

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.

FACULTY RIGHTS AND RESPONSIBILITIES

PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

The faculty consists of all full and part-time teaching and library personnel and those in shared appointments holding the ranks defined in Part One, IV Categories of Appointments to the Faculty, Topics A (Tenure-track Appointments), B (Pre-tenure-track Appointments), C (Non-tenure-track Appointments). The rights and privileges of faculty members vary according to type and status of appointment. These rights are defined in various parts of the Handbook. See in particular Part One, Article IV Appointment to the Faculty, Part One, Article VIII Tenure, Part Four, Benefits, Part One, Article XIX Faculty Governance, and Part Two, Article I Faculty Meetings, Topic A on voting rights.

II. ACADEMIC FREEDOM¹

Skidmore College vigorously endorses the principle of academic freedom.

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

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

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

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

III. ACADEMIC FREEDOM AND TENURE

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

IV. APPOINTMENTS TO THE FACULTY

A. Tenure-track Appointments:

Initial appointments to all ranks are made by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Chair and the department concerned and

FACULTY RIGHTS AND RESPONSIBILITIES

B. Pre-tenure track Appointment

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

C. Non-tenure track Appointments

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

Full-time and shared appointments as Library Faculty, Artists- and Writers-in-Residence, and Teaching Associates will be made initially for three years, the first year being a probationary one. The appointee's department may request the Vice President for Academic Affairs and Dean of the Faculty on or before February 15 of the first year to terminate his or her contract, 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. An appointment that is not terminated during the first year shall remain in effect through the third year.

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

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

a. Library Faculty: Library Faculty are full-time members

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

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

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

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

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

f. Lecturer: A lecturer is a full- or part-time member of the teaching or library faculty needed in a department or program. Lecturers may be practicing professionals qualified by the possession of special skills or experience though they may not necessarily have the academic credentials required for appointment at professorial ranks.

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FACULTY RIGHTS AND RESPONSIBILITIES

recreational facilities. The research associate may apply for external research funding as a member of the College, and is expected to contribute to the overall scholarship of the department to which he or she is assigned.

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

3. The creation of any new faculty titles and descriptions must be approved by the faculty. Changes in status or title of any faculty appointee must be made in accordance with

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 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

FACULTY RIGHTS AND RESPONSIBILITIES

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

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

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

B. Pre-tenure-track Faculty

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

C. Non-tenure-track Faculty

1. Library Faculty:

Decisions to reappoint or promote Library faculty members at Skidmore are based on the quality of their credentials in three areas: librarianship, achievement as scholars and members of the profession, and contributions to the welfare of the college community. Librarianship of a high quality is paramount, the primary criterion for retention or advancement; but Library faculty must demonstrate an ability to make significant contributions to the profession through scholarship and professional activities. In addition, Skidmore expects faculty members to assume responsibility for the communal 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 information resources beyond the Library walls; and interpreting the library's collections and wider information universe through reference service, printed guides, and bibliographic instruction. This mission requires that Library faculty be both educators/scholars and administrators.

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

Library faculty must demonstrate mastery, creativity and initiative in all of the following areas which apply to their assigned responsibilities: (1) developing library collections to support Skidmore's educational mission; (2) organizing and analyzing library collections to provide ease of both intellectual and physical access; (3) identifying and meeting users' needs by applying knowledge of information retrieval techniques, research strategies and subject disciplines; (4) collaborating with students and faculty to support their educational and research activities; (5) promoting effective use of information through individual and classroom instruction; (6) planning, implementing and managing services and programs which support the library's mission.

FACULTY RIGHTS AND RESPONSIBILITIES

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

C. Academic Responsibilities

1. **Availability:** Faculty members are expected to be available for academic duties during the academic year. The year for full-time faculty, excluding certain department Chairs and librarians who are on ten month contracts, is the nine-month period from September 1 until May 31 of the following year. Part-time or temporary faculty contracts are written for specific time periods.

2. **Class Sessions:** Faculty members will meet all classes as scheduled by the Office of the Registrar, or make suitable arrangements approved in advance by department chairs for limited replacement. Other responsibilities may include supervision of field work, independent study, and internships.

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

3. **Academic Advising:** Faculty members are responsible for giving conscientious and informed guidance to student advisees.

4. **Office Hours:** Faculty members will post and observe regular office hours for consultation and guidance of students and will report those hours to the department Chair.

5. **Administrative Meetings:** Faculty members are expected to attend faculty meetings and departmental and committee meetings when called.

6. **College Functions:** Faculty members are expected to attend Commencement, Opening Convocation for fall and spring terms, and Honors Convocation. Any faculty member unable to be present at these functions should notify the Vice President for Academic

FACULTY RIGHTS AND RESPONSIBILITIES

Affairs and Dean of the Faculty. Faculty members are encouraged to wear academic

- i. If the appointee believes that the decision against reappointment was made in violation of academic freedom and rights or was procedurally inadequate, the CAFR, upon petition by the appointee, will review the allegations and report to the President.
- ii. If the appointee believes that the decision against reappointment was based on inadequate consideration of the standards for continued service, the Vice President for Academic Affairs and Dean of the Faculty may review the evaluation.
- iii. In either (i) or (ii), the result of a finding in favor of the appointee will be to return to the department for reconsideration.

