Skidmore College

Faculty Handbook

~~2011-2012~~2012-2013

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PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

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

II. FACULTY STATUS

Faculty status and related matters, including appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal, are primarily a faculty responsibili12(i)-5(n05Yba0(e)4(s4(us)-14Tc 0.006 Tw 0.723 0 Td [(s1)-5(y)24(r)-10

Upon the award of a tenure-track line to an interdisciplinary (ID) program and before initiating a search, a Program Personnel Committee (PPC) shall be formed to perform functions normally assumed by a department in all matters of reappointment, tenure, and promotion. An ID program with multiple lines shall have one PPC. The ID PPC will function separately from a Program Steering Committee although membership may overlap.

The ID PPC will consist of the ID Program Director and four to eight tenured and tenure-track faculty in at least the third year of consecutive full-time college service and at least the third year of participation in the ID Program. The ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs appoints members to the PPC in consultation with the Director and the ID Program Steering Committee. In cases where a Committee member vacates his/her position on the Committee, a replacement is appointed in the same manner. Normally the ID Program Director will chair the PPC. If the Director is a candidate, however, the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs in consultation with the PPC shall appoint a tenured faculty member from the committee to serve as Chair. Once the committee is formed, PPC membership shall remain a fixed number of faculty through a candidate's tenure review. Appointments will be for one term of three years or for two or more consecutive terms with the latter recommended if feasible. Appointments should ensure that membership is representative of the disciplinary diversity and range in academic rank of faculty actively teaching in the ID program. The majority of committee faculty should be tenured, if possible, and should have prior experience in reappointment and tenure review.

Before initiating a search, the ID PPC shall establish internal procedures to evaluate candidates for

D. Pre-Tenure-Track Appointments

Visiting Instructor: Appointments to the position of Visiting Instructor will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15th following their second year at Skidmore in order to move onto tenure-track lines. By May 1st in the second year of service, such appointees must show evidence that the degree is or will be completed by October 15th. 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 15th following their second year shall receive contracts for a third and terminal year at the College. Exceptions to this date may be granted when the Dean of the Faculty~~, and the~~ Vice President for Academic Affairs judges there are procedural circumstances beyond the candidate's control.

E. Non-Tenure-Track Appointments

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

   Full-time and shared appointments as Library Faculty, Artists- and Writers-in-Residence, and Teaching Associates will be made initially for three years, the first year being a probationary one. The appointee's department may request the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President President for Academic Affairs on or before February 15th of the first year to terminate his or her contract. If the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs grants grants the request, ~~and the request is approved by the Vice President for Academic Affairs,~~ the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs shall notify the appointee of such termination in writing on or before March 1st of the first year of the appointee's contract. If the appointee begins his or her contract in mid-year (January), the date for the department's request to the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs shall be May 31st, and the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs must notify the appointee of the termination in writing by June 15th. An appointment that is not terminated during the first year shall remain in effect thm83980.759 0 Tearn3 0.01 Tw [(D)-.98-14(ai)-9004 0.004c3t

appointee may or may not have the academic credentials required for appointment at a professorial rank. Promotions to Senior and to Distinguished Artist- or Writer-in-Residence are granted by the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs upon the recommendation of the department.

c. Visiting Artist- or Writer-in-Residence: A Visiting Artist- or Writer-in-Residence is a full-time 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. 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 track position is for one year and is renewable for an additional year. Trustee Visiting Scholars Scholars may be appointed in any department with preference given to those departments and programs with the greatest need for additional staff and/or curricular enhancement. Additional Trustee Visiting Scholars may be appointed as sabbatical replacements.

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

g. Teaching Associate: Full- or part-time teaching members of the faculty. Teaching Associates principally collaborate with other faculty in the design and/or delivery of the curriculum in a department or program. Promotion to Senior Teaching Associate is granted by the department according to departmental procedures and with the consent of the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs.

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

i. Research Associate: This is a non-teaching, non-salaried appointment. The College will provide office and/or laboratory space if possible and use of library, computing, and recreational facilities. The Research Associate may apply for external research funding as a V-

configurations: rotation within a department or discipline, or rotation across departments in a division, e.g., the sciences, the humanities, etc. Support for endowed chairs may also make possible residencies of varying varying lengths to allow programs at the College to supplement current offerings.

VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE AND ADVANCEMENT IN RANK

A. Tenure-Track Faculty

Decisions to reappoint, promote, or tenure faculty members at Skidmore are based on the quality of their credentials in three areas: performance as teachers, achievement as scholars or artists, and contribution to the the welfare of the college community beyond the classroom. Teaching of high quality is paramount, the primary criterion for retention or advancement; no degree of excellence in scholarship or artistic achievement, no record of unusual productivity will compensate for unsatisfactory teaching. Yet high-quality quality teaching is but one of three criteria, and alone will not suffice. Skidmore seeks to develop and retain first-rate teacher-scholars whose professional achievements beyond teaching demonstrate a will and capacity capacity to make significant contributions to the arts or to learning in the appropriate field. Skidmore also expects faculty members to assume responsibility for the common life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

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

the communal life of the institution in ways that are commensurate with their interests and roles and 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: (l) 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; and (6) planning, implementing and managing services and programs which support the library's mission.

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; (2) professional growth that maintains currency and enhances effectiveness in the classroom, studio, or laboratory; and (3) service to the department/program and College.

VII.

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8. *Grading*: Faculty members must submit grades to the Registrar by the date specified (see Part Two,

~~Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs. This recommendation will be made on or before September 30.

v. The ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs shall make the decision to accept or reject recommendations in all cases presented. The decision on the candidates shall be announced as soon as possible to the departments concerned, but in no case later than October 15.

