

FACULTY RIGHTS AND RESPONSIBILITIES

PREAMBLE

FACULTY RIGHTS AND RESPONSIBILITIES

PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

The faculty consists of all full and part-time teaching and library personnel and those in shared appointments holding the ranks defined in Part One, IV Categories of Appointments to the Faculty, Topics A (Tenure-track Appointments), B (Pre-tenure-track Appointments), C (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, Article IV Appointment to the Faculty, Part One, Article VIII Tenure, Part Four, Benefits, Part One, Article XIX Faculty Governance, and Part Two, Article I Faculty Meetings, Topic A on voting rights.

II. 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 Vice President for Academic Affairs and Dean of the Faculty.

Faculty are entitled to freedom in the classroom in discussing their subject, but should be careful not to introduce into their teaching controversial issues which have no relation to their subject matter. Controversy that is directly related to a teacher's subject matter is recognized as an important part of intellectual inquiry, and it is not the intent of this statement to limit such controversy.

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

III. ACADEMIC FREEDOM AND TENURE

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

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shall be May 31, and the Vice President for Academic Affairs and Dean of the Faculty must notify the appointee of termination in writing by June 15.

2. An appointment that is not terminated during the first year shall remain in effect through the third year.

B. Pre-tenure track Appointment

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

C. Non-tenure track Appointments

1. The Vice President for Academic Affairs and Dean of the Faculty makes all appointments to non tenure-track positions in consultation with the Chair of the department concerned and (where appropriate) program directors.

Full-time and shared appointments as Library Faculty, Artists- and Writers-in-Residence, and Teaching Associates will be made initially for three years, the first year being a probationary one. The appointee's department may request the Vice President for Academic Affairs and Dean of the Faculty on or before February 15 of the first year to terminate his or her contract. [If the Vice President for Academic Affairs grants the request], he or she shall notify the appointee of such termination in writing on or before March 1 of the first year of the appointee's contract. If the appointee begins his or her contract in mid year (January), the date for the department's request to the Vice President for Academic Affairs and Dean of the Faculty shall be May 31, and the Vice President for Academic Affairs and Dean of the Faculty must notify the appointee of the termination in writing by June 15. An appointment that is not terminated during the first year shall remain in effect through the third year.

Full-time and shared appointments as Research Associates and Department Assistants will be made for one year, renewable. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable.

2. The following titles are currently recognized for professional personnel outside the tenure-track:

a. Library Faculty: Library Faculty are full-time members of the faculty. Promotion from Assistant to Associate Librarian and to Librarian is granted according to the procedures specified in the Faculty Handbook: Part One Faculty Rights and Responsibilities, Article V Evaluative Criteria for Continued Service, Topic C Non Tenure-track Faculty, 1 Library Faculty.

Those Library faculty tenured as of 1993-94 will retain tenure. Library faculty whose appointments were effective prior to July 1, 1994 will have a choice of whether to stand for tenure or for contract renewal at the appropriate time. Library faculty whose appointments take effect on or after July 1, 1994 are eligible only for contract renewals as described below (See Part One Faculty Rights and Responsibilities, Article VII Reappointment, Topic B Reappointment of Librarians).

b. Artist or Writer-in-Residence: An Artist- or Writer-in-Residence is a full-time teaching member of the faculty. The title recognizes achievement, experience, and acclaim. The appointee may or may not have the academic credentials required for appointment at a professorial rank. Promotion to Senior Artist- or Writer-in-Residence is granted by the Vice President for Academic Affairs and Dean of the Faculty upon the recommendation of the department.

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

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

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

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Promotion to Senior Teaching Associate is granted by the department according to departmental procedures and with the consent of the Vice President for Academic Affairs and Dean of the Faculty.

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

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

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

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

D. Appointments to Endowed Chairs

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

V. EVALUATIVE CRITERIA FOR CONTINUED SERVICE

A. Tenure-track Faculty

Decisions to reappoint, promote, or tenure faculty members at Skidmore are based on the quality of their credentials in three areas: performance as teachers, achievement as scholars or artists, and contribution to the welfare of the college community beyond the classroom. Teaching of high quality is paramount, the primary criterion for retention or

unusual productivity will compensate for unsatisfactory teaching. Yet high-quality teaching is but one of three criteria, and alone will not suffice. Skidmore seeks to develop and retain first-rate teacher-scholars whose professional achievements beyond teaching demonstrate a will and capacity to make significant contributions to the arts or to learning in the appropriate field. Skidmore also expects faculty members to assume responsibility for the common life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

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publications and research. Effective teaching and sound scholarship are mutually reinforcing, in other words; Skidmore expects its faculty to be active in the profession because scholarly pursuits revitalize teaching even as teaching points scholars in new directions.

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

COMMUNITY SERVICE: Service to the college community goes beyond tasks the fulfillment of which Skidmore assumes rather than rewards--attending department and general faculty meetings, for example, advising students (which includes the whole range of student-faculty relationships outside the classroom), holding office hours, taking part in recruiting and evaluating personnel, etc. (cf. Part One Faculty Rights and Responsibilities, Article VI Rights, Obligations, and Responsibilities). Service presupposes a sense of responsible citizenship, or collegiality, and is essential at any residential college and more essential still at a residential college whose core program is interdisciplinary. The structure and delivery of such a program depends on the interactions of colleagues within what the philosopher Polanyi described as "overlapping academic neighborhoods" and a common educational investment that transcends parochial interests. Community service, in a word, expresses the extent of one's commitment to the institution.

Yet flexibility is needed in determining the quality of a faculty member's service because the term subsumes an array of activities too extensive and amorphous to classify, including public service beyond the immediate Skidmore community that clearly relates to the candidate's professional discipline. Some of the more common and clearest examples are contributions that directly stimulate the intellectual atmosphere of the college or sustain conditions for stimulating it--arranging field trips and symposia, presenting public readings or lectures, sitting on panels, and, on a less formal, day-to-day basis, exchanging ideas and debating issues of common concern. Participation in faculty governance is another important option requiring skills and commitment that answer the needs of the college. Although tenure should not be considered as a reward for

administrative or committee work, the skills, counsel or vision so demonstrated may answer real needs. These and other special aptitudes or achievements may strengthen a candidate's case.

B. Pre-tenure-track Faculty

Criteria for pre-tenure-track faculty are (1) teaching excellence, as defined above for tenure-track faculty, and (2) progress toward the terminal degree (See IV Appointments to the Faculty, Pre-tenure-track Faculty).

C. Non-tenure-track Faculty

1. Library Faculty:

Decisions to reappoint or promote Library faculty members at Skidmore are based on the quality of their credentials in three areas: librarianship, achievement as scholars and members of the profession, and contributions to the welfare of the college community. Librarianship of a high quality is paramount, the primary criterion for retention or advancement; but Library faculty must demonstrate an ability to make significant contributions to the profession through scholarship and professional activities. In addition, Skidmore expects faculty members to assume responsibility for the communal

(Department Chair, Vice President for Academic Affairs and Dean of the Faculty, CAFR, Diversity and Affirmative Action Committee, 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, or make suitable arrangements approved in advance by department chairs for limited replacement. Other responsibilities may include supervision of field work, 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 whenever 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.

c. Reviews

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

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

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

2. Third Year

a. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Vice President for Academic Affairs and Dean of the Faculty on or before January 15² 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, IV Categories of Appointments to the Faculty, Topics A Tenure-track Appointments and IV C.b. 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.

b. The Vice President for Academic Affairs and Dean of the Faculty must, on or before February 15³, recommend to the President either a further three-year contract or termination of the individual's service. The Vice President for Academic Affairs and Dean of the Faculty shall base this recommendation on the evidence submitted by the candidate's department, and on the standards of excellence which the Dean maintains for the faculty as a whole.

c. The Vice President for Academic Affairs and Dean of the Faculty will report reappointment recommendations to CAPT on or before February 15⁴.