2. Third Year

a. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Vice President for Academic Affairs and Dean of the Faculty on or before January 15² of the appointee's third year. This evidence must include a cover letter from the chair and letters from full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, IV Categories of Appointments to the Faculty, Topics A Tenure-track Appointments and IV C.b. Artist or Writer-in-Residence) who are in at least their third year of full-time service at Skidmore, and (where appropriate) program directors.

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

b. The Vice President for Academic Affairs and Dean of the Faculty must, on or before February 15³

FACULTY RIGHTS AND RESPONSIBILITIES

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

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 Tenure-track Faculty, 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

FACULTY RIGHTS AND RESPONSIBILITIES

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

FACULTY RIGHTS AND RESPONSIBILITIES

A. Preamble

Though no precise weights can be attached to the three criteria upon which the awarding of tenure is based, teaching of high quality and significant growth and achievement in scholarly, creative or professional work are of central importance, high-quality teaching being the principal criterion. Evidence of significant contributions to the community's collective affairs at the departmental and all-college levels will also be taken into account. There is no presumption that meeting minimal standards assures one of tenure. See also Part One Faculty Rights and Responsibilities, Article V Evaluative Criteria for Continued Service, Topic A Tenure-Track Faculty.

Awarding tenure to a faculty member is among the most important decisions the college makes, one which inevitably necessitates prospective judgments. Every tenurial decision is predicated upon the likelihood that an individual's performance to date truly augurs the quality of his or her future performance, and must look ahead as well to the future needs of departments and special programs with an eye to shifts in enrollments and students' interests, to maintaining balance and distribution in range of experience and fields of specialization, and to allowing room for development. However, anything like a quota or maximum number of tenured faculty invoked as a criterion reduces decision-making to routine clerical work and flies in the face of AAUP guidelines. Along with the AAUP, Skidmore believes that the quality of those who receive tenure is more germane to realizing the educational goals of the college than is the quantity of faculty who are tenured.

B. Institutional Considerations and Budgetary Considerations

Candidates should be aware that the administration and Board of Trustees may review tenure recommendations presented by CAPT and make their decisions in light of larger institutional considerations above and of budgetary considerations. Either the Vice President for Academic Affairs and Dean of the Faculty or the President is responsible for providing notification in writing to tenure-track faculty and their departments of probable structural barriers to tenure at the earliest possible date, beginning with the time of third-year reappointment.

C. Eligibility

1. Full-time members of the faculty who are at the rank of Assistant Professor or above shall become candidates for tenure at the beginning of the fall term of their sixth year of service as faculty members.⁶ The timing of tenure consideration will be determined by the faculty members in consultation with the chair of the department and the Vice President for Academic Affairs and Dean of the Faculty at the time of the first reappointment.

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

FACULTY RIGHTS AND RESPONSIBILITIES

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

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. The following procedures should be observed:

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

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

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

5. 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.

FACULTY RIGHTS AND RESPONSIBILITIES

Dean of the Faculty has made the President's recommendation known to the candidate. These materials may not be photocopied.

9. 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.

10. 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, 4a, 6 and 9. Then as in stipulation 5, the CAPT makes a recommendation to the President, who reports to the Board of Trustees.

11. 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

FACULTY RIGHTS AND RESPONSIBILITIES

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

c. Candidates being considered for promotion shall be sent a written notice by the Chair of the CAPT that they are candidates for promotion. 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 extraordinary merit.

b. Beginning with the 1994-1995 academic year, faculty who are awarded tenure (or Library faculty who are given a positive sixth year review) are promoted automatically and concurrently to the rank of Associate Professor or Associate Librarian. Otherwise, for faculty who have yet to become tenure candidates the appropriate terminal degree (or its professional equivalent) normally is required. In addition, teaching (or in the case of Library faculty, librarianship) of high quality and significant growth and achievement in scholarly, creative or professional work must be clearly demonstrated. Participation in college affairs (such as involvement in departmental or faculty governance or in other aspects of co-curricular college life) is also important. This participation is not to be predominantly or exclusively equated with service on faculty committees, which is but one of a variety of service options available to faculty.

c. For the rank of Professor, the appropriate terminal degree (or its professional equivalent) normally is required. Promotion to this rank shall be granted to faculty who have shown continuing excellence in teaching (or, in the case of Library faculty, librarianship) as well as distinguished achievement attesting to further growth in scholarship, creative or professional work; and significant involvement in the affairs of the College.