2. *Third Year*

a. An appointee considered by the department to be a candidate for reappointment at the end of the second year will be evaluated in the third year according to department procedures. The department must submit its recommendation, positive or negative, with supporting evidence to the Associate Dean of the Faculty for Personnel, Development, and Diversity on or before January 15th[2] of the appointee's third year. This evidence must include a cover letter from the Chair and letters from full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, Article V [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], 2b. [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore, and (where appropriate) Program Directors.

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

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

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

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

[2] Specific dates determined by CAPT and published in its annual Operating Code and Calendar.
[3] See annual CAPT Operating Code and Calendar.

~~for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs for a period not to exceed three years. Those on probationary contracts exceeding one year will receive annual reviews by the Chair and a full departmental review in the fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental review review is negative and the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs

Affairs shall convene an ad hoc group of three current Department Chairs (excluding the Chair of the candidate's department) who shall provide a third recommendation. The ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs makes the final reappointment decision. If the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs' decision is negative, the department member receives a terminal one-year contract.

D. Reappointment of Teaching Associates

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

1. *Second Year*

   a. At the end of the appointee's second year, the department shall determine whether or not it regards the appointee as a candidate for reappointment according to department procedures and shall inform the Associate n 248.8 558.108 131.672 0.399 re f /CS0 cs 0 scn 67.23 557.41 0.598 9.761 re f BT /TT1 1 Tf 0.025 Tw 0.025

c. If the department and the Associate Dean of the Faculty for Personnel, Development, and Diversity differ, the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs will convene an ad hoc group, consisting of the Chairs of other departments with teaching associates, who will provide an additional perspective. The ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs makes the final decision.

d. If the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs' decision is negative, the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs on or by March 1st shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

e. After the initial three years, Teaching Associates who are reappointed will receive an additional contract of three years, renewable, with a review in the third year.

E. Other Non-Tenure Track Appointments (Visiting Artist- or Writer-in-Residence, Trustee Visiting Scholar, Lecturer, Visiting Teaching Associate, Research Associate, Department Assistant)

On or before March 1st of the second year or any subsequent year, the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs shall remind those appointees in the final year of their contracts that their contracts terminate at the end of that academic year.

IX. TENURE

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, dsy s

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 ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs at the time of the first reappointment.

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2. Faculty members in shared positions will be considered for tenure individually but usually simultaneously as early as their sixth year or as late as their ninth year of service at the College. If one tenure track or tenured partner leaves the position, the remaining partner will be granted an individual, single, full-time 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 partners for part-time employment on a shared appointment arrangement constitutes a special tenure tenure situation limited to such contracts.

3. Those initially appointed to the ranks of Associate Professor or Professor, without prior tenure, may c-18(9)8(r)-14ie(t)-9(h)-4(o1(o)8)-9(e)13(n)-4((e ap)-4c(g)8(ed)-9(s)-19d)-9(aes)-19(a s)-(t)-9 enure

tenure. The chosen option must be specified by the faculty member to the ~~Dean of the Faculty~~ Dean Dean of the Faculty/Vice President for Academic Affairs in writing.

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

4. Regular, full-time and shared position untenured faculty members with one or more years of service may request an *extension of the tenure clock* for:

   - Childbirth or adoption, or
   - Personal hardship.

   This option is available whether or not any type of leave is involved.

   The maximum number of tenure clock extensions permitted per faculty member is two one-year extensions, regardless of the circumstances, during the probationary period.

   Childbirth or adoption:
   An eligible untenured faculty member may elect to have the tenure clock delayed for one year for a birth or adoption of a child occurring within the probationary period. The request must be made in writing to the ~~Dean of the Faculty within~~Associate Dean of the Faculty for Personnel, Development, Development, and Diversity within one calendar year of the time of the birth or adoption event and in any case no later than May 15th prior to the semester in which the tenure review is scheduled to occur. Upon receipt of the written request, the ~~Dean of the Faculty~~ Associate Dean of the Faculty for Personnel, Development, and Diversity will automatically grant the extension. If the faculty member subsequently elects not to delay the tenure clock, the faculty member must inform the Associate Dean of the Faculty for Personnel, Development, and Diversity no later than May 15th prior to the semester in which the tenure review is scheduled to occur.

   Comment [dlp1]: Approved 4/27/12 faculty meeting

   Personal hardship:
   An eligible untenured faculty member may request to have the tenure clock delayed for one year when a personal hardship such as excessive responsibilities for elder or dependent care, personal illness or injury, or some other critical life situation significantly impedes the faculty member's progress toward achieving tenure. Requests for delay of tenure consideration of this type shall be submitted in writing to the ~~Dean of the Faculty~~ Associate Dean of the Faculty for Personnel, Development, and Diversity through the department chair and are granted at the discretion of the ~~Dean of the Faculty~~Associate Dean of the Faculty for Personnel, Development, and Diversity in consultation with the Dean of the Faculty/Vice President for Academic Affairs. The request should be made near the time of the critical event and in any case no later than May 15th prior to the semester in which the tenure review is scheduled to occur. If the faculty member subsequently elects not to delay the tenure clock, the faculty member must inform the Associate Dean of the Faculty for Personnel, Development, and Diversity no later than May 15th prior to the semester in which the tenure review is scheduled to occur.

   Comment [dlp2]: Approved 4/27/12 faculty meeting

   Untenured faculty granted a lengthened probationary period for reasons of childbirth, adoption, or personal hardship will not be expected to have attained a higher level of professional accomplishment and/or to have performed more service than faculty with standard probationary periods.

