelve months from the time it was first brought to CEPP.
- C. The proposal may be introduced at a Faculty Meeting by CEPP or by those originating the proposal. If either CEPP or the President disapproves of the proposal, this shall be brought to the attention of the faculty with a full explanation, and so recorded in the faculty minutes.
- D. During the interim between the introduction of the proposal at a Faculty Meeting and the faculty vote, CEPP shall arrange for at least one faculty information meeting.
- E. The President shall report the faculty action to the Board of Trustees when making a recommendation for final action.

XV. TERMINATION OF FACULTY STATUS DUE TO THE ELIMINATION OF A DEPARTMENT

Following a decision to eliminate a department according to the procedures in Part One (Faculty Rights and Responsibilities), Article XIV (Establishment or Elimination of a Department), untenured faculty will have the right to satisfaction of their current contract except that they will not have the right to tenure consideration. Tenured faculty should be placed in other positions at the College whenever possible, failing that, should receive a minimum of

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- C. The proposal may be introduced at a Faculty Meeting by Curriculum Committee or by those originating the proposal. If either the Curriculum Committee or the President disapproves of the proposal, this shall be brought to the attention of the Faculty with full explanation and recorded in the faculty minutes and communicated to the Board of Trustees.
- D. The President shall report proposals receiving faculty approval to the Board of Trustees for its action.
- E. Favorable action by the Board of Trustees, either to establish or eliminate a major, must be reported by the College Registrar to the New York State Education Department. A new major must be approved by and registered with the New York State Education Department. A discontinued major must be removed from the register.

XVII. ESTABLISHMENT OR ELIMINATION OF A MINOR

Authority to establish or eliminate minors is vested in the Faculty and Dean of Faculty by the Vice President for Academic

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appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with CAPT and with the concurrence of the Faculty.

XX. PROCEDURES FOR HANDBOOK AMENDMENTS

- A. Proposals for substantive amendments to the Handbook may be initiated by the Faculty, Administration, or Trustees.
- B. These proposals should be brought to the Faculty Executive Committee (FEC), which will refer them to the appropriate faculty committee, e.g., CAPT and/or CAFR (Part One, Articles I through VIII, X, XI, XII through XVIII); CEPP (Part One, Article XIV and Part Two, Article III); Curriculum Committee (Part One, Article XVI); Faculty Development Committee (Part One, Article IX and XVIII); Institutional Policy and Planning Committee (Part Four). The FEC will deal with proposals to Part One, Articles XVII and XIX, and Parts Two (except as noted above), Three, Five and Six. The relevant committees then study the proposal, make necessary modifications, and refer the revised proposal to FEC for presentation to and action by the Faculty.

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 responsibility: 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 responsibility 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:

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

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

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 Dean of Students and Vice President for 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 Associate Director for Curatorial Affairs of the Tang Teaching Museum and Art Gallery; and the Director of Intercultural Studies.

d. such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with CAPT and with the concurrence of the Faculty, and

e. members of the full-time faculty appointed to administrative positions by the Board of Trustees.

Article II. The Presiding Officer

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

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

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

Article III. The Agenda and Minutes

A. Agenda

1. Faculty members should notify the Dean of the Faculty/Vice President for Academic Affairs

Article V. The Right to Speak

A. At Faculty Meetings

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

5. Other persons may speak ~~only~~ when recognized by the Chair.
6. A person may speak more than once before ~~he or she~~ 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~~ Committee of the Whole will entertain a motion to "rise and report."
9. Committee of the Whole discussions ~~will~~ take place during at least tw

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

Article VIII. On all matters of parliamentary procedure not specifically enumerated in the by-laws, the Faculty Meeting shall observe those rules that are of Robert's Rules or the Standard Rules of

Addendum: Summary Table of Rules Relating to Motions

Explanation of the Table. A star shows that the rule heading the column in which it stands applies to the motion opposite to which it is placed; a blank shows that the rule does not apply; a figure shows that the rule only partially applies, the figure referring to the note showing the limitations. Take, for example, "Lay on the Table": the Table shows that it is "undebatable," "cannot be amended," and that an affirmative vote on it "cannot be reconsidered." The four other columns containing blanks show that this motion does not "open the main question to debate," that it does not "require 2/3 vote," that it does "require to be seconded,"