B. Librarian Ranks

Promotion from Assistant to Associate Librarian and Librarian is granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the department. Consideration for promotion may be initiated by the Chair of the Library in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Chair of the Library. The Chair of the Library shall indicate the consultation procedures employed within the department when

FACULTY RIGHTS AND RESPONSIBILITIES

recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

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

Promotions to Senior Artists- or Senior Writers-in-Residence are granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs and Dean of the Faculty after consultation with the Department. Consideration for promotion may be initiated by the Department Chair in consultation with the Vice President for Academic Affairs and Dean of the Faculty, or the Vice President for Academic Affairs

FACULTY RIGHTS AND RESPONSIBILITIES

iii. Applicants and their departmental Chairs will be notified by March 1 of the academic year preceding the leave.

c. Reporting

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

ii. Upon completion of the leave, a final report shall be sent to the Vice President for

1. Purpose

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

2. Eligibility

Untenured tenure-track faculty who are either in their third or fourth years of service to the College and who have been reappointed are eligible to apply for the following year. Leaves may be requested for either a full year at half-pay or one semester at full pay. The College will continue to provide all benefits through the Flexible Benefits Program. Retirement contributions will be calculated on base annual salary paid during the sabbatical. Faculty who are granted the Pre-tenure Paid Research Leave will not be eligible for a regular sabbatical until they have completed 6 consecutive years of service to the College following such a leave although this service time may include up to two semesters' leave without pay, if so stated in the letter(s) granting such leave.

3. Procedures and Criteria

The procedures and criteria for evaluating proposals are the same as those stipulated for regular sabbatical leaves of absence. (See Part One, Article XI Leaves of Absence, Topic A Sabbatical Leaves of Absence, 3 and 4.)

C. Leaves of Absence Without Pay

1. Copies of requests for leaves of absence without pay should be sent to the Vice President for Academic Affairs and Dean of the Faculty. Leaves of absence, other than sabbatical leaves, are granted by the Vice President for Academic Affairs and Dean of the Faculty upon recommendation of the department Chair concerned. Leaves of absence without pay of up to one full year may count towards tenure at the option of the individual if so stated in the letter granting such leave.

2. If an alternate arrangement has not been made with some outside supporting organization, the College continues to make a contribution, based only on salary actually paid during the leave, to the Pension Plan, as well as its usual contribution to the Disability Plan and the Medical Insurance Plan for a faculty member who is on an approved leave of absence, etc.

XII. REIMBURSEMENT FOR PROFESSIONAL ACTIVITIES

Requests for reimbursement are made through the department Chair on forms obtainable from the Office of Financial Services. If a faculty member is a participant in a

time of review for reappointment or for tenure shall be reviewed separately as Department Chairs.

2. The review of a Department Chair shall be conducted by the Vice President for Academic Affairs and Dean of the Faculty. Each member of the department shall be requested to present a written evaluation to the Vice President for Academic Affairs and Dean of the Faculty. All such statements shall be confidential.

2000-01

FACULTY HANDBOOK

FACULTY RIGHTS AND RESPONSIBILITIES

2. Curriculum: The Director, in consultation with other program members, is responsible for the program's course offerings and requirements. Directors, in consultation with teaching faculty and department Chairs, will coordinate the scheduling of courses. The Director should take into account the needs of the students as well as the program in the shaping of the curriculum. The Director has the primary responsibility for advising students in the program and also keeping library and resource materials current.
3. Personnel: The Director, in consultation with appropriate department Chairs, is responsible for seeking out highly qualified candidates to teach in the program. The Director renders guidance and assistance to faculty in the program. The Director has access to teaching faculty's curriculum vitae, syllabi and teaching evaluations for courses in the program. The Director consults with the appropriate department Chair when teaching faculty in the program are eligible for reappointment, tenure, and promotion.
4. Communication: The Director should foster effective intra- and inter-program communications among all students, faculty, and administrators, making clear to these constituencies the nature of all program policies and procedures. The Director is responsible for keeping the catalogue description of the program current and accurate and for the annual program report to the President and the Vice President for Academic Affairs and Dean of the Faculty.
5. Support: The Director, in consultation with the Office of the Vice President for Academic Affairs and Dean of the Faculty and the appropriate department Chair, if relevant, 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.

E. Procedures for Evaluation

1. The candidate's department Chair shall take into account the candidate's contributions to the program in writing the annual (or in the case of tenured faculty, tri-annual) letter of evaluation.
2. In all personnel decisions, the department Chair shall consult in writing the faculty who have been active in the program during the last two years to gather evidence on the performance of the candidate in the following areas: teaching, scholarly, professional or creative activity, community service.
3. In the case of programs with personnel committees, such as women's studies, the department Chair shall consult the personnel committee. In the case of programs without personnel committees, the candidate's department Chair shall solicit letters of recommendation from faculty in the program.
4. The faculty referees shall in all cases indicate in writing clear support or lack of support for the candidate on the basis of his or her work in the program.

5. In a second year review the Faculty Handbook does not require documentation appended to the Chair's letter. In all other personnel decisions forwarded to the Vice President for Academic Affairs and Dean of the Faculty and to the CAPT, the department Chair will attach the written statements of those reviewing the candidate's contributions to the program. Chairs and referees shall ensure that all materials are forwarded to the Vice President for Academic Affairs and Dean of the Faculty and to the CAPT by the announced deadlines.

6. Since no tenure lines exist except within departments, it is the responsibility of the Chair of the department to evaluate the candidate's contributions to the program and to incorporate that evaluation within the Chair's letter to the Dean and/or the CAPT.