² Specific dates determined by CAPT and published in its annual Operating Code and Calendar.

³ See annual CAPT Operating Code and Calendar

⁴ *Ibid.*

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d. If the recommendations of the department and the Vice President for Academic Affairs and Dean of the Faculty differ, CAPT will review the candidate's file and make a third recommendation to the President. This recommendation will be made on or before February 25⁵.

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

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

g. Reappointment consideration of faculty holding shared appointments follows the above procedures. If one partner in a shared appointment is not reappointed, the reappointed partner may at his or her option assume a full-time faculty position at the end of the other partner's terminal year. Should he or she choose not to do so, the position will no longer be tenure-track.

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

i. The President shall convey the result of a review to the candidate on or before May 1.

B. Reappointment of Librarians

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

⁵ *Ibid.*

After the initial six years, Library faculty who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract. If the review is negative, the faculty member will be given a probationary contract, the minimal length of which will be one year. The length of the probationary

President for Academic Affairs and Dean of the Faculty at the time of the first reappointment.

2. Faculty members in shared positions will be considered for tenure individually but simultaneously as early as their sixth year or as late as their ninth year of service at the college. If one tenured partner leaves the position, the remaining tenured partner will be granted an individual, full-time tenure appointment to the previously shared position; he or she may not retain his or her portion of the shared contract in the absence of the other partner. The tenuring of partners for part-time employment on a shared appointment arrangement constitutes a special tenure situation limited to such contracts.

3. Those initially appointed to the ranks of Associate Professor or Professor, without prior tenure, may choose to become candidates for tenure at the beginning of the fall term of their fifth year of service as faculty members; those with tenure at a previous institution may choose to become candidates for tenure as early as the beginning of the fall term of their second year of service as faculty members. Faculty members denied tenure will be given a terminal year.

4. Part-time appointees are not eligible for tenure. Should such an appointment become full-time, the part-time service may accumulate, at the option of the faculty member after consultation with the Vice President for Academic Affairs and Dean of the Faculty and department Chair, toward the service requirement for tenure eligibility to a maximum of three years in full year increments. Partial year accumulations will not count toward tenure.

5. A candidate for Vice President for Academic Affairs and Dean of the Faculty may, prior to such an appointment, be evaluated for appointment as Professor by the academic department(s) appropriate to the candidate's professional field. The department evaluates by "Guidelines for Advancement in Rank," according to Part One Faculty Rights and

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count at all. This option must be decided upon at least one year before the faculty member can be considered for tenure. The chosen option must be specified by the faculty member to the Vice President for Academic Affairs and Dean of the Faculty in writing.

3. In the case where a faculty member is granted a leave of absence without pay, whether the leave is for a full year or one semester, the faculty member may choose to have the year count as a year of service or not count at all. This option must be decided upon at the time the leave is granted, and must be specified in the letter granting the leave. (See also Part One Faculty Rights and Responsibilities, Article XI Leaves of Absence.)

E. Procedures for Granting Tenure

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

2. The CAPT shall annually disseminate its calendar, its operating code, and the CAPT Review Committee (until 2000-2001 when the Tenure Appeals Committee supersedes the CAPT Review Committee) operating code to all faculty.

3. The CAPT has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community. Sources of this information include:

a. Full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, IV Categories of Appointments to the Faculty, Topics A. Tenure-track Appointments and C.b. Artist or Writer-in-Residence) who are in at least their third year of full-time service at Skidmore;

b. Department Chair;

c. Program Directors (where appropriate);

d. Sources suggested by the candidate under consideration including Administrative

procedures. Classroom visitations are a mandatory part of the process (see Part Two Faculty Governance, Article III Academic Policies, Topic D Peer Evaluations of Teaching).

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

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

4. Unsolicited letters received by the CAPT must be signed and must address themselves to one or more of the evaluative criteria for continued service as delineated in the Faculty Handbook. Such letters will be stored in a confidential file labeled "Unsolicited Letters" and kept in the President's Office (or the CAPT Reading Room) as required by law. Within seven days of the date stipulated by the annual CAPT calendar for receipt of all letters, the chair of CAPT will give the candidate a list of names of those who have written unsolicited letters about the candidate.

5. The following procedures should be observed:

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

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

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7. Notice of the Board of Trustees' decision regarding tenure must be given on or before March 1 of the appropriate year. Tenure status is effective immediately.
8. An individual denied recommendation for tenure may ask for a hearing before the CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or before the Diversity and Affirmative Action Committee, provided such hearing is based on alleged discrimination in violation of the College's Affirmative Action Policies.
9. Candidates for tenure (successful or unsuccessful) shall have access to all written materials in the tenure file immediately after the Vice President for Academic Affairs and Dean of the Faculty has made the President's recommendation known to the candidate. These materials may not be photocopied.
10. Any member of the faculty who is considered for tenure by the CAPT and the Administration shall be granted an additional but terminal year in the event that tenure is not granted. Similarly, an additional terminal year will be granted to any member of the faculty who is eligible to stand for tenure but elects not to do so.
11. A candidate for the Vice President for Academic Affairs and Dean of the Faculty may be evaluated for an immediate award of tenure by the following procedure. The President will present the candidate's credentials and evidence for both appointment as Professor

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deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.

3. The Tenure Appeal Committee may consult with the President, the Vice President for Academic Affairs and Dean of the Faculty, or members of the candidate's department at any time.
4. The operating procedures to be followed by the Tenure Appeal Committee will be made available to the candidate well in advance of the proceedings. The Chair of CAPT shall preside over appeal proceedings.
5. The Appeal Committee shall conduct a review only once.
6. The Appeal Committee shall convey its written recommendation to the President upon completing its deliberations.
7. The President shall convey the result of a review in a letter to the candidate, and shall state therein the reasons for recommending or not recommending tenure. The letter will be sent within 10 days of receipt of the Appeal Committee's recommendation, with a copy to the Appeal Committee.

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librarianship) as well as distinguished achievement attesting to further growth in scholarship, creative or professional work; and significant involvement in the affairs of the College.

B. Librarian Ranks

Promotion from Assistant to Associate Librarian and Librarian is granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the department. Consideration for promotion may be initiated by the Chair of the Library in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Chair of the Library. The Chair of the Library shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

C. Artists-in-Residence and Writers-in-Residence

Promotions to Senior Artists- or Senior Writers-in-Residence are granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the Department. Consideration for promotion may be initiated by the Department Chair in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Department Chair. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service. The criteria for promotion parallels those set for the rank of Professor in the Faculty Handbook, Part One Faculty Rights and Responsibilities, Article X Promotion, Topic A Professorial Ranks.

D. Teaching Associates

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

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iv. Applications must be received by the Office of the Vice President for Academic Affairs and Dean of the Faculty no later than January 15 of the academic year preceding the desired leave. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

b. Consideration:

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

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

iii. Applicants and their departmental Chairs will be notified by March 1 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 Vice President for Academic Affairs and Dean of the Faculty. Petition for such change must be made in writing.

ii. Upon completion of the leave, a final report shall be sent to the Vice President for Academic Affairs and Dean of the Faculty, 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 third 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 year at half-pay or one semester at 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 Paid Research Leave will not be eligible for a regular sabbatical until they have completed 6 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 are the same as those stipulated for regular sabbatical leaves of absence. (See Part One, Article XI Leaves of Absence, Topic A Sabbatical Leaves of Absence, 3 and 4.)