E. Procedures for Granting Tenure

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3. The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to the CAPT, together with the letter referred to in number 1 above. No other materials may be added, and the TRB will restrict its inquiry to the area or areas of consideration claimed in the candidate's letter to have been inadequate. The TRB may consult with the CAPT, members of the candidate's department, and/or the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs, ~~and/or the 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, the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs, ~~the Dean of the Faculty, Faculty,~~ the CAPT, the department Chair or program Director, and the candidate within four weeks after the petition deadline. If the Tenure Review Board has determined that the case merits reconsideration, the Chair of the CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the six members of the 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 the CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which the CAPT had in its original deliberations and any additional material specifically pertaining to the area or areas of consideration deemed inadequate by the TRB. The deadline for submission of additional materials shall be specified by the CAPT in the CAPT Calendar, but shall not be sooner than February 15th nor later than March 15th.

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~~Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs~~, and the Dean of the Faculty~~.

X. DISCIPLINE AND DISMISSAL OF TENURED FACULTY

Comment [dlp3]: Approved 4/6/12

~~The appointment of a tenured faculty member may not be terminated nor status reduced except for cause and and after thorough investigation. In the event of such a situation, the faculty member may request either (1) an investigation and hearing by the Vice President for Academic Affairs, the Dean of the Faculty and the CAPT, (2) a hearing before the CAFR, or (3) a hearing before a joint trustee committee and the CAPT or a joint trustee committee and the CAFR.~~

The College is committed to fostering a working and learning environment in which all of its members can flourish. To that end, this Article of the *Faculty Handbook* broadly defines the standards to which the Faculty expects to hold its members and provides for peer review and appeal.

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A. Standards of Conduct

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Members of the Faculty are expected to maintain the highest professional standards in their interactions with with students, with members of the staff, with external constituents, and with one another. In particular, faculty members are held to the standards published in the *Faculty Handbook* (Part One, Article VII, Part Two, Article III, and Part Six). The obligations of department chairs and program directors are spelled out in in Part One, Article XV, D, and Article XVI, D. The procedures for handling complaints of harassment or discrimination may be found in Part Six of this *Handbook*.

Definition of Terms

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In the procedures that follow, the following terms are used:

Professional Incompetencethe faculty member either lacks, or is unwilling to demonstrate, the skills and abilities necessary to fulfill the duties of a faculty member.

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

Professional Misconductthe violation of College policy.

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

B. Note on Confidentiality

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To the extent possible, all those involved in the procedures that follow will endeavor to maintain the confidentiality of all parties involved. Information about the complaint is therefore provided only to those individuals within the College who have a need to know that information in order to investigate and/or resolve the complaint.

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

selective portions of the proceedings or if the findings or results of the College's investigation are contested in the course of a lawsuit.

C. Procedures for Imposition of Sanctions Other than Dismissal

1. When a department chair, program director, or the Associate Dean of the Faculty for Personnel, Development, and Diversity receives or initiates a complaint about a faculty member involving alleged professional incompetence, neglect of duties, professional misconduct, or personal

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Development, and Diversity, the GP, and the faculty member. The President will make the final decision regarding the sanction(s) within 10 work days.

F. Dismissal of a Faculty Member

The appointment of any faculty member, including that of a member in a non-tenure-track appointment, shall shall not be terminated except for cause and after investigation as provided for in this section of the *Handbook*. For the purposes of this policy, non-renewal of the appointment of a faculty member in a tenure-tenure-track appointment is governed by the procedures in Part One, Article VIII, of this *Handbook* and is not to be construed as dismissal for cause. For the purposes of this policy, non-renewal of the appointment

The GP shall complete its investigation and deliberations within 40 work days of receipt of the case from the the Associate Dean of the Faculty for Personnel, Development, and Diversity and shall immediately report its its recommendation, with reasons for that recommendation, in writing to the Dean of the Faculty/Vice President for Academic Affairs, with copies to the

XI. PROMOTION

A. Professorial Ranks

1. *Procedures for Promotion*

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

b. Consideration for promotion may be initiated by the Department Chair in consultation with the Associate Dean of the Faculty for Personnel, Development, and Diversity or the CAPT. The Associate Dean of the Faculty for Personnel, Development, and Diversity in consultation with the Dean of the Faculty/Vice President for Academic Affairs ~~,~~ may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to the CAPT. Nomination by the Associate Dean of the Faculty for Personnel, Development, and Diversity for such consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty for Personnel, Development, and Diversity initiates promotional consideration in the case of Department Chairs. The Department Chair or the Associate Dean of the Faculty for Personnel, Development, and Diversity shall indicate the consultation procedures employed within the department when recommending a promotion.

c. By March 15th, the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs shall provide the CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. All Chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.

d. In the case of a promotion candidate appointed 100 percent to an ID program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to the CAPT.

e. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, the CAPT will secure information concerning a candidate from all members of the ID Program Personnel Committee(s) and from all faculty in the department(s) involved. The Department Chair will represent the department's position and the Program Director(s) (or PPC Chair if the Director is the candidate) will represent the Program(s) position.

f.

departments. Individuals writing letters of evaluation for the candidate shall clearly state

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~~Dean of the Faculty/Vice President for Academic Affairs after consultation with the department. Consideration for pr

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

4. *Criteria for Evaluating Proposals*

In evaluating applications, the following will be considered:

a. the worth of the project;

b. length of service without leave;

Academic Affairs upon recommendation of the Department Chair concerned. Leaves of absence without pay of up to one full year may count towards tenure at the option of the individual if so stated in the letter granting such leave.

2. If an alternate arrangement has not been made with some outside supporting organization, the College 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.

XIII. 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 professional event, reimbursement for expenses may be made through the ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs rather than from departmental funds. Policies for such support shall be established and conveyed to the Faculty by the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs.

