

FACULTY RIGHTS AND RESPONSIBILITIES

PREAMBLE

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The Faculty Handbook describes the rights, rules and procedures that the Skidmore Faculty has adopted in order to govern itself fairly and effectively. These rights, rules and procedures have evolved continuously during the life of the College. The function of this Handbook is to codify and clarify them.

The Handbook is divided into seven parts. Part One specifies Faculty Rights and Responsibilities and has the force of contract. It may be changed only by vote of the Faculty and the consent of the President of the College and Board of Trustees.

Part Two describes the details of the Faculty governance system, and may be changed by vote of the Faculty.

Part Three describes some of the main features of college governance, including College Committees, the committees of the Student Government Association with faculty representation, and the Honor System. Article I may be revised by the CFG in consultation with the All-College Council (the creation, modification, and deletion of College Committees requires the assent of each of the represented constituencies; in the case of the faculty, this may entail a faculty vote); Article II may be revised by the CFG in consultation with the SGA; Article III may be revised by CFG in consultation with the Honor Code Commission.

Part Four describes benefits extended to the Faculty. Substantive changes in Part Four are approved by the Board of Trustees upon the recommendation of the President. Such changes are normally proposed by the College Benefits Committee to the Financial Policy and Planning Committee which consults with the Faculty. The Faculty votes on proposals for substantive changes. Following consultation with the Faculty, the Financial Policy and Planning Committee makes its recommendations to the President.

Parts Five and Six are primarily informational. Part Five describes the college administration, and may be changed by the CFG, in agreement with the administrative offices concerned.

Part Six describes the College Diversity and Affirmative Action Program, which is established by the President and may be modified from time to time, based on reports of the Diversity and Affirmative Action Committee.

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PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

The faculty consists of all full and part-time teaching and library personnel 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, I Faculty Meeting By-Laws, Article I The Faculty Meeting, Topic C Eligibility to Vote.

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.

Faculty are members of the community, members of learned professions, and professional representatives of an educational institution. When they speak as members of the community, they should be free from institutional censorship or discipline, but their special position in the community imposes obligations. As persons of learning and as educational officers, they should remember that the public may judge their profession and the College by their utterances. Hence they should at all times be accurate, should

¹ This statement is Skidmore College's adaptation of the 1940 statement of principles by the American Association of University Professors as amended. Reprinted in AAUP Bulletin, Autumn, 1968, Vol. LIV., no.3, pp.384-385. Some changes in wording and emphasis have been introduced.

exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons. The College

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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 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 Appointments

Visiting Instructor: Appointments to the Position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15 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 and Dean of the Faculty 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

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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 based upon the promotion criteria specified in the Faculty Handbook: Part One, Article V, Topic C, 1, and granted according to the procedures specified in Part One, Article X, Topic B.

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.

TEACHING: Whereas the primary importance given to teaching follows from Skidmore's mission as an undergraduate institution, the college recognizes that effective teaching takes many forms, is probably inseparable from the instructor's personality, and may be more an art than a science at its core. Hence it defies summary or categorical attempts to describe it. Generally speaking, however, successful instruction exemplifies a sustained interest in teaching as a vocation that cuts across courses irrespective of their disciplinary or interdisciplinary content and encompasses skills that fall into three overlapping categories: (1) course management and design, (2) classroom manner, modes of presentation and delivery of course materials, and (3) knowledge and mastery of one's subject.

(1) Specific evidence of effective course management might include care in the selection of texts and shaping of syllabi; thoroughness and fairness in evaluating student work; adherence to high standards; thoughtful class preparation. (2) Evidence of effective modes of delivery might include organized presentations; a contagious enthusiasm for one's subject; an ability to foster creativity; skill in generating discussions leading to central insights or in funneling impromptu comments toward the same end; imaginative, on-the-spot formulations of provocative contexts for crystallizing enduring questions and experiences relevant to the human condition beyond the limits of a single discipline; receptivity to the expression of student views both as contributions and as a source of discovering points of confusion. (3) Knowledge is basic to effective teaching. It informs not only the range and depth of materials that find their way into syllabi, but also pedagogical methods and ends. Knowledge lights the way to imaginative connections, nourishes respect for complexity in the instructor's presentations and honesty in the interrogation of texts. In short, knowledge ensures comprehensiveness and rigor.

This scarcely exhausts the ways effective teaching might manifest itself, of course, and candidates may wish to present other evidence.

SCHOLARSHIP: Activities leading to the advancement of knowledge and/or the enhancement of the arts on the faculty's part redound favorably on Skidmore as an institution of higher learning. What is more, insofar as its results are normally published or exhibited, scholarship in particular invites the critical scrutiny of peers, who are in the best position to assess its worth, and ensures the college of the faculty's continuing involvement in the ongoing, self-critical discourse of the profession. Similarly, recitals, performances, and exhibitions afford teachers in the performing and visual arts opportunities to demonstrate their creativity and are the equivalent of scholarly publications and research. Effective teaching and sound scholarship are mutually

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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 po the dEnt of(po the of(poof(p dir)ed delespsit(po the dleapa. espons,dleaar)ess-10.ma(cdaRig

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, B. Pre-tenure-track Appointments).