C. Leaves of Absence Without Pay

1. Copies of requests for leaves of absence without pay should be sent to the Vice President for Academic Affairs and Dean of the Faculty. Leaves of absence, other than sabbatical leaves, are granted by the Vice President for Academic Affairs and Dean of the Faculty upon recommendation of the department Chair concerned. Leaves of absence

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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

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the Vice President for Academic Affairs and Dean of the Faculty, in consultation with the members of the department concerned.
2. Appointments to the Chair are for one year and are renewable; four to eight years is the normal length of service. A Chair (tenured or untenured) may not be removed as Chair during the course of an academic year except for cause.

C. Procedures for Review

1. Department Chairs shall be reviewed once every four years. In the event of an intervening sabbatical or leave of absence the review will take place in the fifth year. More frequent reviews may take place at the request of the Chair or the Vice President for Academic Affairs and Dean of the Faculty. Untenured faculty serving as Chairs at the time of review for reappointment or for tenure shall be reviewed separately as Department Chairs.
2. The review of a Department Chair shall be conducted by the Vice President for Academic Affairs and Dean of the Faculty. Each member of the department shall be requested to present a written evaluation to the Vice President for Academic Affairs and Dean of the Faculty. All such statements shall be confidential.
3. Student majors in the department shall also be involved in the review of Chairs, each department determining its method of student involvement.

D. Obligations Pertaining to Department Chairs

1. Leadership: The Chair is responsible to the College, to the department, and to the administration for the effective leadership of the department; the Chair is responsible to the department for the effective and accurate representation of its interests and concerns to the administration. Chairs should strive to recruit and maintain faculty who demonstrate excellence both in teaching and professional accomplishment. They should coordinate and stimulate participation in departmental affairs by all faculty and, where appropriate, students, and strive to keep departmental morale high. They should, moreover, maintain sensitivity to the world outside their disciplines and the College, and continually attempt to keep their departments aware of and responsive to the larger educational and social contexts in which they function.
2. Curriculum: The Chair, in consultation with other department members, is responsible for the department's course offerings and major requirements. Insofar as is possible, faculty should be permitted to teach the courses they prefer in the areas of their particular expertise, providing that student needs are met. Scheduling of courses and determination of examination policies should, insofar as possible, reflect the wishes of the department

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members teaching those courses. The Chair should take into account the needs of the students as well as the discipline in the shaping of the curriculum. The Chair has the primary responsibility for encouraging faculty to advise students conscientiously and carefully and also to keep library and resource materials current.

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

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

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

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

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

A. Criteria for Appointment

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

B. Procedures for Appointment

1. Appointment of a Pro2

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3. Students in the program shall also be involved in the review of Directors, each program determining its method of student involvement.

D. Obligations Pertaining to Program Directors

1. Leadership: The Director is responsible to the College, to the program, and to the administration for the effective leadership of the program; the Director is responsible to the program for the effective and accurate representation of its interests and concerns to the administration. Directors should strive to advocate, promote, and coordinate faculty participation in the program. They should coordinate and stimulate participation in program affairs by all faculty and, where appropriate, students, and strive to keep program morale high. They should, moreover, maintain sensitivity to the world outside their programs and the College, and continually attempt to keep their programs aware of and responsive to the larger educational and social contexts in which they function. Directors should ensure that the interdisciplinary nature of the programs remain central to the mission of the College.

2. Curriculum: The Director, in consultation with other program members, is responsible for the program's course offerings and requirements. Directors, in consultation with teaching faculty and department Chairs, will coordinate the scheduling of courses. The Director should take into account the needs of the students as well as the program in the shaping of the curriculum. The Director has the primary responsibility for advising students in the program and also keeping library and resource materials current.

3. Personnel: The Director, in consultation with appropriate department Chairs, is responsible for seeking out highly qualified candidates to teach in the program. The Director renders guidance and assistance to faculty in the program. The Director has

E. Procedures for Evaluation

1. The candidate's department Chair shall take into account the candidate's contributions

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B. CEPP shall consider the proposal and rationale in the context 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.

XVII. 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 XVI 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, but failing that, should receive a minimum of two years notice prior to termination.

XVIII. ESTABLISHMENT OR ELIMINATION OF A MAJOR

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

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

B. The Curriculum Committee shall consider the proposal and rationale in the context of all the issues that are relevant to the college's long-range educational goals. During its study the Curriculum Committee shall work closely with the administration and the

department (or departments) of the major in question. In order to allow sufficient time for study, neither the Curriculum Committee nor the initiators of the proposal may introduce the proposal at a 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 the Curriculum Committee.

C. The proposal may be introduced at a faculty meeting by Curriculum Committee or by those originating the proposal. If either Curriculum Committee or the President disapproves of the proposal, this shall be brought to the attention of the faculty with full explanation, and so recorded in the faculty minutes and communicated to the Board of Trustees.

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

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

FACULTY RIGHTS AND RESPONSIBILITIES

B. These proposals should be brought to the CFG, which will refer them to the appropriate faculty committee, e.g., CAPT and/or CAFR Part One, Article I through X, XII through XV, and XVII; CEPP Part One, Article XVI and Part Two, Article III; Curriculum Committee Part One, Article XVIII; Faculty Development Committee Part One, Article XI; Financial Policy and Planning Committee Part Four; Diversity and Affirmative Action Committee Part Seven. CFG will deal with proposals to Part One, Articles XIX and XX 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 the CFG for presentation to and action by the faculty.

C. If the CFG declines to bring a proposal for handbook revision to the Faculty, the initiator of the proposal may then introduce it directly to the Faculty.

D. If the Faculty approves a revision to Part Two of the Handbook, the revision will then be adopted. If the Faculty approves a revision to Part One or Part Four, the revision will be forwarded to the President, and by the President to the Board of Trustees with a recommendation for final action. The revision will then be adopted if both the President and the Trustees give approval. Revisions to Parts Five and Six will be adopted once the office being described and the CFG have agreed upon the revision. Revisions to Part Three will be adopted once the All College Council, Student Government Association (SGA) and the Committee on Faculty Governance (CFG) have agreed upon the revision.

FACULTY GOVERNANCE

PART TWO

FACULTY GOVERNANCE

PREAMBLE

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

Faculty governance provides the principal structure through which faculty members express their views and inform college policy. Faculty governance is (1) especially concerned with those subjects for which faculty members have primary responsibilities: academic freedom, academic standards, educational policy and curriculum, faculty status, and self governance, (2) also concerned with those subjects in which faculty members have a major interest and share responsibilities with other constituencies: financial policy

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 and faculty holding shared appointments at the rank of assistant professor or above,
 - b. visiting instructors, librarians, artists-in-residence, writers-in-residence, and full-year full-time lecturers,
 - c. the President, the Vice President for Academic Affairs and Dean of the Faculty, the Dean of Admissions and Student Aid, the Associate Dean of the Faculty, the Dean of Student Affairs, the Dean of Studies, the Dean of Special Programs, the Registrar and Director of Institutional Research, the Senior Associate Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies, the Director of Summer Sessions and Summer Special Programs,
 - d. and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty.
2. A voting member of the faculty who is on leave of absence may vote in faculty meetings. Faculty members on leave will be notified of faculty meetings only through normal college channels.
3. Proxy votes and absentee ballots are not allowed in faculty meetings.