XIV. RESIGNATIONS

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

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

XV. APPOINTMENT AND REVIEW OF

President for Academic Affairs. Untenured faculty serving as Chairs at the time of review for reappointment or for tenure shall be reviewed separately as Department Chairs.

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

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

D. Obligations Pertaining to Department Chairs

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

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

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

   The Chair is responsible for coordinating and making equitable the teaching loads of the members of the department according to standards (including those governing course releases) administered by the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs; the Chair's personal teaching load is reduced in proportion to his/her administrative responsibilities. The Chair renders guidance and assistance to faculty in every way possible. The Chair keeps untenured faculty faculty apprised of their progress through the tenure system through annual letters of evaluation. Each year, non-tenured faculty meet with their respective Chairs to discuss the contents of their annual letters of evaluation. Continuing part-time faculty shall also receive annual letters of evaluation. Tenured members of the department shall normally be evaluated every three years on a schedule determined by the Chair and coordinated with the individual's and the department's sabbatical cycle. The ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs

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at the request of the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs. Untenured faculty serving as Directors at the time of review for reappointment ol4(acu)-42

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 all program policies and procedures. The Director is responsible for keeping the catalogue description of the program current and accurate and for the annual program report to the ~~Dean of the the Faculty~~Dean of the Faculty/Vice President for Academic Affairs.

5. *Support*: The Director, in consultation with the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs and the appropriate Department Chair, if relevant, shall make necessary budgetary provisions for teaching aids such as films, records, slides, videotapes, software, software, etc., for duplicating equipment, for field trips, and for proper secretarial and student assistance.

E. Procedures for Evaluation of Directors Tenure-Track or Tenured to a Department

1. If the candidate is tenure-track or tenured to a department, the 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. (For candidates tenure-track to a program, see Part One [Faculty Rights and Responsibilities], Article V [Appointments to the Faculty], Section B [Fully Dedicated Tenure-Track Lines in ID Programs]).

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

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

C. The proposal may be introduced at a Faculty Meeting by CEPP or by those originating the proposal. If either CEPP or the President disapproves of the proposal, this shall be brought to the attention of the

PART TWO

FACULTY GOVERNANCE

PREAMBLE

Skidmore College is committed to the principle of shared governance. Shared governance recognizes (1) the

Article I. The Faculty Meeting

A. Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty.

3. The Faculty Meeting will set a time limit on discussion (e.g., twenty minutes).
4. The Chairperson of the Committee of the Whole may speak to the subject at hand.
5. Other persons may speak only when recognized by the Chair.
6.

A. Vote on Questions of Policy

1. Matters of policy shall not be voted on at the same meeting in which they are proposed, unless this provision is waived by a simple majority.

2. The Chair shall rule on what constitutes matters of policy, subject to challenge by a majority vote of the Faculty Meeting.

B. Executive Sessions. The Faculty Meeting by majority vote may go into executive sessions where only those with the right to vote may attend. Such sessions may include those occasions when the faculty considers personnel matters, such as the appointment of

Addendum: Summary Table of Rules Relating to Motions

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

	Undebatable	Opens Main Question to Debate	Cannot be Amended	Cannot be Reconsidered	Requires a 2/3 Vote	Does not Require to be Seconded	In order when another has the floor
Adjourn	*	-					

Notes:

1. Every motion in this column has the effect of suspending some rule or established right of deliberative assemblies and therefore requires a two-thirds vote, unless a special rule to the contrary is adopted.

2. Undebatable if made when another question is before the assembly.

3. An Amendment may be either 1. By "adding"; or 2. By "striking out" words or paragraphs; or 3. By "striking out certain words and inserting others"; or 4. By "substituting" a different motion on the same subject; or 5. By "dividing the question" into two or more questions, as specified by the mover, so as to get a separate vote on any particular point or points.

4. An Appeal is undebatable only when relating to indecorum, or to transgressions of the rules of speaking, or to the priority of business, or when made while the Previous Question is pending. When debatable, only one speech from each member is permitted. On a tie vote the decision of the Chair is sustained.

5. An affirmative vote on this motion cannot be reconsidered.

6. The objection can only be made when the question is first introduced, before debate.

7. Allows only limited debate upon the propriety of the postponement.

8. The Previous Question, if adopted, cuts off debate and brings the assembly to a vote on the pending question only, except where the pending motion is an amendment or a motion to commit, when it also applies to the question to be amended or committed.

9. Can be moved and entered on the record when another has the floor, but cannot interrupt business then before the assembly; must be made on the day, or the day after, the original vote was taken, and by one who voted with the prevailing side.

II. COMMITTEES OF THE FACULTY

A. Voting Rights and Eligibility: Only full-time members of the teaching or library faculty (including those those on phased employment) eligible to vote at Faculty Meetings (see Part One [Faculty Rights and Responsibilities], Article XX [Faculty Governance]) may vote for, or serve as, faculty representatives on on elective or appointed committees; administrators with faculty status are not eligible. Voting members members of the Faculty who are on leave of absence may vote in faculty committee elections, but are not

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

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

7. TENURE REVIEW BOARD — Elected

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

Membership: Three tenured faculty members, each elected to serve a three-year term, at least one of whom has previously served on the CAPT. 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 FAB are not eligible. No member of the Tenure Review Board may sit for the review of a candidate in his/her department. The FEC will provide replacements for such reviews as needed.

8. TENURE APPEAL COMMITTEE

Function: To review a negative tenure recommendation at the request of the Tenure Review Board.