XVI. ESTABLISHMENT OR ELIMINATION OF A DEPARTMENT

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

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

B. CEPP shall consider the proposal and rationale in the context of all the issues that are relevant to the college's long-range educational goals, and shall explore alternative strategies. During its study CEPP shall work closely with the administration, the Curriculum Committee, and (in the case of elimination) the department in question, and may be aided by study groups drawn from the college community. In order to allow sufficient time for study, neither CEPP nor the initiators of the proposal may introduce the proposal at a faculty meeting until a date upon which they have agreed previously, but not later than twelve months from the time it was first brought to CEPP.

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

D. During the interim between the introduction of the proposal at a faculty meeting and the faculty vote, CEPP shall arrange for at least one faculty information meeting.

E. The President shall report the faculty action to the Board of Trustees when making a recommendation for final action.

FACULTY RIGHTS AND RESPONSIBILITIES

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 Enrollment and College Relations, 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 Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies, and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President 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, XII through XV, and XVII; CEPP Part One, Article XVI and Part Two, Article III; Curriculum Committee Part One, Article XVIII; Faculty Development Committee Part One, Article XI; Financial Policy and Planning Committee Part Four; Diversity and Affirmative Action Committee Part Seven. CFG will deal with proposals to Part One, Articles XIX and XX and Parts Two (except as noted above), Three, Five and Six. The relevant committees then study the proposal, make necessary modifications, and refer the revised proposal to the CFG for presentation to and action by the faculty.

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

D. If the Faculty approves a revision to Part Two of the Handbook, the revision will then be adopted. If the Faculty approves a revision to Part One or Part Four, the revision will be forwarded to the President, and by the President to the Board of Trustees with a recommendation for final action. The revision will then be adopted if both the President and the Trustees give approval. Revisions to Parts Five and Six will be adopted once the office being described and the CFG have agreed upon the revision. Revisions to Part

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 and planning, and institutional planning.

Broad participation by faculty on committees and task forces improves the chances that diverse expertise, interests, and perspectives will inform decision-making at the College.
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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.

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.

B. Vote on Questions of Major Policy: Major 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.

C. Agenda and Minutes: Copies of the minutes of meetings are sent to all members. 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. The Vice President for Academic Affairs and Dean of the Faculty is responsible for recording and distributing minutes of all official meetings and distributing a meeting agenda in advance of every meeting.

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, All-College Council, Athletic Council, CAFR, CAPT, CAPT Review Committee, CEPP, Committee on Faculty Governance, College Benefits Committee, Curriculum, External Master of Arts Committee, Financial Policy and Planning, Institutional Planning, UWW, and Faculty Observers to the Board of Trustees. Faculty representatives on appointive committees of the faculty are appointed by the Committee on Faculty Governance from those indicating a willingness to serve; the CFG also participates in the appointment of faculty representatives to numerous administrative and college committees.

There is also a Committee of Committees composed of the faculty members of All-College Council, CAFR, CAPT, CEPP, College Benefits Committee, Committee on Faculty Governance, Curriculum Committee, Financial Policy and Planning, and IPC which is convened twice a year, or at the request of the faculty members of any constituent committee, by CFG.

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

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

C. Committee Chairs: Members of committees are requested to elect Chairs by the end of each academic year for the following year and to inform the Chair of the Committee on Faculty Governance and the Office of the Vice President for Academic Affairs and Dean of the Faculty of the results of these elections.

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

E. Annual Reports: A copy of the committee's annual report is to be sent to the Chair of the 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. ADMISSIONS AND STUDENT AID COMMITTEE - 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

FACULTY GOVERNANCE

CAFR are available from any member of the Committee. The CAFR meets annually, and

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

FACULTY GOVERNANCE

maintain files of annual committee reports, supervise the orientation of new committee members, and otherwise administer the faculty governance system; to act as faculty watchdog in seeing that the language of the Faculty Handbook appears precisely as it was

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; and to select the annual Edwin Moseley Faculty Research Lecturer.

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; the Assistant to the Dean of the Faculty for Faculty Development and Sponsored Research, 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 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 (with the exception of two of the initial appointees, who will serve one- and two-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 or a designated representative of the Periclean Honor Society; two other students appointed from members of the Forum.

FACULTY GOVERNANCE

13. THE INSTITUTIONAL PLANNING COMMITTEE (IPC) - Elected

Function: Chaired by the President, shall engage in strategic, tactical, and environmental planning for educational, financial, and co-curricular affairs.

Membership: The President, the Vice President for Academic Affairs and Dean of the Faculty, the Vice President for Business Affairs, the Vice President for Advancement, Chairs of CEPP, Financial Policy and Planning Committee, and a faculty representative from All-College Council, two additional faculty elected for staggered four-year terms, one of whom is tenured, the other not, two students selected by SGA, the President of SGA, and the Director of Institutional Research.

14. INSTITUTIONAL REVIEW BOARD - Appointed

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

17. UNIVERSITY WITHOUT WALLS COMMITTEE - Elected

Function: To participate in all aspects of the UWW by determining academic policies and

FACULTY GOVERNANCE

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.

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.