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

Librarianship: The mission of Library faculty is to enhance, further, and support learning and research activities at Skidmore College. This mission is realized in many ways: developing collections which support the curriculum; organizing the collections for physical and intellectual access according to standards of the Library profession; facilitating access to informa-1.3(nppoint ou11D(h)-1.5toll ilaenu5 informa-1d1onuto the)4izen-5(si)0 -1ter.7

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2. Artists- and Writers-in-Residence

Decisions to reappoint or promote Artists- and Writers-in-Residence are based on their credentials in three areas: performance as teachers, achievement as artists/scholars, and contributions to the welfare of the college community beyond the classroom.

3. Teaching Associates

The criteria for reappointment and for promotion are: (1) excellence in teaching and/or coaching; (2) professional growth that maintains currency and enhances effectiveness in the classroom, studio, laboratory, or on the athletic field or court; and (3) service to the department and college.

VI. RIGHTS, OBLIGATIONS, AND RESPONSIBILITIES OF ALL FACULTY

A. Rights of Members of the Faculty

Rights of members of the Faculty include, but are not limited to, the following:

1. All members of the faculty, regardless of status or rank, are entitled to the Academic Freedoms described previously (Part One, Article II Academic Freedom). Faculty members who believe there have been violations of their academic freedom and rights may bring such grievance to the CAFR.
2. All faculty members have the right to receive from their department Chairs written evaluations of their performance; annually if non-tenured, every three years if tenured, or if Library faculty in more than their sixth consecutive year of continuing service, or more frequent informal reviews at the individual's request. (see Part One Faculty Rights and Responsibilities, Article XIV Appointment and Review of Department Chairs, Topic D Obligations Pertaining to Department Chairs, 3). These written evaluations are intended to be for guidance and used for self-improvement only, and not for use as part of a candidate's file for reappointment, promotion or tenure.
3. Faculty members have a right to representation by legal counsel provided by the College if legal action results from execution of their academic duties as determined by the President.
4. Because student evaluations are used in several decision-making processes, faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, 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.

- 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 Appointments to the Faculty, Topics A. Tenure-track Appointments and C. Non-tenure-track Appointments, 2.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

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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

contract. If the review is negative, the faculty member will be given a probationary contract, the minimal length of which will be one year. The length of the probationary contract can be extended by a recommendation of the Chair to the Vice President for Academic Affairs and Dean of the Faculty for a period not to exceed three years. Those on probationary contracts exceeding one year will receive annual reviews by the Chair and a full departmental review in the fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental review is negative and the Vice President for Academic Affairs and Dean of the Faculty concurs, the department member receives a terminal year. If the department and the Dean disagree, the case is sent to the CAPT for a third recommendation to the President.

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

During the second and third years (third year only in the case of shared appointments) of service, Artists-in-Residence and Writers-in-Residence will be evaluated according to the principles and procedures described in the Faculty Handbook, Part One, Article VII Reappointment, Topic A Reappointment of Full-Time Tenure-Track and Library Faculty to Professorial Ranks, except as noted below. In this process, each department shall follow its established procedures to evaluate candidates for reappointment. The Chair will file these procedures with the Vice President for Academic Affairs and Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

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

In the sixth year, the evaluation process shall be broadened to include references from outside the department. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the 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 President shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department), which shall provide a third recommendation. The President makes the final reappointment decision. If the

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President's decision is negative, the department member receives a terminal contract for a final year.

After the initial six years, Artists-in-Residence and Writers-in-Residence who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract, except for those on shared appointments who will be reviewed every three years. If the review is negative, the faculty member will be given a probationary contract of one year and will be reviewed by the department for contract renewal by February 15th of that year. (In the case of those on shared appointments who teach only in the spring, the date shall be April 15th.) If the departmental review is negative, and the Vice President for Academic Affairs and Dean of the Faculty concurs, the faculty member will be informed by March 1st that he or she will receive a terminal, one-year contract. In the case of a disagreement between the department and the Dean of the Faculty, the President shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department) who shall provide a third recommendation. The President makes the final reappointment decision. If the President's decision is negative, the department member receives a terminal one-year contract.

D. Reappointment of Teaching Associates

During the second and third year of service, Teaching Associates will be evaluated. Each department shall follow its established procedures for evaluating candidates for reappointment and promotion. The Chair will file these procedures with the Vice President for Academic Affairs and Dean of the Faculty and make them available to the candidate well in advance of the evaluation. These procedures must be in accordance with the principles of academic freedom and must ensure that the standards for continued service are considered.

1. Second Year

a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to department procedures and shall inform the Vice President for Academic Affairs and Dean of the Faculty of its decision on or before May 31 of that year.

b. By June 15 of the appointee's second year, the Vice President for Academic Affairs and Dean of the Faculty shall remind appointees not regarded as candidates for reappointment that their service terminates at the end of their third academic year.

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

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 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 15 of the appointee's third year. The evidence must include a cover

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.

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

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

6. After conducting its deliberations, CAPT reports its recommendation to the President and the Vice President for Academic Affairs and Dean of the Faculty. After consultation with the Vice President for Academic Affairs and Dean of the Faculty, the President then reports CAPT's recommendation, along with his/her own, to the Board of Trustees.