Membership: The six members of CAPT plus the three members of the Tenure Review Board. No member of the Tenure Appeal Committee may sit for the review of a candidate 9 >>BDC5eN.c-14(t)-9(m)-15(en)-4(t)-9(.)-13(F)4(acu)-4(l)1

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If the complainant is a staff member, the AP will be augmented with two members chosen from the Staff Advisory Board (SAB), which is established by the Associate Vice President for Finance and Administration and Director of Human Resources and consists of staff members trained in matters of discrimination and harassment. The two staff members of the AP are subject to restrictions similar to those of the two faculty members.

16. GRIEVANCE PANEL (GP)—Appointed

Function: To provide a panel of peers to hear appeals brought by members of the Faculty regarding disciplinary sanctions involving professional incompetence, neglect of duties, professional misconduct, or personal misconduct; to consider cases involving dismissal of members of the Faculty, based on charges involving professional incompetence, neglect of duties, professional misconduct, or personal misconduct; and to uphold the strictest standards of confidentiality both during and after an investigation. (See, further, Part One, Article X, Sections D, E, F, and G.)

Membership: The three members of the GP will be selected from the FAB (see above) as follows: all three must be tenured; the Associate Dean of the Faculty for Personnel, Development, and Diversity will select one panelist; the faculty member will select one panelist; and the FAB will select the third panelist. A panelist may not come from the same department or program as the faculty member (where "program" is understood as a unit whose members

2. Students who, because of emergencies, have been unable to take their examinations on the scheduled dates may be granted the privilege of making up examinations at the discretion of the instructor.

3. The dates of the final examination periods are announced early in the semester. No student should make arrangements to leave the College before checking the examination schedule. All examinations must be taken within the examination period except in case of emergency, which must be reported to the Registrar and Department concerned.

4. Self-scheduled examinations are to be picked up at and returned to the place previously arranged with the instructor of the course.

5. Written final examinations may not be given in whole or in part prior to the scheduled examination period.

B. Class Attendance

1. Instructors will make known to their classes their policy concerning the effect of absence on the student's grade. Students are not automatically entitled to a certain number of absences.

2. Instructors may bar from a final examination any student whose absence they consider excessive or whose class work is not deserving of credit. Any student who misses more than a third of the sessions may expect to be barred from final examination. In such cases, the course grade will be recorded as F.

3. Instructors who observe frequent absence or tardiness of a student in their classes should report this to the Associate Dean of the Faculty for Academic Policy and Advising.

C. Grading

1. These policies are printed in the College Bulletin and may change only by vote of the Faculty.

2. Grades should be submitted to the Registrar according to a schedule set by the Registrar. Faculty members are asked to record grades on official forms, either paper or electronic, available from the Registrar.

3. If an instructor has made a computational or clerical error, he/she may request a change in the student's grade. No grade may be changed on the basis of re-testing or supplementary work. Except in the circumstances outlined in the Policy to Appeal a Final Failing Grade (Part Two, III, D), petitions to change grades must originate with the faculty members concerned and be brought before the Committee on Academic Standing for consideration.

D. Policy to Appeal a Final Failing Grade

Preamble

Instructors are responsible for clearly articulating the basis for determining students' grades. Sharing the basis for grades is essential to ensure fair and equitable treatment of students and their work. A student has the right to be informed in a timely and clear manner of the basis for the evaluation of his or her academic performance in a course, and a student is entitled to fair, equitable treatment in his or her academic relationships with members of the faculty. In most, if not all instances, the College expects any misunderstanding regarding grading will be resolved informally, either in writing or in discussions, between a student and an instructor. The following appeal process is only for final failing grades.

Appeal Process

A student who believes that he or she has a legitimate grievance that his or her coursework has been evaluated in a prejudicial or capricious manner in the calculation of his or her final failing grade should first

is no cause for complaint, the Dean of Faculty/Vice President for Academic Affairs will inform the student, the instructor, and the appropriate department chair or program director in writing that the appeal has been denied. If, however, the review results in the instructor requesting to change a grade, then the instructor must must submit a petition to change the grade with the Associate Dean of the Faculty for Academic Policy and Advising and the petition must be brought before the CAS for consideration.

If the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty for Academic Policy and Advising recommend changing the final failing grade to a passing letter grade, and if the faculty member who gave the original grade objects to changing the final failing grade to a passing letter grade, then the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs, in consultation with the Associate Dean of the Faculty for Academic Policy and Advising and the department chair or program director, may recommend to the faculty member changing the grade to Satisfactory.

If the faculty member rejects the recommendation of the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs, Associate Dean of the Faculty for Academic Policy and Advising, and the appropriate department chair or program director, to change the final failing grade to a passing grade or to Satisfactory, the ~~Dean of the Faculty~~Dean of the Faculty/Vice President for Academic Affairs, with the Associate Dean of the Faculty for Academic Policy and Advising, may submit a petition to change the grade to the CAS for consideration. Only the faculty representatives on CAS have the authority to change the final failing grade to Satisfactory, and only following a vote where the majority of those faculty representatives on CAS approves the change.

A student's failure to meet time limits will result in denial of the student's appeal. If the faculty member, department chair, program director or dean fails to meet a deadline, the appeal will move to the next level.

E. Peer Evaluations of Teaching

Each department shall establish a timetable and procedure2.06 0Td [(I)22(f)-14(02(y)20(3.tTMC (epu)-4(l90-5(i)ng EMC)4(t)-7es)-1ae)4(2.06 (2.06 (e)4

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

2. *Departmental Student Evaluations*

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

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

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

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

PART THREE

ALL- COLLEGE GOVERNANCE

I. ALL-COLLEGE COMMITTEES

A. Preamble

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

B. Specific College Committees

1. THE INSTITUTIONAL POLICY AND PLANNING COMMITTEE (IPPC) — Elected

Function: The IPPC advises the President with regard to strategic planning, taking a comprehensive view of significant issues affecting the College. In so doing, it serves as the central deliberative body for all-College governance. More specifically, IPPC advises the President on all policy areas, with primary responsibility for those areas beyond the purview of faculty governance (such as budget and financial planning, benefits, environmental issues, admissions and financial aid, student affairs, and advancement).