D. Eligibility to Attend

1. Teaching associates departmental assistants, part-time faculty and administrators without faculty status are invited to attend and participate in faculty meetings, on a permanent or temporary basis, but without a vote.
2. The following students are also invited to attend but without a vote: six students to be selected in a manner determined by the Student Senate, students on faculty and all-college committees when items relevant to their committees are on the agenda, one representative from the Skidmore Radio Station, one representative of the Skidmore Television Station, and one representative of the Skidmore News.

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 Vice President for Academic Affairs and Dean of the Faculty;
2. The Chairperson of the Committee on Faculty Governance;
3. A member of the Faculty selected by the Faculty Meeting.

FACULTY GOVERNANCE

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

Article III. The Agenda and Minutes

A. The Agenda.

1. Faculty members should notify the Office of the Vice President for Academic Affairs and Dean of the Faculty of items they wish included on the agenda at least 24 hours prior to the meeting.
2. The agenda shall be distributed to the Faculty no later than the morning of the day of the Faculty Meeting.
3. The order of the agenda may be changed by the presiding officer, subject to challenge by a majority vote of the Faculty Meeting.

B. Minutes

1. The Vice President for Academic Affairs and Dean of the Faculty shall appoint a note-taker for the Faculty Meeting.
2. The Vice President for Academic Affairs and Dean of the Faculty is responsible for distributing minutes of all official meetings to all members no later than one week in advance of every meeting.
3. Approval of the minutes shall normally be the first item on the agenda.

Article IV. Quorum

A. A quorum shall be necessary for

1. votes on matters of policy (see Article VII, A);
2. votes to suspend the rules;
3. votes to go into executive session (see Article VII, B);
4. votes to amend the by-laws.

B. The quorum shall be 75 members.

Article V. The Right to Speak

A. At Faculty Meetings

1. The chairperson shall not speak to a motion while occupying the chair.
2. Other persons may speak only when recognized by the chair.
3. The speaker should address the chair.

4. The speaker should limit the length of remarks to a reasonable length (observing the guideline of two minutes).
5. A person may speak once on a motion and may speak a second time only after all other persons wishing to speak have spoken once. The only exception is that the maker of the motion has the privilege to be the final speaker before the vote.
6. The speaker should have the floor, but should not assume the chair.
7. The speaker shall not be interrupted except for the following:

- a. Point of order- raised to question any proceeding or motion that a member believes is in violation of the rules. The chair rules on the validity of the point and the ruling may be appealed. An appeal must have a second. The decision of the chair is sustained by a majority or tie vote.
- b. Point of personal privilege- raised concerning the rights, reputation, comfort, safety or conduct of a member.
- c. Point of information- a request of the chair for an answer concerning the background or content of a motion vote.
- d. Parliamentary Inquiry- a request of the chair for information concerning parliamentary law. The chair may refer this to the parliamentarian.
- e. Permission to withdraw a motion.
- f. Call for a division of the assembly to retake a vote.

8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the faculty may entertain a motion to consider a motion, subject, or problem informally (see V.C.1).

B. Committee of the Whole. This device enables the Faculty Meeting to discuss an issue under the less stringent rules of a committee.

1. The Faculty Meeting may entertain a motion to form a committee of the whole.
2. The chairperson of the Faculty Meeting shall appoint the chairperson of the committee of the whole.
3. Faculty Meeting will set a time limit on discussion (such and such time).
4. The chairperson of the committee of the whole may speak to the subject at hand.
5. Other persons may speak only when recognized by the chair.
6. A person may speak more than once before all others wishing to speak have done so, if recognized by the chair.
7. All votes are “committee votes” and are not binding on the debate.

FACULTY GOVERNANCE

1. The Faculty Meeting may entertain a motion to consider a particular motion, subject, or problem informally.
2. Such a motion may occur before or after a formal motion is proposed.

- A. By-laws are initially passed by a simple majority vote.
- B. A proposal to amend the by-laws shall be considered a policy matter, and as such shall not be voted on at the meeting at which it is proposed (See VII A).
- C. A vote on a proposed change requires the presence of a quorum.
- D. A 2/3 majority vote is required for passage.
- E. If passed, the amendment shall go immediately into effect.

FACULTY GOVERNANCE

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

FACULTY GOVERNANCE

II. COMMITTEES OF THE FACULTY

A. Voting rights and eligibility: Only full-time members of the teaching or library faculty 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 vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the faculty: Admissions and Student Aid, All-College Council, Athletic Council, CAFR, CAPT, Tenure Review Board and Tenure Appeal Committee, CEPP, Committee on Faculty Governance, College Benefits Committee, Curriculum, External Master of Arts

E. Annual Reports: A copy of the committee's annual report is to be sent to the Chair of the Committee on Faculty Governance and to the Vice President for Academic Affairs and Dean of the Faculty at the end of the academic year. In addition, the reports of elected committees are to be sent to the faculty as a whole.

F. Specific Committees of the Faculty

1. ATHLETIC COUNCIL - Elected

Function: To recommend to the Vice President for Academic Affairs and Dean of the Faculty policies regarding the Skidmore athletic program, including the determination of the scope and level of competition in intercollegiate, club, and intramural sports; eligibility rules; establishment of priorities for the athletic program; and such other matters as may be brought to the Council's attention by the Athletic Director or by any of the constituent groups of the college community. All meetings will be open and advertised in advance.

Membership: Three faculty members, each from a different department, elected to serve three-year terms; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty or his/her designee, the Dean of Student Affairs or his/her designee, and the Athletic Director ex-officio (non-voting).

2. COMMITTEE ON ACADEMIC FREEDOM AND RIGHTS (CAFR) - Elected

Function: To serve as guardian of the academic freedom and rights of all members of the academic community; to receive inquiries and complaints concerning academic freedom and rights and to consider formal charges of violations of academic freedom and rights

FACULTY GOVERNANCE

3. COMMITTEE ON ACADEMIC STANDING (CAS) - Appointed

Function: To formulate and administer policy relating to the academic status of students including matters concerning probation, honors, requirements for graduation, acceleration, and leave of absence; to determine the academic status of each student on the basis of the record, reports of instructors, the opinion of the faculty in the major and any other relevant data; and to give any instructions and advice which seem necessary or advisable.

Membership: Three faculty members, at least one tenured and none of whom may be a member of the CAFR, appointed to serve three-year terms; the Dean of Studies or Associate Director of Student Academic Affairs, the Registrar, and two students selected by SGA, one junior to be appointed each year to serve a two-year term. One faculty member shall also serve as a member of the UWW Committee.

4. COMMITTEE ON ADMISSIONS AND STUDENT AID - Elected

Function: To recommend and review admissions policies and goals; to plan with the administration the student aid policies of the College; to consult with the Dean of Admissions and Student Aid and the Directors of Admissions and Student Aid on problems relative to the implementation of those policies; to serve as a resource for CEPP, FPPC and other committees on admissions and student aid matters; and to act as an appeal board for applicants requesting a review of their aid applications as administered by the Director of Student Aid and Family Finance.

Membership: Three faculty elected to three year terms, no one of whom has athletic coaching responsibilities; the Dean of Admissions and Student Aid; the Senior Associate Director of Admissions; the Director of Student Aid and Family Finance; two representatives from the Dean of Student Affairs division, at least one representing HEOP, both of whom are ex officio; and three students selected by the SGA each to serve a two-year term.

5. COMMITTEE ON APPOINTMENTS, PROMOTIONS, AND TENURE (CAPT) - Elected

Function: To represent the faculty on administrative appointments and reviews and on faculty appointments, promotions, tenure, and termination of service, and to make recommendations on these matters to the appropriate administrative officer. The administration shall consult CAPT to determine which administrative personnel decisions the committee judges to require faculty representation. Special meetings with the President and the Vice President for Academic Affairs and Dean of the Faculty may be called at the request of any of these administrative officers or the committee. At least one meeting of the joint trustee-faculty committee is held during each academic year. Revisions to some parts of Part One Faculty Rights and Responsibilities of the Faculty Handbook are reviewed by the CAPT for its recommendations prior to a faculty vote.