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.

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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 and awarding of tenure to the academic department(s) appropriate to the candidate's professional field. At the same time, the President will also furnish the candidate's credentials and evidence to the CAPT. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One Faculty Rights and Responsibilities, Article V Evaluative Criteria for Continued Service, Topic A Tenure-track Faculty, and Article VIII Tenure, Topic C Eligibility. The Chair of the academic department to which the Dean will be appointed forwards a written departmental recommendation to the CAPT. Simultaneously, the CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One Faculty Rights and Responsibilities, Article VIII Tenure, Topic E Procedures for Granting Tenure, but may reasonably exclude stipulations 3a, 3g, 5a, 7 and 10. Then as in Part One, Article VIII, Topic E, Point 6 (tenure), and Article X, Topic A, Point 1a (promotion), the CAPT makes a recommendation to the President, who reports to the Board of Trustees.

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

F. Review of Negative Tenure Decisions

1. A faculty member who is denied tenure may petition the Tenure Review Board for a review. Such a review must be requested by January 15 of the year following the

semester in which CAPT considered the case, or within 15 days of notification of denial of tenure, whichever is later.

2. The Tenure Review Board consists of three tenured members of the faculty, each from a different department and elected for a three-year term. No member of a candidate's department will sit on the TRB for consideration of his/her case. CFG, according to its procedures, shall provide an alternate for any of the three whose department is the same as the candidate's.

3. The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to CAPT. No other materials may be added, with the exception of the letter from the candidate stating in a clear and precise manner the basis for requesting the review. The TRB may consult with CAPT, members of the candidate's department, and/or the Vice President for Academic Affairs and Dean of the Faculty if necessary. The Board shall be bound by confidentiality.

4. The Tenure Review Board will convey its recommendation to the President, CAPT and the candidate within four weeks after the petition deadline. If the Tenure Review Board has determined that the case merits reconsideration, the chair of CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the six members of CAPT plus the three members of the Tenure Review Board.

G. Appeal of Negative Tenure Decisions

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

2. The Tenure Appeal Committee will hear testimony from an advocate designated by the candidate. The advocate may be a person in the candidate's department, the candidate's Chair, a Skidmore faculty member outside the candidate's department, or someone outside the college. By request, the advocate may be informed why tenure was not initially recommended by CAPT and/or the President at a joint meeting of the Vice President for Academic Affairs and Dean of the Faculty, the Chair of CAPT, the candidate and the advocate. The advocate, in the presence of the candidate, has the right of access but may not photocopy the materials which CAPT had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.

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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.

IX. DISCIPLINE OF TENURED FACULTY

The appointment of a tenured faculty member may not be terminated nor status reduced except for cause and after thorough investigation. In the event of such a situation, the faculty member may request either (1) an investigation and hearing by the Vice President for Academic Affairs and Dean of the Faculty and the Committee on Appointments, Promotions, and Tenure, (2) a hearing before the Committee on Academic Freedom and Rights, (3) a hearing before a joint trustee committee and the CAPT or a joint trustee committee and the CAFR, or (4) a hearing before the Director of Diversity and Affirmative Action.

X. PROMOTION [**All text in brackets and in bold print takes effect 2003-2004, when underlined text is to be deleted.** Note that some of the current text has been shifted to other paragraphs in the section in accordance with the CAPT legislation.]

A. Professorial Ranks

1. Procedures for Promotion:

a. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults with the Vice President for Academic Affairs and Dean of the Faculty, the CAPT, and the Chair of the department concerned. Except in the case of the Library faculty, the CAPT role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.

- b. Consideration for promotion may be initiated by the department Chair in consultation with the Vice President for Academic Affairs and Dean of the Faculty or CAPT [.]_ or [T]he Vice President for Academic Affairs and Dean of the Faculty in consultation with the President. **[may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to the CAPT. Nomination by the Vice President for Academic Affairs and Dean of the Faculty for such consideration does not presuppose a successful outcome for the candidate.]** The Vice President for Academic Affairs and Dean of the Faculty initiates promotional consideration in the case of department Chairs. The department Chair or the Vice President for Academic Affairs and Dean of the Faculty shall indicate the consultation procedures employed within the department when recommending a promotion.
- c. By March 15 the Vice President for Academic Affairs and Dean of the Faculty shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Vice President for Academic Affairs and Dean of the Faculty shall provide CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. **[All chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.]**
- d. Candidates being considered for promotion shall be sent a written notice by the Chair of the CAPT that they are candidates for promotion.
- e. **[All full time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Faculty**

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their professional accomplishment. Candidates may also wish to include a statement about achievements and works in progress.

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

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

v. service credentials presented within the context of the broad statements about service in the Faculty Handbook (Article V,A). The candidate may wish to provide relevant documents and seek letters from committee Chairs or members who can speak about the quality and extent of service.