The President chairs the IPPC; an elected member of the Faculty serves as Vice-Chair. The agenda of the committee is set by these two individuals in consultation with the President's Staff, FEC, and SGA.

The IPPC may appoint subcommittees to serve as resources for the committee with regard to any area of policy or planning as needed. The composition of such subcommittees is determined by IPPC in consultation with FEC and with other groups or individuals as appropriate.

Membership: The President (Chair); the ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs; ~~the Dean of the Faculty;~~ the Vice President for Finance and Administration; the Vice President for Advancement; the Dean of Admissions and Financial Aid; the Dean of Student Affairs; the Dean of Special Programs; the Director of Institutional Research; the Chief Technology Officer; the Chair of the Campus Environment Committee; the Chair of the Committee on Intercultural and Global Understanding; three faculty members elected for three-year terms, one of whom serves as Vice-Chair and all of whom sit on the FEC; the Chair of CEPP; one representative from the administrative/professional staff; one representative from the support staff; the President of SGA; and the SGA Vice President for Financial Affairs.

2. BOARD OF APPEALS — Appointed

Function: To serve as the Appeal Board for cases heard by the Integrity Board.

The Dean of the Faculty/Vice President for Academic Affairs and the Integrity Board Chair, not party to the initial hearing, review Integrity Board recommendations of suspension or dismissal in academic integrity cases. The Dean of Student Affairs and the Integrity Board Chair, not party to the initial hearing, review

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

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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, nor their rights to be present on the campus to attend classes suspended. However, in cases when student conduct might affect the safety or well

PART FOUR

BENEFITS

The College offers a comprehensive benefit program to eligible faculty, including, but not limited to, health care, dental, life insurance, health care and dependent care reimbursement accounts, retirement, sick leave, and long-term disability coverage.

What follows are summaries of select benefits available to full-time faculty members of the College. Although these sections are intended to provide general information about programs of greatest interest to the Faculty, they are not complete descriptions in themselves, nor do they describe all available benefits. Faculty are encouraged to obtain full information from Human Resources, located on the first floor of the Barrett Center, or from the HR Benefits website:

http://cms.skidmore.edu/hr/benefits/index.cfm

I. FLEXIBLE BENEFITS PLAN

Skidmore College provides a Flexible Benefits Program to faculty who are full-time for the academic year, and for faculty who are in designated shared positions. Benefits included in this Program are health care coverage, dental insurance, group-term life insurance, and Flexible Spending Accounts.

A complete description of the Flexible Benefits Program including College contribution, faculty contribution and waiting periods, if any, is contained in the Flexible Benefit Program booklet available from Human Resources and at the following web address:

http://cms.skidmore.edu/hr/benefits/upload/FlexibleBenefitsProgramBrochure.pdf

II. DOMESTIC PARTNERS BENEFITS

The College will recognize same- or opposite-sex domestic partners as spousal equivalents for certain College benefits, to the extent permitted by law. In addition, any children of qualified domestic partners may be eligible for these benefits depending on the health plan selected on the same basis as children of married spouses. A detailed policy which outlines eligibility criteria for domestic partnership can be obtained in Human Resources and at the following web address:

http://cms.skidmore.edu/hr/benefits/upload/DomesticPartnershipBenefitsPolicy.pdf

III. PARENTAL LEAVE FOR FACULTY

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

1. A full-time faculty member who has taught at the College for less than one continuous year, with birth or adoption occurring between August 1 and May 31, is eligible for a combination of 8 weeks of disability at partial pay based on NYS Disability benefits rate (equivalent for adoptions), and the remainder of the semester before and after the disability period at half-pay for the semester.

2. A full-time faculty member who has taught at the College for less than one continuous year, with birth or adoption occurring between June 1 and July 31, is eligible for a combination of 8 weeks of disability at partial pay based on NYS Disability benefits rate (or equivalent for adoptions) and unpaid leave for the following semester.

3. A full-time faculty member who has taught at the College for at least one continuous year, with birth or adoption occurring between August 1 and May 31, is eligible for paid leave for the entire

semester. This pay will combine 8 weeks full disability pay (or equivalent for adoptions) and full pay under this policy for the remainder of the semester before and after the disability period.

4. A full-time faculty member who has taught at the College for at least one continuous year, with birth or adoption occurring between June 1 and July 31, is eligible for a one-course teaching reduction with no salary reduction for the semester before or after the birth or adoption;

or

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

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

The forms are available online at:

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

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

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

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

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

The form is available online at:
http://cms.skidmore.edu/hr/forms/upload/FacultyLeaveRequestForm.pdf

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

IV. TUITION BENEFITS

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

- Matriculated Students at Skidmore College
- Non-Matriculated Students at Skidmore College
- Students at Other Colleges (for employee's children who are dependents under the IRS code)
- ~~Students in University Without Walls~~

A complete description of the tuition programs offered, including eligibility and waiting periods, if any, can be found in the Skidmore College Employee Benefit Plans summary, which is available in Human Resources. Visit the following web addresses for further information:

Skidmore College Employee Benefit Plans Summary:

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C. Early Retirement

The Skidmore College Supplemental Retirement Plan is available to those eligible employees who were in

PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

A. The Office of the President

The President is the executive head of the College with general administrative responsibility for all its activities and affairs.