Membership: Six faculty members with tenure, each from a different department chosen from the ranks of professor and associate professor, none of whom is on the CAFR or the Diversity and Affirmative Action Committee, elected to serve three-year terms. Members of CAPT may not participate in the tenure or promotion cases of candidates in their own departments; replacements for such cases will be selected from recent members of CAPT. The first eligible faculty member will be chosen from a list beginning with the most recent past members of CAPT who were elected to serve full terms, listed alphabetically within years.

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

6. COMMITTEE ON EDUCATIONAL POLICIES AND PLANNING (CEPP) - Elected

Function: To recommend to the faculty and administration short and long-range educational plans for the College and thus be instrumental in clarifying, improving and changing major policies and educational procedures; to evaluate Skidmore's present practices and goals. The CEPP shall exchange minutes of meetings with the Admissions and Student Aid Committee, Curriculum Committee, and the UWW Committee; and the Chairs of any of these committees may be invited to sit with CEPP when consultation is desirable. The Chair of CEPP also shall sit on the Institutional Planning Committee. The CEPP meets annually, and whenever necessary in the pursuit of its functions, with the appropriate committee of the Board of Trustees.

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

7. COMMITTEE ON FACULTY GOVERNANCE (CFG) - Elected

Function: To represent the faculty in matters of faculty governance and to foster the effective functioning of the faculty governance system.

CFG convenes the Committee of Committees (comprising faculty members of All-college Council, CAFR, CAPT, CEPP, College Benefits Committee, Curriculum Committee, CFG, FPPC, and IPC) at least twice a year to assess the interactions among member committees and between them and the administration, and to discuss ongoing issues and any problems in committee operations. CFG is then required to inform the faculty at large of the issues raised by the Committee of Committees.

FACULTY GOVERNANCE

CFG is responsible for coordinating faculty committee work and for furthering democratic representation and committee efficiency. In accordance with this purpose, it promotes cooperation among members of the college community, brings governance issues of faculty concern to the faculty and makes recommendations to the faculty, other committees, and the administration. In addition, CFG reviews operating codes of all faculty committees and maintains files of annual committee reports.

CFG is responsible for ensuring the proper constitution of faculty committees and for the equitable distribution of committee assignments. It conducts nominations and elections

recommendations for degrees, and recommending faculty selection; to advise on all matters of administrative policy and to assist in the further direction of the program.

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

16. TENURE REVIEW BOARD - Elected

Function: To review a negative tenure recommendation at the request of the candidate. In the event that the Tenure Review Board determines that a tenure case requires

FACULTY GOVERNANCE

C. Grading

1. These policies are printed in the College Bulletin and may change only by vote of the Faculty.
2. Grades should be submitted to the Registrar according to a schedule set by the Registrar. Faculty members are asked to record grades on official sheets sent from the Registrar.
3. If an instructor has made a computational or clerical error, he/she may request a change in the student's grade. No grade may be changed on the basis of re-examination or supplementary work. Petitions to change grades must originate with the faculty members concerned and be brought before the Committee on Academic Standing for consideration.

D. 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.

E. Student Evaluations

1. All-College Student Evaluations

- a. All members of the faculty will have their courses evaluated each term by students enrolled in their courses. The evaluation shall be administered in a uniform manner which protects confidentiality. The Vice President for Academic Affairs and Dean of the Faculty will provide the forms to each department.
- b. Each term, department Chairs shall return the completed evaluations to the Office of the Vice President for Academic Affairs and Dean of the Faculty, and the Vice President for Academic Affairs and Dean of the Faculty shall be responsible for processing the evaluations. The Vice President for Academic Affairs and Dean of the Faculty shall return the summaries to the department Chairs for retention in department files.
- c. Summaries shall be made available each term to the faculty being evaluated.
- d. The evaluations shall be available to the Vice President for Academic Affairs and Dean of the Faculty and the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to CAPT for its examination during consideration for reappointment, promotions, or tenure.

FACULTY GOVERNANCE

e. Faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Vice President for Academic Affairs and Dean of the Faculty, CAFR, Diversity and Affirmative Action Committee, etc.) that seem appropriate to the particular case.

2. Departmental Student Evaluations

Student evaluations administered by departments or programs are required for all lecture,

COLLEGE GOVERNANCE

PART THREE

COLLEGE GOVERNANCE

I. COLLEGE COMMITTEES

A. Preamble

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

B. Specific College Committees

1. ALL-COLLEGE COUNCIL - Elected

Function: The All-College Council has been designed to serve as a college forum to analyze, discuss and make recommendations to the President on community issues that do not clearly fall under the jurisdiction of the President's staff and of student and faculty committees and governance structures. As such, the All-College Council has jurisdiction over all-College community matters that due to their nature do not fall under the purview of any one of the existing committees and governance structures. Any member of the All-College Council may bring an issue to the Council for discussion. The All-College Council will then discuss the issue and make a determination as to whether or not the issue falls under its purview. To formally consider an issue, a simple majority of the All-College Council must vote either to consider it under its jurisdiction or to remand the issue to the constituency under it to whose jurisdiction it has been determined to belong. Additionally the All-College Council shall have the ability to form ad-hoc subcommittees to further investigate issues and report back to the Council. Amendments to the function or membership of this committee must be agreed to by all parties and made by the appropriate methods within each of the three constituencies.

Membership: President of the College (Chair), S.G.A. President, S.G.A. Vice-President for Academic Affairs, S.G.A. Vice-President for Residential Affairs, two students-at-

academic year, the Council membership (faculty, staff, student) should be appointed on a staggered basis so that there are always experienced members on the Council.

2. BOARD OF APPEALS - Appointed

Function: To serve as the Appeal Board for cases heard by the Integrity Board. To review automatically any recommendation for suspension or dismissal from the Integrity Board.

Membership: Two faculty members appointed by CFG to serve overlapping two-year terms, the Dean of Student Affairs as Chair; and two students appointed by SGA.

3. COLLEGE BENEFITS COMMITTEE - Elected

Function: To monitor and recommend changes in non-unionized employee benefits to the Financial Policy and Planning Committee and other College constituencies.

Membership: The Committee will consist of three members of the faculty, three members of the support staff, and three members of the administrative/professional staff, to include the Associate Dean of the Faculty and Director of Human Resources. The faculty members will be elected to three-year terms. The support staff and administrative/professional staff will determine their own methods for selecting their representatives. Undesignated members will serve three-year terms. The Committee will include the Director of Financial Planning and Budgeting (or an appropriate alternate chosen by the Office of Business Affairs) and the Assistant Director for Benefits Administration as non-voting members. The Committee will annually elect a chair from among voting members of the Committee.

4. CONVOCATIONS AND COLLEGE EVENTS COMMITTEE - Appointed

Function: To develop a yearly calendar of convocations and public events to stimulate and support the cultural and intellectual energies of the Skidmore community; to review proposed events for possible designation as all-College convocations; to determine the most appropriate means for promoting the annual convocation series; and to oversee the college events calendar.

Membership: Two faculty members, one of whom sits on the All-College Council; two students, to include the Chair of Student Speakers Bureau and the Vice President for Residential Affairs; one representative from Development/Alumni Affairs; and the Associate Dean of Students Affairs for Leadership Activities as Chair.