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

h. After conducting its deliberations, the CAPT reports its recommendations to the President and Vice President for Academic Affairs and Dean of the Faculty. After consultation with the Vice President for Academic Affairs and Dean of the Faculty, the President then reports the CAPT's recommendation, along with his/her own, to the Board of Trustees.

i. In the event that the CAPT forwards a negative recommendation to the President in a promotion case, the CAPT will also notify the Vice President for Academic Affairs and Dean of the Faculty about the reasons for the recommendation.

j. An individual denied recommendation for promotion may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or before the Diversity and Affirmative Action Committee, provided such hearing is based on an alleged discrimination in violation of the College's Affirmative Action Policies.] Candidates shall have access to all written materials in their promotion files immediately after the President has made the Administration's recommendation known to them. These materials may not be photocopied.

2. Guidelines for Advancement in Rank:

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

a. For the rank of Assistant Professor, the appropriate terminal degree (or its professional equivalent) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualifications, however, shall be closely scrutinized by the department, the CAPT and the administration for evidence of

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Promotions to Senior or to Distinguished Artist- or Writer-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 to Distinguished rank is based upon merit and not guaranteed by years of service.

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.

XI. LEAVES OF ABSENCE

A. Sabbatical Leaves of Absence

1. Purpose

Sabbatical leaves of absence are granted by the Board of Trustees upon the recommendation of the President to members of the faculty to provide professional experience that cannot be secured during the academic recesses. Sabbatical leaves may be granted for the purpose of advanced study, work on research and creative projects, and for improvement of teaching skills (and for improvement of skills related to librarianship), with the expectation that in each case the College will benefit.

2. Eligibility

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

3. Procedures

a. Application:

i. Application should be made in triplicate on forms available through the Office of the Vice President for Academic Affairs and Dean of the Faculty.

ii. Plans should be discussed with the Chair of the department at least two weeks prior to submission of application.

iii. In addition to the application form, applicants must provide a brief statement of purpose, together with a detailed plan of work to be pursued, a brief statement of prospective value of the project, and plans for publication or exhibition.

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

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- 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

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A. Faculty holding two or three-year appointments who wish to resign should give written notice to the Vice President for Academic Affairs and Dean of the Faculty no later than April 1.

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

XIV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

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

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the 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

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

D. Obligations Pertaining to Department Chairs

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

2. Curriculum: The Chair, in consultation with other department members, is responsible for the department's course offerings and major requirements. Insofar as is possible, faculty should be permitted to teach the courses they prefer in the areas of their particular expertise, providing that student needs are met. Scheduling of courses and determination of examination policies should, insofar as possible, reflect the wishes of the department members teaching those courses. The Chair should take into account the needs of the students as well as the discipline in the shaping of the curriculum. The Chair has the primary responsibility for encouraging faculty to advise students conscientiously and carefully and also to keep library and resource materials current.

3. Personnel: The Chair is responsible for seeking out highly qualified candidates for vacancies in the department. An important factor in their selection should be their competence and willingness to teach according to the specified needs of the department and the College. The Chair establishes search and selection procedures in consultation with the 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

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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 Program Director is made by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the teaching faculty in the program and the appropriate department Chair.
2. A Director (tenured or untenured) may not be removed as Director during the course of an academic year except for cause.

C. Procedures for Review

1. Program Directors shall be reviewed by the Vice President for Academic Affairs and Dean of the Faculty 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 Director or the Vice President for Academic Affairs and Dean of the Faculty. Untenured faculty serving as Directors at the time of review for reappointment or for tenure shall be reviewed separately as Program Directors.
2. The review of a Program Director shall be conducted by the Vice President for Academic Affairs and Dean of the Faculty. Each active member of the program 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. 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

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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.

XIX. FACULTY GOVERNANCE

Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty as described in Part Two. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote: all full-time members of the faculty and faculty holding shared appointments at the rank of assistant professor or above, visiting instructors, librarians, artists-in-residence, writers-in-residence, and full-year full-time lecturers, 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, 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.

XX. PROCEDURES FOR HANDBOOK AMENDMENTS

- A. Proposals for revising the Handbook may be initiated by faculty, administration or Trustees.
- 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,

FACULTY RIGHTS AND RESPONSIBILITIES

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.

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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.
 8. At the completion of its deliberation, the committee of the whole will entertain a motion to “rise and report.”
- C. Informal Consideration. This device permits the Faculty Meeting to set aside the formal rules of debate.

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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.
3. Informal consideration allows the meeting to perfect a motion or an amendment for Faculty Meeting action.
4. The chairperson of the Faculty Meeting remains in the chair.
5. Informal consideration allows for varying limits of debate and the development of amendments to a motion.

Article VI. Taking Votes.

A. The Faculty Meeting shall vote by ballot on any motion to change the curriculum or Part I of the Faculty Handbook if at least one voting member makes such a request. On all other motions, the Faculty Meeting shall take a vote on a motion for a ballot vote.

B. The Faculty Meeting shall otherwise vote by ayes and nays. Any member, however, can demand a rising vote (standing vote or a division of the assembly). This vote must be counted. In the case of a tie vote (ballot) the chair *may* vote with either side. If the chair chooses not to vote, lacking a majority, the motion is defeated.

C. The members of the Committee on Faculty Governance shall tally all votes taken by a show of hands or by ballot, except in cases where the motion before the Faculty Meeting comes from the CFG. In the latter instance, the chair shall appoint up to six faculty members to make the count.

Article VII. Special Rules.