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

Official communication with the Board from the Faculty, officers, and members of the College shall be presented through the President. At each regular meeting of the Board, the President shall make a report on the condition of the College. The President shall make 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.

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

III. THE VICE PRESIDENT FOR ADVANCEMENT

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

IV. THE ~~VICE PRESIDENT FOR ACADEMIC AFFAIRS~~DEAN OF THE FACULTY/VICE PRESIDENT PRESIDENT FOR ACADEMIC AFFAIRS

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

The ~~Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs ~~(VPAA)~~ is appointed by the Board of Trustees upon the nomination of the President and serves as the College's Chief Academic Officer. In this capacity, ~~the VPAA~~the Dean of the Faculty/Vice President for Academic Affairs advises the President on all issues that fall within the wide purview of academic matters with regard to personnel, budget, and curriculum. The ~~VPAA~~ Dean of the Faculty/Vice President for Academic Affairs has administrative responsibility for addressing such issues. Additional matters may be assigned by the President. The VPAADe -0.006 Tc 0.033 Tw 8.2668 0 0 8.2668 74.7 490.9776 Tm [(i)-5(s)-15(a)4(ppo)12(i)-5(nt)-0.2.861 cademic OfVPAA

y matters. The ~~VPAA~~Dean of the Faculty/Vice President for
r of the Academic Affairs Committee of the Board of Trustees
nent issues of personnel, budget, and curriculum with the

Academic Affairs initiates and supervises the evaluation of
hem in the performance of their duties. The Dean of the
lso assists Chairs and Directors in the development of teaching

~~for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs:. ~~The Dean of the Faculty initiates and supervises the evaluation of Department Chairs, and generally assists them in the performance of their duties. The Dean of the Faculty also assists Chairs and Directors in the development of teaching and scholarly effectiveness in the Faculty and in maintaining orderly departmental governance and a spirit of professional cooperation. The Dean of the Faculty works with the Committee on Educational Policies and Planning, and other appropriate bodies, on educational matters.~~

The Dean of the Faculty appoints the Associate Dean of the Faculty

intellectual life of the College, and works across age and community cohorts to bring to the College innovation and experimentation, entrepreneurship and service to its academic enterprise, and is responsible for ensuring that such programs are planned and executed in pursuit of the College's mission. The Dean of Special Programs leads policy and program development for Special Programs and cultivates the College's relationship to surrounding communities and regions through educational programming. During the summer summer months, the Dean of Special Programs supervises a broad range of innovative programs as well as the use of academic and residential facilities.

The Dean of Special Programs appoints the Director of the Master of Arts in Liberal Studies Program ~~and the Director of the University Without Walls Program. Each~~ who is responsible for all operations under his/her auspices; ~~. The Dean of Special Programs appoints~~ the Director of Institutes, ~~Summer~~ Conferences and Summer Operations~~Community Education~~, who is responsible for partnership and hosting relationships, including the use of residential facilities during the summer; the Director of Summer Academic Programs and Residencies~~Summer Sessions and Summer Special Programs~~, who is responsible for pre-college and college-level credit-bearing programs; and ~~the Director of Development for the Office of the Dean of Special Programs, who is responsible for resource mobilization across Special Programs~~the Director of Operations, who is responsible for developing, implementing and over-seeing division-wide policies and work flow processes. The Dean of Special Programs appoints all Program and Institute Directors, as well as faculty for summer programs.

VII. THE DEAN OF STUDENT AFFAIRS

The Dean of Student Affairs 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 of Student Affairs is responsible for athletics; residential life poli0.018 070 Tw 7.229 0 Td (.)Tj 0.253 0 Td ( )Tj ET EMC BT /P <</MCID 3 >>BDC /TT1 14(ect)-9(o)8(r)-149(l)15

The Dean of Admissions and Financial Aid is appointed by the President and sits on the President's Cabinet. He/She holds broad responsibility for managing the recruitment, admission, enrollment and retention of a talented and diverse student body. The Dean of Admissions and Financial Aid also oversees those publications and communications efforts of the College which shape its image in the eyes of its key external constituencies. The Dean of Admissions and Financial Aid works closely with the President's Staff to assure maximum coordination among the many areas in which the College presents itself to the broader public. The Senior Associate Director of Admissions and the Associate Dean and Director of Financial Aid report directly to the Dean of Admissions and Financial Aid. In addition, the Dean of Admissions and Financial Aid collaborates with the

and asked for comments. The officer under review may add names of particular individuals, from either inside or outside the College, to the list of those to be contacted.

3. After reading the letters of evaluation and before writing the summary report, the review committee

III. SUMMARY STATEMENTS OF POLICY

A. Policy on Equal Employment Opportunity

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

As a matter of policy, Skidmore College will work actively to increase the diversity of our community. We will address imbalances in both student and employee populations and meet our diversity-related objectives by recruiting the best candidates from as broad a pool as possible. As always, we will continue to be guided by our fundamental educational values – leading our students to develop robust cognitive abilities, enhanced critical and intercultural skills, and an appreciation of their individual and social responsibilities as citizens of the world. Meeting these objectives is crucial to our achieving new levels of excellence.

C. Policies on Accessibility and Accommodations

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

Accessibility and Accommodations Policy

In accordance with applicable federal[9] and state laws protecting qualified individuals with documented disabilities, Skidmore College will reasonably accommodate such individuals (except in the rare case when doing so would create an undue hardship for Skidmore College).