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 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

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 XIX [Faculty Governance]) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the Faculty who are on leave of absence may indicate 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, CEP, Curriculum, Tenure Review Board, CAFR, Honors Council, Faculty Development, Master of Arts in Liberal Studies, Athletic Council, and FAB. Faculty representatives on appointive committees of the Faculty are appointed by FEC from those indicating a

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

FEC convenes the Committee of Committees (consisting of faculty members of FEC, IPPC, CAPT,

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

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

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 Faculty on the award of pre-tenure 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 Ed 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 and the request of the candidate. In the event that the Tenure Review Board determines that a case requires reconsideration, the three members of the TRB will sit together with the six members of CAPT, as the Tenure Appeal Committee, to reconsider the case.

Membership: Three tenured faculty members, elected to serve a three-year term, at least one of whom has previously served on CAPT. All members of the Board must have been tenured for at least two years. No two members

Affairs and Director of Campus Life; the Director of the First-Year Experience; and three students appointed from members of the Forum.

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

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

Membership: Eight members of the Faculty, at least six of whom must be tenured and two of whom

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

2. Instructors may bar from a final examination a student whose absence they consider excessive or whose class work is not deserving of credit. A student who misses more than a third of the sessions may expect to be barred from final examination. In such cases, the course grade will be recorded as F.
3. Instructors who observe frequent absence or tardiness of a student in their classes should report this to the Associate Dean of the Faculty

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 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 depart

E. Peer Evaluations of Teaching

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

F. Student Evaluations1. *All-College Student Evaluations*

- a. All members of the Faculty will have their courses evaluated each term by students enrolled in their courses. The evaluation shall be administered in a uniform manner which protects confidentiality. The Dean of the Faculty/Vice President for Academic Affairs will provide the forms to each department.
- b. Each term, Department Chairs shall return the completed evaluations to the Dean of the Faculty/Vice President for Academic Affairs, who shall be responsible for processing the evaluations. The Dean of the Faculty/Vice President for Academic Affairs shall return the summaries to the Department Chairs for retention in department files.
- c. Summaries shall be made available ~~each~~ to the faculty being evaluated.
- d. The evaluations shall be available to the Associate Dean of the Faculty for Personnel, Development, and Diversity, to the Dean of Faculty/Vice President for Academic Affairs, and to the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, evaluations shall be available to CAPT for its examination during consideration for reappointment, promotions, or tenure.
- e. Faculty members have a right to receive a fair and honest evaluation. A faculty member who feels this right has been violated may pursue the matter through any of several channels

PART THREE

ALL-COLLEGE GOVERNANCE

I. ALL-COLLEGE COMMITTEES

A. Preamble

In addition to serving on faculty committees, as described in Part Two, and in departmental governance, faculty members participate in College governance by serving on a variety of committees (collectively

finding or sanction; or (c) the sanctions imposed are substantially outside the guidelines set by the College for this type of violation or the cumulative conduct report of the respondent.

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 who may or may not have heard the case in question; the Dean of Faculty/Vice President for Academic Affairs as Chair; and two students drawn from the Integrity Board pool who may or may not have participated in the Integrity Board hearing. For social integrity cases, one faculty member appointed by FEC, drawn from the pool of faculty serving on the Integrity Board who may or may not have heard the case in question; the Dean of Students and Vice President for Student Affairs as Chair; and two students serving on the Integrity Board who may or may not have heard the case in question.

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

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

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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 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 birth 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://www.skidmore.edu/hr/documents/FacultyLeaveRequestForm.pdf>

In the event that a faculty member chooses to return to the classroom mid-semester

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

<http://www.skidmore.edu/hr/documents/FacultyParentalLeavePolicy.pdf>

IV. TUITION BENEFITS

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

- Matriculated Students at Skidmore College
- Non-Matriculated Students at Skidmore College
- 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

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PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

The President is the executive head of the College and shall have 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~~ ^{submit} 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~~ ^{approval} 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, in 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 ~~other~~ ^{other} persons as it sees fit, pending the President's return or the election of a new President.

