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2015-2016 2016-2017

FACULTY HANDBOOK

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

II. FACULTY STATUS

IV. ACADEMIC FREEDOM AND TENURE

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

Faculty/Vice President for Academic Affairs, and the President. The findings of the Review Panel, when approved

D. Pre-Tenure-Track Appointments

Visiting Lecturer: Appointments to the position of Visiting Lecturer will be made with the understanding that appointees must receive their doctorates or the equivalent terminal degree by October 15 following their second year at Skidmore in order to move onto tenure-track lines. By May 1 in the second year of service, such appointees must

Responsibilities], Article VIII [Evaluation of Faculty for Continued Service and Advancement in Rank], Section D [Reappointment], number 2).

b. Artist- or Writer-in-Residence: An Artist- or Writer-in-Residence is a full-time teaching member of the faculty. The title recognizes achievement, experience, and acclaim. The appointee may or may not have the academic credentials required for appointtacc

the title of Research Fellow for the duration of the grant preparation and implementation. The title of Research Fellow is reserved only for those who are directly involved in external funding activities. The College will provide office and/or laboratory space if possible and use of library, computing, and recreational facilities.

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

3. The creation of any new faculty titles and descriptions must be approved by the Faculty. Changes in status or title of any faculty appointee must be made in accordance with procedures for appointment or promotion as stated above in Part One (Faculty Rights and Responsibilities), Articles VI (Appointments to the Faculty) and VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section F (Promotion).

F. Appointments to Endowed Chairs

Endowtdwiron arintid(t)21(t)--5.2(ot)-5.1(ihow)5.1s

2. Conscientious fulfillment of academic responsibilities.

3. Concern for the College as a whole as well as for one's individual and departmental interests.

4. Encouragement of newly appointed members of the Faculty.

C. Academic Responsibilities

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

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

   Faculty members who cannot attend

play their role in the stewardship of the human community. These commitments define what it means to be a teacher-scholar.

Skidmore College is an undergraduate institution, and as teacher-scholars the faculty not only serves students as exemplars of lifelong learning, but also guides them in acquiring the knowledge and skills an individual needs to pursue life's path creatively and productively, and to develop along the way the wisdom required to meet life's often unforeseeable challenges. Lifelong learning does not end within the confines of the Academy, but must stretch throughout its members' lives and, importantly, into the community and its destiny.

Accordingly, Skidmore faculty have the responsibility to envision a model of the excellent teacher-scholar appropriate

2. SCHOLARSHIP: Activities leading to the advancement of knowledge and/or the enhancement of the arts on the faculty's part redound favorably on Skidmore as an institution of higher learning. Skidmore expects

peers (as expressed in letters of evaluation), especially regarding such factors as disciplinary norms, the importance and value of conducting research with undergraduate students, and the effect of doing work with undergraduate students on research productivity, and other relevant conditions within the discipline or the Skidmore department or program. Such advice is particularly important in setting expectations for the quantity of scholarly or artistic productivity in different disciplines.

3. COMMUNITY SERVICE: Service to the college community includes and goes beyond the fulfillment of tasks which Skidmore assumes rather than rewards (see Part One [Faculty Rights and Responsibilities], Article VII [Rights, Obligations, and Responsibilities of All Faculty]). Service presupposes a sense of responsible citizenship, or collegiality, and is essential at a residential liberal arts college. Community service expresses the extent of one's commitment to the institution, a commitment that transcends parochial interests.

   Participation in faculty and shared governance is especially important, requiring skills and commitment that answer the needs of the college. Other common and clear examples of service are contributions that directly stimulate the intellectual atmosphere of the college or sustain conditions for stimulating it–arranging field trips and symposia, presenting and attending public readings or lectures, sitting on panels, and, on a less formal day-to-

x *Service to the college.* Faculty participate in governance by attending college assemblies and Faculty Meetings, as well as meetings of their departments or programs. Faculty can serve the college as a whole by taking on formal responsibilities such as serving on governance committees, task forces or work groups, or taking on administrative duties, such as chairing a department, directing a program, or assuming some other administratiA o5(,<m)13(i)-29.2(9(, n)12.19 0 T.17.2(h)-12()-17.1v2(b)12.1or)-10.4()-21.(i)-5.2(b)12.1ki

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. Instructors

   The criteria for reappointment and for promotion are: (1) high quality teaching; (2) professional growth that maintains currency and enhances effectiveness in the classroom, studio, or laboratory; and (3) service to the department/program and the College.