A. Vote on Questions of Policy:

1. Matters of policy shall not be voted on at the same meeting in which they are proposed, unless this provision is waived by a simple majority.
2. The chair shall rule on what constitutes matters of policy, subject to challenge by a

Article IX. Adoption and Amendment of the By-laws.

- 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

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 from any faculty member, student, administrator, trustee or from the CAPT; to advise and make appropriate recommendations to the President. The Operating Procedures of the CAFR are available from any member of the Committee. The CAFR meets annually, and whenever necessary in the pursuit of its functions, with the appropriate committee of the Board of Trustees. Revisions to Part One of the Faculty Handbook Articles I - XIX are

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.

2002-03

FACULTY HANDBOOK

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 for and makes appointments to faculty committees; it provides advice and oversight of procedures regarding faculty appointments to search committees for senior administrative positions and to administrative, trustee, and SGA committees; and it maintains a list of all faculty members on all committees.

Finally, CFG is responsible for ensuring that the text of the Faculty Handbook appears and remains precisely as approved by the faculty.

Membership: Six faculty members elected to ses app9(ers el)-4.1(ect)5Cp9(ersree-1(e)1.9.18.1(ect)5b)-1.9r(e

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: Six faculty members elected to serve two-year terms; the Dean of Special Programs, the Vice President for Academic Affairs and Dean of the Faculty or his/her designee and the Director and Academic Advisor of the EMP.

10. FACULTY DEVELOPMENT COMMITTEE (FDC) - Elected

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

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

11. FINANCIAL POLICY AND PLANNING COMMITTEE (FPPC) - Elected

Function: To engage in financial planning and recommend financial policies for the College as a whole; to work closely with and serve as a resource for the Institutional Planning Committee, on which the FPPC Chair sits, and for other committees; to receive and review reports from the College Benefits Committee; to ensure that there is a timely flow of information on financial matters available to all College constituencies.

Membership: Four faculty members, at least two of whom are tenured, elected to serve four-year terms; one member of the administrative/professional staff; one member of the support staff; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty; and the Vice-President for Business Affairs. The support staff and the administrative/professional staff will determine their own methods for selecting their representatives, who will serve four-year terms.

12. HONORS COUNCIL - Elected

Function: The ongoing responsibilities of the Honors Council include reviewing applications for membership and inducting new members, monitoring the eligibility standards for current members, planning and sponsoring academic and co-curricular events, developing a sufficient number of courses and co-curricular events for inclusion

FACULTY GOVERNANCE

among the "honors" resources, communicating with the wider community of students and faculty regarding Forum opportunities and the achievements of honors (and other) students, and assessing the effectiveness of the Honors Forum in achieving its goals.

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as director of the Honors Forum for a four-year term; the Dean for First-Year Students; the Dean of Studies; the Associate Dean of the Faculty; the President

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.

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, discussion, laboratory, and studio courses. At the discretion of the instructor, departmental evaluation forms may also be used to evaluate independent studies, internships, and thesis or individual research courses. These evaluations should be administered in such a way as to ensure validity, responsibility, and, where possible, confidentiality.

a. Validity shall mean that the methods each department may devise for its own needs be likely to produce nearly complete returns from each class.

b. Responsibility shall mean that students sign the essay evaluation forms they fill out, and that no anonymous evaluation essay be accepted. Although signatures must be separated from the completed forms before they are shown to the faculty member concerned, or kept confidential in some other fashion, some record of who wrote a given essay must be established.

c. Confidentiality shall mean that no faculty member shall learn the name of the student who wrote a given essay evaluation for one of his/her own courses. If, on the other hand, allegations suggesting unprofessional conduct appear in a student evaluation, the Department Chair or CAFR may seek to interview the student to determine whether further review is warranted.

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

5. DIVERSITY AND AFFIRMATIVE ACTION COMMITTEE - APPOINTED

Function: To advise the President on Diversity and Affirmative Action policy, to consult with the Diversity and Affirmative Action Officer, to review annually the College's Diversity and Affirmative Action program including the sexual harassment policy and submit specific recommendations for improvement, to hear concerns from any member of the College community relating to alleged discrimination based on race, color, religion, sex, disability, age national or ethnic origin, sexual orientation or concerns relating to sexual harassment, to implement ongoing educational programs and to review discrimination and sexual harassment complaints as directed by the Director of Diversity and Affirmative Action in order to provide the College community with information about diversity and affirmative action policies and issues, including sexual harassment.

Membership: Two full-time faculty members, two support staff, two administrators, all appointed by the President and who serve a three-year term for no more than two consecutive terms; two students appointed by the President for a two year term renewable for a third year; the Assistant to the Dean of Students for Multicultural Students (ex officio with vote) who shall maintain a liaison with the Dean of Students; the Director of Diversity and Affirmative Action (ex officio with vote), and the Director of Human Resources (ex officio with vote). Other members of the College community, for example the Assistant to the President, may be invited to attend without a vote.

6. HONOR CODE COMMISSION - Appointed

Function: To coordinate and conduct Honor Code workshops for first-year students and transfers; and in its capacity as a commission, to help educate all students as to what constitutes an honor violation, to implement the Honor Code by requiring students to write on their tests and exams that they have not witnessed or in any way aided another person cheating, and to recommend changes in the Honor Code System.