B. President's Cabinet

and scholarly effectiveness in the Faculty and in ~~training~~ orderly departmental governance and a spirit of professional cooperation. The Dean of the Faculty ~~University~~ 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

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

The Associate Dean of the Faculty for Academic Policy and Advising, appointed by the Dean of the Faculty/Vice President for Academic Affairs, is responsible for matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which typically include matters relating to the development and implementation of the academic program, especially as it relates to students. The Associate Dean of the Faculty for Academic Policy and Advising addresses questions regarding academic policy, academic integrity, curriculum development, and aspects of academic advising, student grants, and experiential learning.

The Registrar, the Director of the First-Year Experience, the Director of Academic Advising, the Director of the Off-Campus Study and Exchange Program, the Director of the Opportunity Program, the Director of Moore Documentary Studies Collaborative, and the Student Academic Development Coordinator report directly to the Associate Dean of the Faculty for Academic Policy and Advising.

The Dean of the Faculty/Vice President for Academic Affairs appoints the Director of the First-Year Experience, who works with the Associate Dean of the Faculty for Academic Policy and Advising.

and cultural programming; career planning; religious life programs; international and ALANA student concerns.

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

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

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

VII. THE VICE PRESIDENT AND DEAN OF ADMISSIONS AND FINANCIAL AID

The Vice President and Dean of Admissions and Financial Aid is appointed by the President and sits on the President's Cabinet. He/She holds broad responsibility for managing the recruitment, admission, enrollment, and retention of a talented and diverse student body. The Vice President and Dean of Admissions and Financial Aid also oversees those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Vice President and Dean of Admissions and

person who is the Vice President, but also with the effectiveness of the Vice President's staff and the extent to which tasks that the Vice President's staff is responsible for are being carried out effectively.

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

Reviews should begin by considering the relevant job description. The job description will include, among other things, the definition of a set of goals and activities. The review committee will then determine how well the individual has carried out those activities and achieved those goals. If a recent job description is not already available at the time of the review, one should be composed by the Officer under review and his or her supervisor.

Composition of the Review Committee

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

Detailed Procedures

1. The review process will be initiated by the President at the beginning of the appropriate academic year, but in no case later than November 1.
2. In consultation with the President and the officer being reviewed, the committee will review the job description for current adequacy, will draw up a list of the specific office functions to be evaluated along with the individual officer, and will determine what individuals will be contacted and asked for comments. The officer under review may add names of particular individuals, from either inside or outside the College, to the list of those to be contacted.
3. After reading the letters of evaluation and before writing the summary report, the review committee will meet separately with the officer under review and the President.
4. The summary report will be given to the officer under review no later than April 1. A discussion of the report with the committee shall be scheduled with the officer being reviewed shortly thereafter, but in any case no later than May.
5. The President and the Chairperson of the Review Committee will meet with CAPT to provide an oral report summarizing the results of the review. The members of CAPT shall be bound by its rules of confidentiality in not discussing the report with any individuals outside CAPT, or disseminating its contents in any manner.
6. CAPT will have the responsibility of monitoring the review process.

Confidentiality

It is extremely important that the rights of both the

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 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 approved by CAPT and the President

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 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, 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.

B. Policy on Diversity

The principal mission of Skidmore College is the education of predominantly full-time undergraduates – a

critical and intercultural skills, and an appreciation of their individual and social responsibilities as citizens of the world. Meeting these objectives is central to our achieving new levels of excellence.

C. Policies on Accessibility and Accommodations

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

Accessibility and Accommodations Policy

In accordance with applicable federal and state laws protecting qualif

F. Policy on Consensual Sexual Relationships Involving Students

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

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

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

insured or uninsured protection should their conduct become the subject of civil or criminal legal proceedings.

B. Sexual Harassment Defined

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

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

submission to, or rejection of, the conduct is used as the basis for employment or academic decisions 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, safety, 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 (hostile work environment harassment).

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

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

Faculty members, staff, and students should report 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

complaints be filed within 300 days; New York State law requires that an administrative complaint be filed within one year.