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 Academic Integrity Board or the Social Integrity Board. To review automatically any recommendation for suspension or dismissal from the Academic Integrity Board or the Social 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 and the Associate Diversity and Affirmative Action Officers, 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 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). The Associate Director of Diversity and Affirmative Action attends the meetings as appropriate without a 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 (Academic Integrity Board, Social Integrity Board, and Board of Review).

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 users of information resources may engage

in substantive deliberations to ensure that the College reaps fully the benefits of modern integrated information resources and external networks; to review and revise the College's 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.

. 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.

. 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.

B. SGA Committees With Faculty Representative

1. ACADEMIC INTEGRITY BOARD - Appointed

Function: To adjudicate cases of academic violations. Recommendations by the Academic Integrity Board of suspension or dismissal will be reviewed automatically by the Board of Review.

Membership: Two faculty members appointed by CFG to serve overlapping two year terms, the Student Chair appointed by SGA, one member of the Student Affairs staff, and two students appointed by SGA. The Dean of Studies serves as Judicial Counsel to the Academic Integrity Board.

2. SOCIAL INTEGRITY BOARD - Appointed

Function: To adjudicate cases of social violations. Recommendations by the Social Integrity Board of suspension or dismissal will be reviewed automatically by the Board of Review.

Membership: Two faculty members appointed by CFG to serve overlapping two-year terms, the Student Chair appointed by SGA, one member of the Student Affairs staff, and two students appointed by SGA. The Assistant Dean of Student Affairs serves as Judicial Counsel to the Social Integrity Board.

III. THE HONOR SYSTEM

A. The Contract

1. The Skidmore Honor System was established at the request of the student body in 1921. Each student, in accepting admission to Skidmore College, agrees to the following contract with the College:

2000-01

FACULTY HANDBOOK

COLLEGE GOVERNANCE

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 Academic Integrity Board or request an administrative hearing.

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

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 Social Integrity Board on possible action before the Social 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 conduct might affect the safety or well-being of the student or the safety or well-being of the community, the College reserves the right to require the student to leave the campus pending the outcome of the hearing.

The administrative sanction may be appealed to the President of the College or to the designated hearing officer.

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

BENEFITS

Rule of 62:

A minimum of 12 years of full-time service

+

employee age as of 1/1/95

+

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

must be equal to or greater than 62

- b. Retirees may choose any of the health care plans offered by the College. Eligible dependents at the time of retirement will also be covered by the health care plan. Changes in coverage can be elected during the open enrollment period.

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, 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 Enrollment and College Relations). 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 current status of the finances.

III. THE VICE PRESIDENT FOR ADVANCEMENT

The Vice President for Advancement is elected by the Board upon the nomination of the President and is the chief officer under the President for Development and Alumni Affairs. The Vice President for Advancement is responsible for all duties assigned by the President which, typically, include development of institutional support and resources and coordination of the development, planned giving, and alumni affairs functions.

IV. THE VICE PRESIDENT OF ACADEMIC AFFAIRS & THE DEAN OF THE FACULTY

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

The Vice President for Academic Affairs and Dean of the Faculty to whom the Department Chairs and faculty are responsible, is elected by the Board upon the nomination of the President, and is the chief academic officer. The Vice President for Academic Affairs and Dean of the Faculty is responsible for all matters assigned by the President which, generally, include the following: enhancing the quality of the faculty and, in consultation with Department Chairs, making new appointments to the faculty, conferring with CAPT on matters of tenure and promotions and other matters of concern to the faculty, conferring with the Faculty Development Committee on sabbatical leaves, and making recommendations to the President where appropriate. In consultation with the Department Chairs and Program Directors, the Dean is responsible for all academic budgets and makes budget recommendations to the President. The Dean initiates and supervises the evaluation of Department Chairs, and generally assists them in the performance of their duties. The Dean also assists Chairs and Directors in development of teaching and scholarly effectiveness in the faculty, and in maintaining orderly departmental governance and a spirit of professional cooperation.

THE ADMINISTRATION

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; and day, 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, assuming regularly scheduled "on call" responsibilities, and supervising the HEOP and Four Winds Program Directors.

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. 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, the Dean of Studies works closely with the Dean and the Associate Dean of the Faculty.

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 several degree-granting, credit-bearing, and non-credit programs. The Dean of Special Programs initiates and encourages academic innovation and experimentation, particularly during the summer months when he/she supervises the use of Skidmore's academic and residential facilities. In addition, the Dean cultivates and strengthens Skidmore's relationship with Saratoga Springs and the communities in the region through educational programming. The Directors of the External Master of Arts Program, the University Without Walls, Summer Sessions and Summer Special

THE ADMINISTRATION

**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

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

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

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, age, ethnic origin, or sexual preference.

In accordance with this program, guidelines have been established for affirmative action recruitment and hiring:

a. All position vacancies will be subject to affirmative action search standards, which establish internal posting and external advertisement procedures appropriate to the position's relevant labor market. The scope of a search is determined by the nature of the position and whether a qualified pool of candidates may be recruited from a local, regional or national market.