Any student with a disability who requires accommodations to function effectively in his/her residential or academic life on campus should contact the Coordinator for Students with Disabilities to disclose his/her

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

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

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

   Sexual relationships, whether consensual or not, between College employees and their students (those whom they currently teach, advise, supervise, coach, evaluate, or hold authority over in any way) violate the integrity of the College's academic community and constitute grounds for disciplinary action up to and including separation from the College.

2. *Policy on Consensual Sexual Relationships with Students When There Is No Formal Authority over the Student*

   Even if a College employee does not currently hold a position of authority over a student, any sexual relationship between an employee and a student of the College potentially jeopardizes the integrity of the academic or living environment of the Skidmore community. The College, therefore, discourages in the strongest possible terms any sexual relationship between an employee and any student of the College. In the event that any such relationship is found to undermine the trust, respect, and fairness that are essential to the success of Skidmore's educational mission, the College will take appropriate disciplinary action, up to and including separation from the College.

IV. REVIEW AND LIABILITY

A.

2011-2012 2012-2013 FACULTY HANDBOOK

3. The ADEWD

Whether the alleged conduct constitutes harassment will be determined on a case-by-case basis, taking into account relevant factors, such as the nature of the conduct and the context in which the incidents occurred.

The fact that someone did not intend to harass another individual may not constitute an adequate defense in response to a complaint of harassment. Regardless of intent, the characteristics, context, and effect of the behavior that determine whether the behavior constitutes harassment. In addition, a faculty member, employee, or student may experience harassment from a salesperson or vendor, the parent of a student, alumna/us, visitor, or any other member of the extended College community who has contact with Skidmore faculty, staff, or student populations. Harassment may take place in person, by phone, or by means of print or electronic media (e.g., social media). Skidmore's policy applies to all employees and students of the College whenever they are interacting with one another. Off-campus violations may occur at campus-sponsored events or programs, such as athletic events, internship arrangements, professional meetings, or at private events (such as parties).

B. Sexual Harassment Defined

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

- submission to the conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic advancement (*quid pro quo* harassment);
- submission to, or rejection of, the conduct is used as the basis for employment or academic decisions affecting the individual (*quid pro quo* harassment); or
- the conduct has the purpose or effect of unreasonably interfering with an employee's or student's work, professional or educational performance, productivity, physical security, participation in living arrangements, extracurricular activities, academic or career opportunities, services or benefits—or of creating an intimidating, hostile, or offensive working or learning environment (hostile work environment harassment).

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

- ~~Verbal~~ harassment may take oral or written form and may include profanity, sexual jokes or sexual teasing, ~~take orak.ar(t)-9(r)-94(a)1(cu)-4(rn)12(n i)-5(n)12(n i)5-9(r)-pr(t)0-9(r)-6 Tc 0eeon~~

~~VPAA~~Dean of the Faculty/Vice President for Academic Affairs, any other division head, or the Associate Vice President for Finance and Administration and Director of Human Resources. If the appropriate official has a conflict of interest, the Associate Vice President for Finance and Administration and Director of Human Resources will designate a replacement.

B. Reporting Suspected Harassment and Di6 >>BDT/e(D)-11(i(n)-4(D)-11(i7d)-4(i)-9(ct)-9(o)8(f)-14(i)-9(n)-41e4I ow (326686.8214(i)-9(n)-41e4I ow49(i)-9

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

Students may report to any of the above or to the Dean of Student Affairs.

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

When a complaint of harassment or discrimination has been taken up by an agency outside of the College as a result of a possible violation of federal, state, or local law or regulation, the College may decide to cancel or continue any interna8(ey)20(i)-9(n)-4(f15(at)-9(i)-)12(an)-4s.

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

The formal complaint must include the following:

1. The complainant's name, address, telephone number(s), and e-mail address.
2. A complete description of all the alleged incident(s) or actions leading to the complaint.
3. Names of witnesses and information they can offer relative to the complaint.
4. Witness contact information (phone numbers, e-mail addresses).
5. All documents and other tangible evidence available to support the allegations. a 0 Td [(A9n5. 1. 3 - . 7 6 .

respondent will be interviewed, if the ADEWD and the Advisory Panel (AP) determine that they may offer relevant facts. All witnesses will receive a letter outlining the role of a witness during the investigation as well well as the College's expectation of their participation.

The complainant will be required to provide any requested documents and respond to requests for additional information in a timely manner (within five work days of receipt of a request). After five days, the ADEWD will repeat the request in writing; if the complainant does not respond within 10 work days after this written request for information is made by the ADEWD, the individual's complaint may be closed for failure to participate, and a notice of cancellation will be sent. Cancellation for lack of participation cannot be appealed by the complainant. Under certain circumstances, however, the College may be required to continue its investigation.

Members of the AP will participate in the interviews, but the ADEWD will take the lead in questioning. If either the complainant or respondent makes the request (and both agree), the members of the AP will not participate in any interviews but will instead review all documents pertaining to the case and consult with the ADEWD during the investigation.

When possible, the investigation will be completed within 20 calendar days from the date the formal complaint is filed, unless more time is requested by the ADEWD. If the AP finds that the investigation will exceed this time limit, the ADEWD will provide written notification to the complainant, the respondent, and the appropriate official.

Upon completion of the investigation, the ADEWD will develop a complaint file consisting of all documents gathered during the investigation, along with statements from witnesses. The ADEWD will prepare a final report, including the summary, findings, and conclusions, as well as a synopsis of the AP's comments. The ADEWD and the AP will meet to review the final report and ensure that the AP's views have been represented in the final report.

~~H~~G. Legal Review

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

~~H~~H. Administrative Review

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

~~I~~I. Disposition of Complaint

Once the written summary, findings, and conclusions have been reviewed with the appropriate official, the ADEWD will have a final interve

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