COLLEGE GOVERNANCE

COLLEGE GOVERNANCE

II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES

A. Preamble

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

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

3. At the end of each examination students must sign the following statement:

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

This statement, provided by the instructor, should be included in every exam. Failure on the part of the student to sign this statement indicates that the faculty member responsible should speak to the student about possible Honor Code violations.

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

B. Violations of Honor Contract

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

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

i. A confidential report must be made to the Dean of Studies of any case handled personally by a faculty member.

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

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

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

C. ADMINISTRATIVE DISCIPLINE

The Dean of Student Affairs may call an administrative hearing if it is deemed appropriate and may impose disciplinary sanctions. Pending action on the charges, in most cases the status of students shall not be altered, or their rights to be present on the campus to attend classes suspended. However, in cases when student suspended-1.8(VER ffe,d s theafe(ity)

BENEFITS

normally result in a one-course release for the employee (limited to one parent if both are employed by the College) for the semester prior to, during, or after the birth with no reduction in salary.

In the event of adoptions, one parent can apply for option two. Both options are covered by full benefits.

IV. DOMESTIC PARTNERS BENEFITS

The College will recognize same or opposite sex domestic partners as spousal equivalents for certain College benefits, to the extent permitted by law. In addition, any children of qualified domestic partners will be eligible for these benefits on the same basis as children of married spouses. A detailed policy which outlines eligibility criteria for domestic partnership can be obtained in Human Resources or downloaded from <http://www.skidmore.edu/administration/hr/benefits/DomesticPartners.htm>.

V. RETIREMENT

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

B. Retirement Plan

1. Faculty who teach at least 3 courses or 9 semester hours in an academic year are eligible for the Basic Retirement Plan after one year of employment. The College will recognize time spent previously employed at a post secondary degree granting institution eligible to maintain an IRC 403 (b) plan toward the one year waiting period. The previous employer must certify the term of such employment to the College.

The Skidmore College Retirement Plan offers investment alternatives for both the basic and supplemental portion of the Plan. Investment options include TIAA/CREF Regular Retirement Annuities and Vanguard Mutual Funds.

2. Participation in the Basic Retirement Plan program is mandatory for all eligible faculty. The College will contribute to the plan, as a percentage of base annual salary, at the following rates: under age 50: 11%; from the first payday after the 50th birthday until

D. Phased Employment

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

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

Faculty who are full-time for the entire academic year and who meet the above criteria are eligible to apply for this program.

E. Early retirement

1. The Skidmore College Supplemental Retirement Plan is available to those who were in the College's employ on November 15, 1990. All such employees are vested in the plan's basic benefit after five (5) full years of service to the College. Employees between the ages of 55 and 63, with 12 or more years of service, may elect to retire and receive a supplemental benefit in addition to their basic retirement benefit.

2. Upon one's departure from the College, the College will pay to the employee his/her vested basic benefit and a supplemental benefit if applicable. The amount of such payment is based on the length of benefit service as of November 15, 1990, as a percentage of twelve (12) years if such benefit service is less than 12 years. It is also based on a percentage of the employee's annual salary as of November 15, 1990. The exact schedule of the supplemental benefit is available through Human Resources.

3. Settlements under the Plan may be annuitized, taken in a lump sum, paid out over 10 years, or rolled over to an IRA. Settlement options and other terms of the Plan are administered in accordance with the governing Plan Document as summarized in the Skidmore College Supplemental Retirement Plan Summary which is available upon request from Human Resources.

F. Additional Benefits upon Retirement

1. Grandparenting of Post-retirement Health Benefits:

- a. Faculty who by 1/1/95 completed at least twelve years of full-time service and met the specific conditions of the following "rule of 62" equation, will be able to

BENEFITS

retire at any time after the age of fifty-five (55) with the current post-retirement health benefit which is funded by the College.

Rule of 62:

A minimum of 12 years of full-time service

+

employee age as of 1/1/95

+

additional years of full-time service (beyond 12) as of 1/1/95

must be equal to or greater than 62

b. Retirees may choose any of the health care plans offered by the College. Eligible dependents at the time of retirement will also be covered by the health care plan. Changes in coverage can be elected during the open enrollment period. A supplement to Medicare policy will be provided at age 65.

2. The following will apply to all other faculty:

a. Health Plan Type (available subject to items b-d below):

Retirees may choose any of the health care plans offered by the College. Eligible dependents at the time of retirement will also be covered by the health care plan. Changes in coverage can be elected during the open enrollment period. A supplement to Medicare policy will be provided at age 65.

b. Faculty may still retire at the age of fifty-five, but post-retirement health benefits funded by the College will begin at age sixty for retirees and eligible dependents at time of retirement according to the following schedule:

20 years full-time service:	100%	College funded:	Retiree + dependents
19 " " "	90%	" " "	" "
18 " " "	80%	" " "	" "
17 " " "	70%	" " "	" "
16 " " "	60%	" " "	" "
15 " " "	50%	" " "	" "

c. Faculty with at least fifteen years of service who choose to retire before the age of sixty (who have achieved at least the age of fifty-five) will receive no funding for their health coverage from the College until they reach the age of sixty. They will be able to purchase group coverage during that period through the College for themselves and dependents at the time of retirement. Retirees who interrupt their group coverage with the College will be accepted back into the plan.

- d. Under this plan, retirees continue to receive the benefit with which they retire. If they retire with 70% college funding, they will continue at that level during their retirement years. If an employee with 17 years of service retires at fifty-five, s/he will begin to receive 70% college funding when s/he reaches the age of sixty.
3. The tuition scholarship grants program continues to apply to retired faculty and eligible dependents. In addition, faculty who retire early are covered under the College's group term life insurance program until age 65 by an amount equal to their last base annual salary under the guidelines outlined in F(1) and F(2).
4. All full-time faculty who retire are accorded emeritus status and are invited to attend and participate in official activities of the College, to use the Scribner Library, Computer Services, and laboratory facilities, when available, and the College's fitness and recreational facilities.

THE ADMINISTRATION

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

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

Official communication to 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 be the executive head of the College in general charge of all its activities, and shall make recommendations to the Board, through the Academic Affairs Committee, with respect to the granting of promotions, tenure and sabbaticals to members of the faculty and through the Executive Committee with respect to the engagement of senior members of the administrative staff.

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

In the temporary absence of the President, the Vice President for Academic Affairs and Dean of the Faculty shall be his/her deputy, authorized to act on his/her behalf. Should the absence be prolonged, whether by incapacity, resignation, or death, the Board, or its Executive Committee, may establish a temporary allocation of executive powers and responsibilities pending the election of a new President.

B. President's Staff

President's Staff is the President's principal advisory council. The staff consists of those senior members of the administration who report to the President (the Vice President for Academic Affairs and Dean of the Faculty, the Vice President for Business Affairs, the Vice President for Advancement, the Dean of Student Affairs, the Dean of Special Programs, and the Dean of Admissions and Student Aid). The composition of the staff is subject to review by the President in response to the evolving needs of the College. President's Staff meets regularly to advise the President on major issues of policy and planning.

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The Vice President for Academic Affairs and Dean of the Faculty appoints the Associate Dean(s) of the Faculty who is (are) responsible for all operations of the Office of the Vice President for Academic Affairs and Dean of the Faculty in the Dean's absence. The Associate Dean is responsible for all matters assigned by the Dean which typically include review of academic program budgets, support for faculty professional travel and such other budgets as designated by the Dean, faculty and curriculum development, and the administration of all interdisciplinary programs including Liberal Studies.