- b. In some situations the standards for a full search may be waived by the Director of Diversity and Affirmative Action (DDAA). Normally, a waiver-of-search may be approved if one of the following three actions is proposed: filling a vacancy by promotion; filling a vacancy on a temporary basis (non recurring appointment for a maximum of one year); or, internal reorganization. In these cases or in extenuating circumstances a full search may not be desirable and the DDAA will give careful consideration to requests for search waiver.
- c. The Director of Diversity and Affirmative Action reviews the job description and all components of the proposed search plan before approving the search.
- d. The Office of Human Resources maintains and updates lists of recruitment resources for both academic and nonacademic searches.
- e. The Office of Human Resources routinely sends position vacancy announcements to local and regional organizations that represent historically underrepresented individuals. Networking through personal and/or professional contacts in an effort to broaden the diversity of candidate pools for academic and administrative positions is strongly encouraged.
- f. All applicants for academic and nonacademic position vacancies will receive an acknowledgment and information request card. This dual-purpose card enables the College to monitor the success of its recruitment strategies. The information collected is used solely to determine the diversity of the candidate pool.
- g. Before the interview phase, the hiring department will contact the Director of Diversity and Affirmative Action to review the applicant pool. 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

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

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

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

b. The Associate Director of Diversity and Affirmative Action (ADDAA), a member of the professional staff in the Office of Human Resources, serves as the DDAA designate in the absence of the DDAA. The ADAA collects, maintains, and, in cooperation with the DDAA, makes available to the Skidmore Community all statistical data on candidates and employees relevant to the goals of diversity and affirmative action. The ADAA also gathers and houses information necessary for government reports and prepares such reports for submission to the relevant agencies.

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

for Academic Affairs and Dean of the Faculty for Diversity shall serve as ex officio members with a vote but may not serve as Chair.

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

(2) Access: The Committee shall have access to any available information relevant to

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

1. Disclosure

Any member 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, and appropriate action that may be taken. The wide range of personnel available to receive and address situations of alleged discrimination has been established to help insure that faculty, staff, and students have open to them many avenues for comfortable disclosure. The DDAA, however, has the ultimate responsibility in following up on all complaints and will be involved in each case where discrimination is alleged.

(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 DDAO 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:

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,

**EQUAL OPPORTUNITY, AFFIRMATIVE
ACTION AND MULTICULTURAL DIVERSITY**

students are strongly encouraged to seek information about campus resources available to them in cases of sexual harassment and to disclose cases of harassment so that situations can be addressed.

The College has established procedures to insure that concerns relating to sexual harassment are dealt with swiftly, equitably and sensitively; confidentiality will be maintained to the extent possible. Note that once identifying information concerning sexual harassment is received, the College has a legal obligation to investigate and respond to complaints of sexual harassment. The following sections detail College procedures.

The first step: Disclosure

Any member of the College community who believes he or she has been the victim of sexual harassment at the College 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 harassing behavior) with educated personnel. These individuals include the following:

- * the Director of Diversity and Affirmative Action Officer (DDAA)
- * the Associate Director of Diversity and Affirmative Action
- * any member of the Diversity and Affirmative Action Committee (the list of members is available in Human Resources)
- * 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.

**EQUAL OPPORTUNITY, AFFIRMATIVE
ACTION AND MULTICULTURAL DIVERSITY**

Next step: Investigation

Once sexual harassment is disclosed to College personnel, the College is legally obligated

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.

QUESTIONS

* Why is it important for me to come forward with a report of sexual harassment?

It's important because if you do not come forward you are enabling the behavior to continue, and you may not be the only person being sexually harassed. Speaking up allows the College to protect you from further sexual harassment; it also allows the College to protect you from retaliation. Ignoring the behavior doesn't help, and your silence furthers the behavior. Speaking up allows the College to protect you from retaliation. Ignoring the behavior doesn't help, and your silence furthers the behavior.

**EQUAL OPPORTUNITY, AFFIRMATIVE
ACTION AND MULTICULTURAL DIVERSITY**

* Who will know about my report?

As few people as possible: the DDAA, the person who received the complaint, the respondent, and other individuals as necessary who may be central to responding to the complaint.

* Should I keep a record?

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

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

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

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

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policy is in no way to violate or limit one's academic freedom and rights. Faculty who feel their course work may be potentially vulnerable (e.g., art faculty showing slides of nudes; government faculty teaching current issues in public policy--e.g., abortion and sodomy laws; English faculty teaching literature with explicit sexual language and themes; sociology faculty working with feminine and masculine identities; etc.) might want to employ strategies that will help strengthen their right to explore material germane to their research and teaching. One faculty member, whose course deals almost exclusively with sensitive material, has had great success by alerting students on the first day of class to the controversial nature of much of the material in the syllabus. The faculty member reports that as a result of this clear description of the course's content she has never had a complaint.

* Who are the victims of sexual harassment?

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

* What are the effects of sexual harassment?