4. Teaching Professors

   The criteria for reappointment and for promotion of Teaching Professors include high quality teaching and department/program/institutional need; and, where appropriate, effective service to the department, the College, and the profession; and, where appropriate, evidence of professional growth that maintains currency and enhances effectiveness in the classroom, studio, or laboratory.

5. Lecturers

   The criteria for reappointment and for promotion of full-time Lecturers include high quality teaching and department/program/institutional need; and, where appropriate, effective service to the department, the College, and the profession; and, where appropriate, evidence of professional growth that maintains currency and enhances effectiveness in the classroom, studio, or laboratory.

D. Reappointment

1. Reappointment of Full-

If faculty members eligible to write on the candidate's behalf as indicated by program procedures disagree with the consensus letter and therefore cannot sign it, faculty members may write an individual letter to the Associate Dean of the Faculty (faculty affairs) on or before January 15[3] with

assume a full-time faculty position at the end of the other partner's terminal year. Should the partner choose not to do so, the position will no longer be tenure-track.

viii. Candidates for reappointment shall have access to all written materials immediately following notification of the Dean of the Faculty/Vice President for Academic Affairs' decision. These materials may not be photocopied.

ix. The Dean of the Faculty/Vice President for Academic Affairs shall convey the result of a review to the candidate on or before May 1.

2. Reappointment of Librarians

During the second and third year of service, Library faculty will be evaluated according to the same principles and procedures described herein for tenure-track faculty. In the sixth year, the evaluation process will include at

In the sixth year, the evaluation process shall be broadened to include references from outside the department. For comments beyond the sixth year the reappointment procedure is that of the third year, with the department making a recommendation to the Associate Dean of the Faculty (for Academic Affairs)

b. *Third Year*

i. An appointee considered by the department or program to be a candidate for reappointment at the end of the second year will be evaluated in the third year 8( )12(t)-9.94 37.28 2(th)-4(n.1(ear)((i)89.2(h)-4(etep4 37 d( )12(t)2)12(t)-nt)-17.c)12.949.2(nt)9T

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

f. If the department and the Associate Dean of the Faculty (faculty affairs) differ, the Dean of the Faculty/Vice President for Academic Affairs will convene an ad hoc group, consisting of the Chairs of the other departments with Teaching Professors and full-time Lecturers, who will provide an additional perspective. The Dean of the Faculty/Vice President for Academic Affairs makes the final decision.

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

h. After the second two- or three-year contract, Teaching Professors and full-time Lecturers who are reappointed will receive an additional contract, the length of which will depend on departmental and institutional need. The extension can be for one, two, or three years. Additional reviews will happen every second or third year depending on the length of the new contract.

6. Other Non-Tenure-Track Appointments (Visiting Artist- or Writer-in-Residence, Lecturer, Visiting Instructor, Research Associate, Department Assistant)

On or before March 1 of the second year or any subsequent year, the 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.

E. Tenure

1. Guidelines for Tenure

Awarding tenure to a faculty member is among the most important decisions the

3.

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 IX [Leaves of Absence].)

d. 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:

- x Childbirth or adoption, or
- x 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:

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

iii. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend tenure, and why, according to the criteria for continued service (as found in Part One [Faculty Rights and Responsibilities], Article VIII [Evaluation of Faculty for Continued Service and Advancement in Rank], Section A [Tenured and Tenure-Track Faculty]).

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

f. After conducting its deliberations, CAPT reports its recommendations to the President and the Dean of the Faculty/Vice President for Academic Affairs. The Dean of the Faculty/Vice President for Academic Affairs then consults with the Associate Dean of the Faculty (faculty affairs). In the event of a disagreement between the Dean of the Faculty/Vice President for Academic A Pra At Prepa1 [(t)-5.1(hn)8( )2(c)16.2D hn ca2.36.2(s)12.1[6(e F)-8.2(a)-

l. A candidate for the Dean of the Faculty/Vice President for Academic Affairs may be evaluated for an immediate award of tenure by the following procedure. The President will present the credentials of the candidate for Dean of the Faculty/Vice President for Academic Affairs and evidence for both appointment as Professor and awarding of tenure to the academic department(s) appropriate to the candidate's professional field. At the same time, the President will also furnish the candidate's credentials and evidence to CAPT. The qualifications for tenure are those stipulated in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Section E. (Tenure) number 3 (Eligibility). The Chair of the academic department to which the Dean of the Faculty/Vice President for Academic Affairs will be appointed forwards a written departmental recommendation to CAPT. Simultaneously, CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article VII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section E (Tenure), number 5 (Procedures for Granting Tenure), but may reasonably exclude the stipulations in c.i, c.ix, e.i, e.ii, g, and j. Then, as in Part One (Faculty Rights and Responsibilities), Article VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section E (Tenure), number 5 (Procedures for Granting Tenure), f, and Section F (Promotion), number 2 (Procedures for Promotion), CAPT makes a recommendation to the President, who reports to the Board of Trustees.