The Vice President for Academic Affairs and Dean of the Faculty appoints an Assistant to the Dean of the Faculty for Faculty Development and Sponsored Research who assists faculty in the development of grant proposals for research and teaching support, and, with the Vice President for Academic Affairs and Dean of the Faculty, coordinates departmental, area, and college-wide grant proposals. The Assistant to the Dean is responsible for the research grants budgets.

The Vice President for Academic Affairs and Dean of the Faculty supervises, as well, the Registrar and Director of Institutional Research who is responsible for all matters assigned by the Dean, which in general include providing a calendar and master schedule, registering students into courses, allocating all classroom space, recording grades, and maintaining permanent records. In addition, the Registrar and Director of Institutional Research is responsible for the registration of all degree programs with the New York State Education Department. The Registrar and Director of Institutional Research is responsible for collection and analysis of enrollment patterns and projections, student demographic data and academic and budgetary data.

The Dean of Studies is jointly appointed by the Vice President for Academic Affairs and Dean of the Faculty and the Dean of Student Affairs and works closely with the Dean and the Associate Dean of the Faculty in matters related to faculty/student interaction, study abroad and other affiliated programs, graduate fellowships, internships, and questions of academic policy and curriculum development, and in his/her capacity as liaison to assigned faculty committees (see also under the Dean of Student Affairs).

B. Academic Staff

Academic Staff consists of department chairs, single-discipline and interdisciplinary program directors, the Associate Dean of the Faculty, the Dean of Studies, the Registrar and Director of Institutional Research -- that is, all those reporting directly to the Vice President for Academic Affairs and Dean of the Faculty-- as well as others whose work is directly in support of academic programming, such as the Director of User Services and Academic Computing, the Director of UWW, and the Director of the MALS Program. In monthly meetings, information of direct relevance to academic programs is shared. Academic Staff serves to advise the Vice President for Academic Affairs and Dean of the Faculty regarding programs and policies in or pertaining to academic affairs at the College.

V. THE DEAN OF STUDENT AFFAIRS

The Dean of Student Affairs is appointed by the President and is responsible for all

THE ADMINISTRATION

VII. THE DEAN OF ADMISSIONS AND STUDENT AID

The Dean of Admissions and Student Aid is appointed by the President and sits on the President's staff. He/She holds broad responsibility for managing the recruitment, admission, enrollment and retention of a talented and diverse student body. The Dean also oversees those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Dean works closely with the President's Staff to assure maximum coordination among the many areas in which the College presents itself to the broader public. The Directors of Admissions, Student Aid and Family Finance, and College Relations report directly to the Dean of Admissions and Student Aid. In addition, the Dean collaborates with the Registrar/Director of Institutional Research in conducting research and performing strategic planning in these areas.

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minimum of three years or as long as the person under review continues in his or her position. The file will then be destroyed.

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

PART SIX

POLICY FOR EQUAL OPPORTUNITY AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

I. INTRODUCTION

Equal opportunity, affirmative action and multicultural diversity are different but related concepts. This document represents Skidmore College's philosophy and perspective on these concepts. In addition, it presents the College's policies, objectives and plans for maintaining its status as an equal opportunity employer and educator, for enhancing its affirmative action programming, and for supporting its goal of extending the multicultural diversity of its community.

Equal opportunity may best be described as the foundation for affirmative action and multicultural diversity. Its approach is basic: the laws and regulations focus on prohibiting discrimination. In other words, the promise of equal opportunity is that no person will be denied access to opportunities for education, employment, housing, etc. due to factors such as race, color, religion, gender, disability, age, national or ethnic origin, or sexual preference.

Affirmative action presents the proactive side of equal opportunity. It requires institutions to take positive action to develop policies, programs, and procedures that implement the spirit of the equal opportunity law. The purpose is to redress previous imbalances by strengthening the participation of members of historically underrepresented groups in the employment and educational arenas.

Unlike equal opportunity and affirmative action, there are no legislative underpinnings for multicultural diversity. Rather, this commitment to becoming a community where differences are valued is internally motivated. The rationale may be summarized by the following statement:

"Appreciation of diversity is fundamental to a liberal arts education which attempts to foster the growth of the whole person in the context of respect and tolerance for others who have different experiences and backgrounds. A diverse community provides us with the opportunity to learn from the experiences of others and to submit our own values and assumptions to critical examination. We learn to understand ourselves in a richer environment that encourages deepened appreciation of other individuals, other cultures, other perspectives." [from "Toward Increasing Minority Presence at Skidmore", Affirmative Action Committee (Spring, 1988)]

The programs and plans presented in this document were developed in expectation of regular review, evaluation and modification. The policy and philosophy, however, stand as a firm commitment and a reminder that we learn best when we learn together.

II. STATEMENTS OF POLICY

A. College Policy on Equal Opportunity and Affirmative Action

The following statement of policy affirms Skidmore College's commitment to equal employment opportunity and affirmative action principles:

Skidmore College pledges to prohibit discrimination for or against any individual or group of its students, prospective students, employees or prospective employees on the basis of race, color, religion, gender, disability, age, national or ethnic origin, or sexual preference.

Skidmore College values its long traditions of academic and personal freedom, and affirms the right of individual privacy. The College is enhanced and strengthened as a learning and working community by the diversity of its members. Therefore, the College affirms the right of all individuals to equal opportunity in education and employment without regard to race, color, religion, gender, disability, age, national or ethnic origin, sexual preference, or any other considerations not substantially related to effective performance.

B. College Policy on Sexual Harassment

Sexual harassment will not be tolerated at Skidmore College. Unwelcome sexual advances and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or educational activities;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting that individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or educational performance or of creating an intimidating, hostile, or offensive working or learning environment.

C. Policy Implementation

To put these policies into action, Skidmore College has developed an affirmative action program which may be modified by the President based upon recommendations of the

**EQUAL OPPORTUNITY, AFFIRMATIVE ACTION
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b. In some situations the standards for a full search may be waived by the Director of

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

affirmative action strategies and activity on all searches; planning and initiating all education for faculty and staff on matters of affirmative action, and sexual harassment, and coordinating this activity with related student education provided by Student Affairs staff; providing leadership in developing curriculum; serving as a resource for faculty interested in modifying curriculum to reflect a multicultural approach; coordinating and disseminating to the community a qualitative and quantitative annual report on the state of diversity at the College. The DDAA works closely with and is assisted by the Associate DDAA who is a member of the professional staff in the Human Resources Office.

The DDAA provides counsel to the President and President's Staff on issues of affirmative action, equal opportunity, and diversity. As a regular course of conducting business, the DDAA is in communication with the President, members of President's Staff, the Assistant to the Dean for Multicultural Students, the Assistant to the President, the Director of the Higher Education Opportunity Program, the Director of Human Resources, the Assistant Director of Admissions/Coordinator of Multicultural Recruitment, the Disabilities Specialist, the Director of Alumni Affairs, the Diversity and Affirmative Action Committee, members of academic staff, the Committee on Educational Policies and Planning, and the Sexual Harassment Resource Network.

b. The Assistant to the Dean of Students for Multicultural Student Affairs shall maintain liaison with the Dean of Student Affairs and shall be appointed as an ex officio voting member of the Diversity and Affirmative Action Committee by the President.

c. The members of the Diversity and Affirmative Action Committee are appointed by the President to advise the President, consult with the Director of Diversity and Affirmative Action, review the College's Affirmative Action Program and submit, through the Director of Diversity and Affirmative Action, specific recommendations for its improvement.

(1) Membership: The Diversity and Affirmative Action Committee shall consist of a representative group of eight members: two faculty members, two students, two support staff, and two administrators. Committee members shall be appointed by the President to serve a two-year term, for no more than two consecutive terms

The Committee shall elect a Chair and determine rules for the conduct of its meetings. The Director of Diversity and Affirmative Action and the Assistant to the Vice President for Academic Affairs and Dean of the Faculty for Diversity shall serve as ex officio members with a vote but may not serve as Chair.