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

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

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

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

In addition, this policy protects all enrolled students from sexual harassment within the College, while away on a study-abroad program, and/or during an internship or volunteer assignment if the harasser is another enrolled student. Faculty and staff who hear from a student about sexual harassment she/he is experiencing from another student should immediately direct the student complainant to the Office of the Dean of Student Affairs

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND MULTICULTURAL DIVERSITY

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

2000-01

FACULTY HANDBOOK

Skidmore College
815 North Broadway
Saratoga Springs, New York 12866-1632

- Absence from assigned classes, 110
 Academic advising, 110
 Academic freedom, 101–2. *See* Committee on Academic Freedom and Rights, Tenure
 Academic freedom and tenure, 102
 Academic Integrity Board, 305
 Academic policies, 211–13. *See* Faculty obligations, Faculty responsibilities, Faculty rights
 class attendance, 211
 examinations, 211
 grading, 211–12
 student evaluations, 212–13
 Academic Staff, 503
 Academic year, 110, 118
 Ad hoc committees, 210
 Admissions and Student Aid Committee, 204
 Affirmative Action. *See* Diversity and Affirmative Action
 All-College Council, 301
 All-College student evaluations, 212
 American Association of University Professors, 101
 Appointments
 endowed chairs, 105
 non-tenure-track, 103–5
 pre-tenure-track, 103
 tenure-track, 102–3
 artists-in-residence
 reappointment, 114–15
 Artists-in-Residence
 appointment, 103
 category of faculty, 104
 evaluative criteria, 109
 faculty governance, 136
 promotion, 125
 sabbatical leave, 125–27
 visiting, 104
 Assistant Librarian, 124
 Assistant Professor, 124
 Assistant to the Dean of the Faculty for Faculty Development and Sponsored Research, 503
 Associate Dean of Student Affairs, 504
 designated as member of the faculty, 136
 Associate Dean of the Faculty, 503
 designated as member of the faculty, 136
 Associate Librarian, 124
 Associate Professor, 124
 Athletic Council, 204
 Attendance at college functions, 111
 Attendance at meetings, 110
 Benefits. *See* Flexible benefits plan
 Board of Appeals, 302
 CAFR. *See* Committee on Academic Freedom and Rights
 CAPT. *See* Committee on Appointments, Promotion, and Tenure
 CEPP. *See* Committee on Educational Policies and Planning
 CFG. *See* Committee on Faculty Governance
 Class Attendance, 211
 College Benefits Committee, 302
 College committees, 301–4
 preamble, 301
 specific committees, 301
 Committee on Academic Freedom and Rights, 102, 204–5
 confidentiality of conversations with President, Vice President for Academic Affairs and Dean of the Faculty, and trustees, 102
 discipline of tenured faculty, 123
 faculty rights, 109
 review of tenure case, 120
 student evaluations, 110
 Committee on Academic Standing, 205
 Committee on Appointments, Promotion, and Tenure
 appointment of faculty to endowed chairs, 105
 confidentiality of conversations with President, Vice President for Academic Affairs and Dean of the Faculty, and trustees, 102
 discipline of tenured faculty, 123
 operating code for Tenure Appeal Committee, 122
 reappointment of librarians, 113–14
 reappointment to professorial ranks, 111–13
 tenure, 117–23
 Committee on Appointments, Promotions, and Tenure, 102, 205–6. *See* Tenure
 review of senior administrative officers, 506
 Committee on Educational Policies and Planning, 206
 establishing or eliminating department, 134
 Committee on Faculty Governance, 206–7
 handbook revisions, 136–37
 tenure review board, 121
 Committees of the faculty, 203–4
 ad hoc committees, 210

- Committees of the Faculty
 - replacements of members, 203
- Community service, 107
- Convocations and College Events Committee, 302
- Criteria for continued service
 - Artists- and Writers-in-Residence, 109
 - library faculty, 108
 - pre-tenure-track faculty, 107–8
 - tenure-track faculty, 105–7
- Curriculum Committee, 207
 - establishing or eliminating major, 135
- Dean of Enrollment and College Relations, 505
 - designated as member of the faculty, 136
- Dean of Special Programs, 504–5
 - designated as member of the faculty, 136
- Dean of Student Affairs, 504
 - assistant for multicultural student affairs, 605
 - associate dean, 504
 - dean of studies, 504
 - designated as member of the faculty, 136
- Dean of Studies, 503, 504
- Dean of the Faculty, 502–3
 - academic staff, 503
 - assistant for faculty development, 503
 - associate dean, 503
 - dean of studies, 503
 - office of, 502–3
 - registrar and director of institutional research, 503
 - Tenure Review Board, 209
- Department. *See* Department chair
 - establishment or elimination of, 134
 - peer evaluations of teaching, 212
 - tenure process, 120
- Department Assistant, 105
- Department chair
 - tenure recommendation, 120
- Department chairs, 129–31
 - annual report to the Vice President for Academic Affairs and Dean of the Faculty, 131
 - appointment of faculty to endowed chairs, 105
 - appointment of faculty to non-tenure track, 103–5
 - appointment of faculty to pre-tenure track, 103
 - appointment of faculty to tenure-track, 102–3
 - budgets, 131
 - CAPT, 130
 - catalog descriptions of department programs, 131
 - communications with students, faculty, and administration, 131
 - criteria for appointment, 129
 - curricula of interdisciplinary programs, 133
 - curriculum, 130
 - Director of Diversity and Affirmative Action, 130
 - directors of interdisciplinary programs, 132
 - equitable teaching loads for faculty, 131
 - evaluation of directors of interdisciplinary programs, 133, 134
 - evaluations of faculty, 109, 131
 - leadership, 130
 - leaves of absence without pay, 128
 - obligations, 130
 - personnel, 130
 - personnel in interdisciplinary programs, 133
 - policy on equal opportunity and affirmative action, 602
 - pre-tenure leaves of absence for faculty, 127–28
 - procedures for appointment, 129
 - promotion of faculty to professorial ranks, 123–25
 - promotion of teaching associates, 125
 - promotion to Senior Artist-in-Residence, 125
 - reappointment of artists-in-residence, 114–15
 - reappointment of teaching associates, 115
 - reappointment to professorial ranks, 111–13
 - reimbursement for professional activity, 128
 - review, 129
 - sabbatical leaves of absence for faculty, 125–28
 - space, 131
 - student evaluations, 110
 - written evaluations of faculty, 109
- Department chairs student evaluations and tenure, 119
- Departmental Student Evaluations, 212–13
- Director of Admissions
 - designated as member of the faculty, 136
- Director of Diversity and Affirmative Action
 - review of tenure case, 120
- Dire cart1 -1.180v(n)6.1(e)-6e TD-0coun(stit)-5c-0.056.5((sa2(i)5.1 Res