Confidentiality. To the extent possible, those filing complaints will endeavor to maintain the confidentiality of all parties involved in the informal and formal process. This confidentiality extends to those seeking assistance, to those filing a complaint, respondents, and to those serving as witnesses; confidentiality also extends to those creating or reviewing any documents related to the complaint. Information about the complaint is therefore provided only to those individuals within the College who have a need to know that information in order to investigate and/or resolve the complaint. This requirement of confidentiality does not mean that the details of the complaint will be withheld from the respondent.

Nevertheless, the College cannot guarantee absolute confidentiality. In order to ensure compliance with College policies and federal and state laws, the College may be required to disclose information about a complaint to agencies or to individuals not involved in the complaint. Moreover, when the complaint involves alleged acts of a criminal nature, the College may be required by law to notify law enforcement authorities. The College may also publicly divulge the outcome if one of the parties discloses selective portions of the proceedings or if the complainant or respondent contests the findings or results of the College's investigation in the course of a lawsuit.

Filing a Complaint

Faculty members, staff members, students should report instances of alleged harassment or discrimination by faculty members to one of the following:

the appropriate Department or Program Chair;

the Dean of Faculty/Vice President for Academic Affairs or the Dean of Special Programs (DSP);

Supervisor;

Associate Vice President for Finance Administration and Director of Human Resources or his/her designee; or

ADEWD.

Students may report to any of the above or to the Dean of Students and Vice President for Student Affairs.

All the above officials will convey information received to the ADEWD, who will initiate an informal inquiry.

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.

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

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

The complainant will not have the right to

have an attorney present;

record the meeting;

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);

receive a copy of the complete complaint file.

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

The respondent will have the right to

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

receive a copy of the written complaint;

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

respond to the complaint;

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

request mediation;

have a meeting with the ADEWD after the informal inquiry;

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

The respondent will not have the right to

have an attorney present;

record the meeting;

ask questions of the complainant or witness(es);

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

receive a copy of the complete complaint file.

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

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; a complaint involving an academic advisor in the external degree programs or an instructor in Special Programs will be brought to the attention of the DSP by the ADEWD. At that time, the Dean of the Faculty/Vice President for Academic Affairs or DSP will confer with the Chair of CAFR to ascertain whether the complaint has to do with academic freedom and therefore should be handled by CAFR or whether the complaint has to do with harassment or discrimination, in which case the College will follow the process outlined in Part Six, Article VII of this Handbook. In making this determination, the ADEWD, the Dean of the Faculty/Vice President for Academic Affairs or DSP, and the Chair of CAFR will consider the signed complaint and the signed response to the complaint. If there is a disagreement between the Dean of the Faculty/Vice President for Academic Affairs or DSP and the Chair of CAFR, the President will decide on the process to be followed.

C. Informal Complaint Resolution

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

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;

record the meeting;

ask questions of the complainant or respondent;

review the complete complaint file and all associated documents;

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.

D. 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 complaint as outlined above, the complainant will have the right to submit a formal written complaint within 10 days to the ADEWD. The formal complaint must be signed and should be delivered (return receipt requested) to: Human Resources, Barrett Center, Skidmore College, Attn: ADEWD, 815 North Broadway, Saratoga Springs, NY 12866. Under certain circumstances, however, the College may be required to continue its investigation, even in the absence of a formal written complaint.

The formal complaint must include the following:

1. The complainant's name, address, telephone number(s), and e-mail address.
2. A complete description of all the alleged incident(s) or actions leading to the complaint.
3. Names of witnesses and information they can offer relative to the complaint.
4. Witness contact information (phone numbers, e-mail addresses).
5. All documents and other tangible evidence available to support the allegations.
6. Identification of a representative (if there is one) and his/her relationship to the complainant.
7. The complainant's signature and date.

E. Advisory Panel (AP)

When a faculty member is formally accused of harassment or discrimination, the College's procedures establish opportunities for other faculty members to provide advice and recommendations. Such faculty

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 days 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

I. 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 complainan

providing oral or written testimony, and providing letters, emails, voice messages, notebooks, gifts or other evidence in any such proceeding. Finally, cooperation includes the expectation that all parties to a complaint, inquiry, or investigation will maintain the confidentiality of the process and not attempt to influence any other party to the process.

B. Extension of Time Periods.

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

C. Retaliatory Actions

E. For Additional Information or Assistance

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

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

PART SEVEN

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