Membership: The Student Honor Code Educator as Chair, the SGA Vice President for Academic Affairs, one student representative at-large, one faculty representative at-large, and one representative from each of the judicial boards (Integrity Board, and Board of Appeals).

7. THE INFORMATION RESOURCES COUNCIL (IRC) - Appointed

Function: To recommend to the College policies and plans regarding information resources, including their ongoing assessment and renewal, and thereby to serve as the College's chief policy-recommending and planning body for information resources; to provide a forum in which the senior administration of the College, the directors of the various information resource centers, and the us7. THE Ion 5((()9md(onm renewable)]JT*-- plannimple

long-range plan for information resources on a regular basis. The IRC may appoint task forces to address particular aspects of its mission as it deems appropriate. In instances where faculty will be appointed to such task forces, the IRC will inform the CFG of the appointments. In the case of educational policy and planning issues, including issues concerning the library, the IRC will coordinate its consideration of such issues with that of CEPP and will submit proposals for CEPP's approval. Ordinarily, meetings of the IRC will be open and advertised in advance.

Membership: Four faculty members, two elected and two appointed by the CFG in consultation with the Vice President for Academic Affairs and Dean of the Faculty, to serve staggered four-year terms; two students selected by SGA; the Vice President for Academic Affairs and Dean of the Faculty, who will serve as Chair; the Vice President for Business Affairs; the College Librarian; the Director of the Center for Information Technology Services (CITS); the Director of Institutional Research.

8 . INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE - Appointed

Function: To monitor the use of laboratory animals in teaching and research.

Membership: No less than five members appointed by the Vice President for Academic Affairs and Dean of the Faculty; a veterinarian, a scientist experienced in laboratory animal research, and an individual who has no other affiliation with the institution besides membership on the committee.

9 . SAFETY IN THE WORKPLACE COMMITTEE - Appointed

Function: To publish and maintain the Safety in the Workplace Program, a program that complies both with applicable external laws and regulations and with Skidmore's specific needs, to review regularly existing safety policies and consider new policies designed to minimize unsafe acts, eliminate or control hazards, and stimulate efforts to create and maintain interest in safety.

Membership: Two faculty members, one student member, one support staff member, one member of Local 200D, all appointed by the President and serving staggered three-year terms; the College physician, the Manager of Employment and Training, the Vice President for Academic Affairs and Dean of the Faculty or her/his designee, and the Business Manager (chair).

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 wrongdoing 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.

COLLEGE GOVERNANCE

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 Guspendedt-1.8(VER ffe,d s theafe(ity)

BENEFITS

PART FOUR

BENEFITS

I. FLEXIBLE BENEFITS PLAN

Skidmore College provides a Flexible Benefits Program to faculty who are full-time for the academic year, and for faculty who are in designated shared positions. The College contributes a sufficient amount to each faculty member's Flexible Dollar Pool for the purchase of comprehensive health care coverage and group term life insurance. Dental insurance may be offered but is optional at employee expense. Faculty members may contribute additional funds to these accounts through a salary reduction agreement. Funds in the Flexible Dollar Pool may be used to select one of several types of health care coverage (a self-insured indemnity plan and alternatives such as Health Maintenance Organizations), dental coverage, and various levels of life insurance. Funds in the Flexible Dollar Pool may also be allocated to a Health Care Spending Account and to a Dependent Care Spending Account to the extent allowed. Funds in the Flexible Dollar Pool which are not allocated to the above options may be received as a salary supplement and will be subject to all applicable taxes.

The allocation of funds among the various alternatives must be made before the beginning of each calendar year and ordinarily cannot be changed during the year except under special circumstances. In accordance with Internal Revenue Service regulations, unexpended funds in a Flexible Spending Account are forfeited by the employee. These forfeited funds are returned to the general benefits fund .

A description of the Flexible Benefits Program including alternative health care coverage, group term life insurance, an optional dental plan, as well as the regulations concerning ~~Health~~ Health Care and Dependent Care Spending

policy, the term legally dependent children are those who qualify as a dependent under the IRS code and children named to receive support for education in either a separation agreement or court-issued divorce decree.

2. A full tuition scholarship grant at Skidmore for an undergraduate degree is given to the legally dependent children and spouses of full-time faculty who die during active service at the College, provided said faculty member has given a minimum of six years of full-time service.

B. Non-Matriculated Students at Skidmore College

Faculty, their spouses, and legally dependent children may take courses for credit without payment of tuition on a space-available basis.

C. Students at Other Colleges

Following three years of full-time service at the College, seventy-five percent of the other undergraduate institution's tuition, not to exceed \$975 per semester or \$1950 per year (per

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 may be eligible for these benefits depending on the health plan selected 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

C. Social Security

The College participates in the Federal Social Security program. Payments are made as mandated by law.

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

BENEFITS

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 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 the formula is $5 \times \text{years of service} + \text{age as of 1/1/95} \geq 62$

- 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.