The Chair shall call a minimum of three meetings a year, although meetings may be called at any time by the Chair, the President, the Director of Diversity and Affirmative Action, or a majority of the Committee.

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seeking help) an opportunity for consultation regarding the respondent (the person

will appoint an alternate to replace him/her. The hearing is a private, internal procedure of the College to which attorneys do not have access. The panel shall have access to any legally available information relevant to Equal Opportunity and Affirmative Action Policies and may expect the cooperation of the administration in fulfilling its duties. If access to confidential data or information pertaining to any member of the college community is requested, the written consent of that person is required for such access. The panel recommends a response to the DDAA who will make a final recommendation to the President.

The President's decision is final.

IV. SEXUAL HARASSMENT POLICY FOR THE SKIDMORE COLLEGE COMMUNITY

Introduction

Skidmore College believes that acts of sexual harassment are absolutely unacceptable and that its community members have the right to be free from offensive and hostile behavior. Sexual harassment is a form of sex discrimination prohibited by state and federal law. Unwelcome sexual advances, gender hostility, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or educational activities;
2. submission to, or rejection of, such conduct by an individual is used as the basis for employment or educational decisions affecting the individual; or,
3. such conduct has the purpose or effect of unreasonably interfering with an individual's work or educational performance or of creating an intimidating, hostile, or offensive working or learning environment.

Sexual harassment is an issue of power--power to control or manipulate people or to determine the tone of the work/learning setting. Power may take many forms. Since traditionally more men than women are in positions of power in administrative, managerial, supervisory, leadership and teaching roles, more men than women are charged with sexual harassment throughout all business and educational settings. The law and Skidmore policy, however, cover all forms of sexual harassment: men harassing women, women harassing men, men harassing men, and women harassing women.

Sexual harassment may be perpetrated on or off campus--including, but not limited to the classroom (student to student, faculty to student, student to faculty) and the work setting (supervisor to employee, employee to supervisor, employee to employee). In short,

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another.

In addition, an employee or student may experience sexual harassment from a salesperson, vendor, parent of a student, alumnus/a, visitor, or any other member of the extended College community that has contact with Skidmore faculty, staff and students. Sexual harassment can take place in person, over the phone, fax, and computer.

Examples of sexual harassment may include but are not limited to the following: sexually degrading words or gestures used to describe an individual; subtle--or not--pressure for sexual activities; unnecessary touching, patting, pinching, or brushing against a person's body or clothing; comments about an individual's body, clothing or lifestyle which have sexual implications; leering or ogling or other non-verbal

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- * advising complainants and respondents of College policy and the law
- * putting the complaint in writing and verifying its accuracy with the complainant
- * filing a written complaint with the DDAA (all write-ups will be kept in a confidential file)
- * gathering all relevant information central to recommending action
- * directing appropriate and necessary action

Complaints of sexual harassment will be looked into promptly, and the DDAA will recommend appropriate action to the President in response to the complaint within twenty business days, if possible, after the complainant has disclosed his/her situation.

If the DDAA believes a hearing panel is needed to respond to the situation, one may be convened and members appointed by the DDAA. The hearing panel will consist of three employee (faculty/staff) members of the Diversity and Affirmative Action Committee; the DDAA will appoint one of the three to serve as chair of the panel. In the case of a student to student incident, the DDAA will insure that the Dean of Student Affairs or his/her designee joins the panel as a member. The DDAA will be present at the hearing, acting as an observer and as a resource to panel members. If the case presents a conflict of interest for the DDAA, the President will appoint an alternate to replace her/him. The hearing is a private, internal procedure of the College; attorneys cannot be present. The panel will have access to all available information required to establish relevant facts (including discusJT4c will appoint mappoint all wris disclosed ill

If one of the above has a conflict of interest with a case, the President will designate a replacement. Both the complainant and the respondent will be informed of all decisions concerning the complaint and the action taken.

The DDAA will follow up with the complainant and the respondent as time and judgment indicate to ensure that there are no further concerns or incidents.

Retaliatory actions

Attempts to take retaliatory action to influence the normal conduct of the process or of persons involved in it--either during or after the process--will be considered a serious offense and will be subject to separate disciplinary action.

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Yes, in all instances, keep a written, dated record of sexual harassment incidents. Include the time, place, who was involved, what was said, and what was expressed non-verbally. Make note if there were witnesses. Save any letters, cards, etc. at home.

* I'm worried that something I'll say will offend someone without my intending to do so. How can I tell if someone feels sexually harassed by me?

Observe carefully how people respond to what you say. Non-verbal language says a lot: what is it saying to you? You often cannot rely on verbal behavior; the majority of us were taught to be polite (women, especially), so automatic or "polite" laughter at inappropriate behavior is often a response. It's a good idea to take stock of one's behavior from time to time--what is OK in a social group may not be OK in a work setting. Don't assume that co-workers, employees and students enjoy sexually oriented comments, statements about their appearance, or sexist jokes. If you're in doubt about something you said, ask people if they were offended in a way that makes it comfortable for them to be honest with you and, if they were, apologize and refrain from saying/doing similar things in the future.

* There is so much talk about sexual harassment these days. I'm concerned that as a supervisor I'll be liable for incidents of sexual harassment among my staff--should I be?

You and the institution are liable if no action is taken and you know about offensive behavior--regardless of the source of the information. Liability is drastically reduced, if not eliminated, however, when an institution and individuals in managerial positions can show that they took "immediate and appropriate corrective action" to address sexual

day of class to the controversial nature of much of the material in the syllabus. The faculty member reports that as a result of this clear description of the course's content she has never had a complaint.

* Who are the victims of sexual harassment?

Victims do not fit one profile, though there are people who may be especially vulnerable to harassment: the young, inexperienced, unassertive, or socially isolated; women in non-traditional fields; minority women, gays and lesbians who may be sexually harassed as an expression of racism or homophobia; individuals in a subordinate position either in the workplace or in the classroom.

* What are the effects of sexual harassment?

At a minimum, sexual harassment makes for an uncomfortable work or learning environment. It can also be humiliating and degrading, undermining self-esteem and sometimes ruining careers. Targets of harassment may experience stress-related physical and emotional symptoms, which may leave victims feeling that they must change jobs, drop courses--or leave the College entirely. If numbers of people within a department are affected, for example, morale can plummet--and so can quality of work.

* To whom does Skidmore's sexual harassment policy apply?

In short, Skidmore's sexual harassment policy applies to all College employees and enrolled students.

It applies to all employees of the College: faculty, staff, and students who are drawing a paycheck from Skidmore, though harassment may come from individuals outside the Skidmore community (salespeople, alumni, visitors, etc.). The College encourages employees to report all instances of sexual harassment, whether they've occurred at the College or while an individual is off-site working on College business.

In addition, this policy protects all enrolled students from sexual harassment within the College, while away on a study-abroad program, and/or during an internship or volunteer assignment if the harasser is another enrolled student. Faculty and staff who hear from a student about sexual harassment she/he is experiencing from another student should immediately direct the student complainant to the Office of the Dean of Student Affairs for help. Students are also protected from sexual harassment by faculty and staff and should bring their complaints to the Office of the Dean of Student Affairs. The Dean will insure that the student's complaint is heard by the DDAA and other appropriate individuals responsible for employee (faculty and staff) conduct.

* Are respondents and complainants entitled to an advisor? If so, when?

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Respondents and complainants are entitled to bring a community member to any

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