1999-2000

**EQUAL OPPORTUNITY, AFFIRMATIVE
ACTION AND MULTICULTURAL DIVERSITY**

- leadership, 132
- obligations, 132
- personnel, 133
- procedures for appointment, 132
- review, 132
- Diversity and Affirmative Action
 - communication of policies and programs, 605
 - introduction, 601–2
 - policy implementation, 602
 - program, 603–4
 - sexual harassment, 602
 - statement of policy, 602
- Diversity and Affirmative Action Committee,
 - 303, 605
 - student evaluations, 110
- Diversity and Affirmative Action Officer
 - discipline of tenured faculty, 123
- Domestic Partners Benefits, 403
- Endowed chairs, 105
- Equal Opportunity
 - communication of policies and programs, 605
 - introduction, 601–2
 - policy implementation, 602
 - program, 603–4
 - sexual harassment, 602
 - statement of policy, 602
- Examinations, 211
- External Master of Arts Committee, 207
- Faculty
 - absence from assigned classes, 110
 - academic advising, 110
 - academic freedom, 101–2
 - academic responsibilities, 110–11
 - academic year, 110
 - academic year defined, 110
 - additional employment of faculty for
 - pecuniary return, 101
 - annual reports, 120
 - appointment and review of department chairs,
 - 129–31
 - attendance at college functions, 111
 - attendance at meetings, 110
 - categories of faculty appointments, 102–5
 - creation of new faculty titles and descriptions,
 - 105
 - criteria for continued service, 105–7
 - criteria for continued service for artists- and

Grading, 211–12

Honor Code Commission, 303

Honor System

 administrative discipline, 307

 contract (code), 305–6

 honor code, 305

 violations, 306–7

Honors Council, 208

Information Resources Couo(e)2.2(n)10.7(o)-186f–y ip

- Senior Writer-in-Residence, 125
- Sexual Harassment
 - Appropriate action, 611
 - Consensual relationships, 609
 - Disclosure, 610
 - False allegations, 612
 - Investigation, 611
 - Policy, 608
 - Questions, 612
 - Retaliatory actions, 612
 - Third-party harassment, 609
- Social Integrity Board, 305
- Student Aid Committee. *See* Admissions and Student Aid Committee
- Student evaluations, 109, 111
 - all-college, 212
 - departmental, 212–13
- Student Evaluations, 212–13
- Student Government Association committees, 304–5
 - preamble, 305
 - with faculty representatives, 305
- Submitting grades, 111
- Teaching Associates, 125
 - appointment, 103
 - category of faculty, 104
 - evaluative criteria, 109
 - promotion, 125
 - reappointment, 115
 - visiting, 104
- Teaching effectiveness, 106
- Tenure, 117–23
 - appeal of negative tenure decisions, 122–23
 - determining years of service, 118
 - eligibility, 117–18
 - institutional considerations in tenure
 - decisions, 117
 - preamble, 117
 - procedures, 119–21
 - review of negative tenure decisions, 121–22

- sabbatical leaves for faculty, 125–27
- student evaluations, 110
- tenure of Dean not counted in department, 121
- Tenure Appeal Committee, 122, 209
- tenure recommendation from CAPT, 120
- Tenure Review Board, 121–22
- timing of tenure consideration for faculty, 117
- timing of tenure considerations for faculty, 118
- Vice President for Business Affairs and Treasurer, 502
- Vice President for Development and Alumni Affairs, 502
- Visiting Artist- or Writer-in-Residence, 104
- Visiting Instructor, 103
- Visiting Professor or Librarian, 104
- Visiting Teaching Associate, 104
- Writers-in-Residence
 - appointment, 103
 - category of faculty, 104
 - evaluative criteria, 109
 - faculty governance, 136
 - promotion, 125
 - visiting, 104