II. THE VICE PRESIDENT FOR BUSINESS AFFAIRS AND TREASURER

The Vice President for Business Affairs and Treasurer is elected by the Board upon the nomination of the President and is the chief business and financial officer under the President. The Vice President for Business Affairs is responsible for all matters assigned by the President which, generally, include all budgets, fiscal affairs, investments, facilities, construction, auxiliary services, campus security, non-faculty personnel matters, purchasing, and other business management affairs of the College.

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

THE ADMINISTRATION

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 matters assigned by the President, which include all student life programs at the College. Together with his/her staff, the Dean is responsible for residential policies and programs; counseling and health services; student and college governance; social, recreational, and cultural programming; career planning; religious life programs; foreign, and minority student concerns. The Dean and his/her staff work with the Vice President for Academic Affairs and Dean of the Faculty to create effective programs of student and faculty orientation and academic advising, and with the College honor societies to encourage academic excellence, provide counseling services for students with academic problems, and provide counseling for study abroad and graduate education.

The Associate Dean of Student Affairs and Dean of Studies is appointed jointly by the Dean of Student Affairs and the Vice President for Academic Affairs and Dean of the Faculty. He/she serves as a bridge between issues traditionally associated with student life and those linked with academic affairs. As Associate Dean of Student Affairs, he/she is responsible for all matters regarding student life assigned by the Dean of Student Affairs, such as serving as chief student affairs officer in the absence of the Dean.

As Dean of Studies he/she is responsible for all aspects of academic advising, including the faculty advising system. He/she and staff provide support and guidance to students considering academic program options, students with academic distinction, and students experiencing academic problems.

VI. THE DEAN OF SPECIAL PROGRAMS

The Dean of Special Programs is appointed by the President and is responsible for the academic and fiscal integrity of external undergraduate and graduate degree-granting programs and for a diverse group of credit bearing and non-credit programs in the liberal arts, creative arts, pre-professional and professional areas. The Dean of Special Programs is charged to initiate and encourage academic innovation and experimentation, to enrich and strengthen the intellectual life of the college, to extend opportunities to non-traditional as well as traditional students and to cultivate Skidmore's relationship with Saratoga Springs and other area communities through educational programming. During the summer months the Dean of Special Programs supervises a broad range of innovative programs as well as the use of academic and residential facilities. The Directors of the External Master of Arts Program, the University Without Walls, Summer Sessions and Summer Special Programs, Summer Conferences and Community Education, the Child

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 and Student Aid and Family Finance 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.

VIII. REVIEW OF SENIOR ADMINISTRATIVE OFFICERS.

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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.

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C. College Policy on Diversity

The principal mission of Skidmore College is the education of predominantly full-time undergraduates, a diverse population of talented students who are eager to engage actively in the learning process. (Mission Statement, November 1993)

Fulfillment of this mission relies on mutual respect, recruitment, and retention of qualified students, faculty, and staff of diverse backgrounds and cultural heritages. Equally important is a community where individuals respect all differences and recognize that they can learn from each other.

D. 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 Diversity and Affirmative Action Committee and the Director of Diversity and Affirmative Action. The College shall regularly review its practices and procedures regarding admissions, recruitment, hiring, promotion and other areas of concern to students, employees and employer, and shall seek to redress any inequities.

Inquiries concerning the application of these policies should be directed to:

Director of Diversity and Affirmative Action
Skidmore College
Saratoga Springs, New York 12866
518/580-5943

III. EQUAL OPPORTUNITY AND DIVERSITY AND AFFIRMATIVE ACTION PROGRAM

The Equal Opportunity and Diversity and Affirmative Action Program covers the educational and employment environment of the College, and establishes specific procedures and standards as appropriate.

A. Scope

1. Educational Environment

In accordance with its policy on equal opportunity and affirmative action, Skidmore College prohibits discrimination against any students on the basis of race, color, religion, sex, disability, age, national or ethnic origin, or sexual preference.

2. Employment Environment

Human resource administration guidelines have been established to ensure uniformity in process and treatment of employment policies and practices. The guidelines apply across the institution. The College prohibits discrimination on the basis of race, color, religion, sex, disability, a,wa.7(ve)4.7(bea(r)ti,wa.7in, or sexu(beaa)4.6(1 8i5ni pr)3.8(e)4.6(f)3.8(e)4.6(r)3.8(e)4.6(n

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g. Before the interview phase, the hiring department will contact the Director of Diversity and Affirmative Action to review the applicant pool. The resumes of applicants recommended for interview, and application material belonging to applicants belonging to underrepresented groups should also be made available to the DDAA. If necessary, a search may be extended in an effort to attract a more appropriately representative pool.

h. At the conclusion of the interviewing phase, the hiring department will contact the Director of Diversity and Affirmative Action to discuss the candidates interviewed and the top candidate. No verbal or written commitment may be made to a candidate until the Director of Diversity and Affirmative Action, the President, or the Vice President for Academic Affairs and Dean of the Faculty in the case of academic searches, has agreed that appropriate affirmative action procedures have been followed and that the search may be closed.

B. Administration

1. Roles and Responsibilities

a. The Director of Diversity and Affirmative Action shall be appointed by and report to the President. The DDAA is charged with providing leadership in recommending and implementing strategies to secure and maintain a diverse campus community; coordinating institution-wide affirmative action and diversity efforts, including 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

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C. Resolution of Complaints/Grievances

Individuals, whether employees or enrolled students, should report discrimination based on race, color, religion, gender, disability, age, national or ethnic origin, or sexual orientation in order for everyone to enjoy a work and learning environment free from discriminatory behavior.

The College has established procedures to insure that concerns relating to alleged discrimination are dealt with swiftly, equitably, and sensitively; confidentiality will be maintained to the extent possible.

The following sections detail College procedures and options for employees of the college. A detailed description of disclosure, investigation, and appeal procedures related to discrimination complaints involving *only* enrolled students can be found in the Student Handbook, under the College Policies section.

1. Disclosure

Any **employee** of the College community who believes he or she has been the victim of discrimination based on race, color, religion, gender, disability, age, national or ethnic origin, or sexual orientation is encouraged to disclose the conduct and to talk candidly to whomever they call upon for help. Disclosure provides the complainant (the person seeking help) an opportunity for consultation regarding the respondent (the person exhibiting discriminatory behavior) with College personnel educated in handling such matters. These individuals include the following:

The Director of Diversity and Affirmative Action (DDAA)
Any member of the Diversity and Affirmative Action Committee (DAAC)
The Director of Human Resources

The individuals listed above are available to provide information concerning the College's Affirmative Action Policy, the process that the College has designed(to alles)]TJ0 -1.18 TDig(The Director

- Discussing confidentiality standards and concerns
- 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 documents will be kept in a confidential file by the DDAA)
- Gathering all relevant information central to recommending action
- Directing appropriate and necessary action

Alleged discrimination complaints 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 filed his/her complaint.

If the DDAA determines that a hearing panel is needed to respond to the situation, he/she will appoint and convene such a panel. 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. In the case of a union member, the DDAA will insure that the Director of Human Resources or his/her designee joins the panel as a member. The DDAA is present at the hearing, acting as an observer and resource to panel members. If the case presents a conflict of interest for the DDAA, the President 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:

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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, 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

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- * the Dean of Student Affairs
- * any member of the Sexual Harassment Resource Network (the list of members is available in Human Resources)

The individuals listed above are available to provide information concerning the College's sexual harassment policy, the process that the College has designed, and appropriate action that may be taken. The wide range of personnel available to receive and address situations of sexual harassment has been established to help insure that faculty, staff, and students have open to them many avenues for comfortable disclosure. The DDAA, however, has ultimate responsibility in following up on all complaints and will be involved in each case where sexual harassment is alleged. College personnel charged with hearing and addressing sexual harassment complaints have been educated and are updated regularly on issues relevant to sexual harassment. Complainants are strongly encouraged to disclose incidents of sexual harassment so that the College can address situations swiftly and take appropriate action.

Next step: Investigation

Once sexual harassment is disclosed to College personnel, the College is legally obligated to address and respond to the complaint. College personnel, led by the DDAA, must follow a process that includes:

- * discussing confidentiality standards and concerns.
- * 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 discussions with both the complainant and the respondent) and to recommend a response to the DDAA; the DDAA will make a final recommendation to the President.

Final step: Appropriate action

Action in response to a complaint of sexual harassment may include discussion, counseling, monitoring of the situation, support for self-help, remediation by third party intervention, formal discipline or termination of employment. The President will take under advisement the DDAA's recommendation, decide appropriate action, and direct the DDAA to work with one, two or all of the following individuals to implement appropriate action:

- * the Vice President for Academic Affairs and Dean of the Faculty
- * the Dean of Student Affairs
- * the Director of Human Resources

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.

False allegations

False accusations of sexual harassment will not be tolerated by the College. Such allegations constitute employee misconduct, and any employee who knowingly, maliciously or frivolously makes a false allegation of sexual harassment will be subject to discipline up to, and including, termination of employment.

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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

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* 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?

Respondents and complainants are entitled to bring a community member to any conversation or hearing panel relevant to their case. Advisors may speak on their behalf or simply be present as a source of support. A number of individuals in the community have been trained and educated in matters of sexual harassment and are available to help respondents and complainants; the DDAA will ensure that names of these individuals are shared with respondents and complainants.

* What is the impact of this policy on the Skidmore Community?

A policy such as this one will have a positive impact upon the College community. Free speech and academic freedom are of paramount importance at an institution of higher education. This policy will not curtail that freedom but rather liberate the community by defining what is, and is not, sexual harassment. The policy also will serve as the beginning of dialogues which will work to dispel misconceptions about what constitutes sexual harassment and strengthen mechanisms which prevent its occurrence.

* The policy states that the Director of Diversity and Affirmative Action has ultimate responsibility for following up on all complaints and will be involved in each case of sexual harassment. What if there is a conflict of interest on a particular case?

In instances where there is a conflict of interest for the DDAA, the President will appoint someone from the Diversity and Affirmative Action Committee in place of the DDAA.

* What if someone reports and charges ME with sexual harassment--and it is not true?

Anyone who knowingly, maliciously or frivolously makes a false allegation of sexual harassment will be subject to disciplinary action by the College, including termination of employment.

Inquiries concerning the application of this policy should be directed to:

The Director of Diversity and Affirmative Action
Skidmore College
815 North Broadway
Saratoga Springs, New York 12866-163

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