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

6. Review of Negative Tenure Decisions

a. A faculty member who is denied tenure but believes that the case received inadequate consideration may petition the Tenure Review Board ("TRB") for a review. Such a review must be requested by January 15 of the year following the semester in which CAPT considered the case, or within 15 days of notification of denial of tenure, whichever is later. The candidate must submit to the TRB a letter stating in a clear and concise manner exactly how the consideration of the case is perceived as having been inadequate.

b. The Tenure Review Board consists of three tenured members of the Faculty, at least one of whom shall have previously served on CAPT, each from a different department and elected for a three-year term. No member of a candidate's department will sit on the TRB for consideration of the

7.

quality teaching (or, in the case of Library faculty, librarianship) as well as sustained and significant creative or scholarly growth; and significant involvement in the affairs of the college.

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

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

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

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

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

2. Procedures for Promotion

a. *Professorial Ranks*

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

ii. Faculty may stand for promotion at their discretion. Consideration for promotion may be initiated by the Department Chair in consultation with the Associate Dean of the Faculty (faculty affairs) or CAPT. The Associate Dean of the Faculty (faculty affairs) 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 CAPT. Nomination by the Associate Dean of the Faculty (faculty affairs) for such consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty (faculty affairs) may initiate promotional consideration in the case of Department Chairs. The Department Chair or the Associate Dean of the Faculty (faculty affairs) shall indicate the consultation procedures employed within the department when recommending a promotion.

iii.

(5) service credentials presented within the context of the broad statemenhs about servie i
Part O(s)4/ne (Faul2(h5.2(y)(24.1(R)10.4(i)-5.2(g)12(ht)6.9(s)9.4(a)16.3/nd)12.5(R)10.3(e)]TJ 0.011 Tc 0.137 Tw 13.735 0 Td [(s)2.4(p)1

the Dean of the Faculty/Vice President for Academic Affairs, or the Dean of the Faculty/Vice President for Academic Affairs in consultation with the Chair of the Library. The Chair of the Library shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

c. *Artists-in-Residence and Writers-in-*

a. The required service time may include up to one year's leave without pay, if so stated in the letter(s) granting such leave(s). If a faculty member serves full time for more than six consecutive years, the additional time will shorten the required service time for later sabbatical leaves if the delay in taking a sabbatical leave is requested by the Dean of the Faculty/Vice President for Academic Affairs for administrative reasons and is so stipulated in writing.

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

3. *Procedures*

a. Application

i. Application should be made on forms available through the Library. 6 5 n s

ii. Upon completion of the leave, a final report shall be sent to the Dean of the Faculty/Vice President for Academic Affairs and the Chair of the department, not later than April 15 in the case of first-semester leaves and November 15 in the case of second-semester or full-year leaves.

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

4. *Criteria for Evaluating Proposals*

In evaluating applications, the following will be considered:

a. the worth of the project;

b. length of service without leave;

c. ease of departmental arrangements;

d. financial condition of the College;

e. benefit to the individual and the College;

f. the individual's fulfillment of obligations regarding any previous sabbaticals as outlined in paragraph 3, c, iii above.

5. *Sabbatical Salaries*

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

B. Pre-Tenure Paid Research Leaves of Absence

1. *Purpose*

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

2. *Eligibility*

Untenured tenure-track faculty who are either in their third or fourth years of service to the College and who

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

F. Dismissal of a Faculty Member

The appointment of any faculty member, including that of a member in a non-tenure-track appointment, 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-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 of a faculty member in a non-tenure-track appointment is not to be construed as dismissal for cause and may not be appealed.

Cause for dismissal of a tenured faculty member or of a non-tenured faculty member before the expiration of an appointment shall be related directly and substantially to the fitness of the faculty member in professional academic capacity, which includes responsible conduct toward all members of the College community. Cause for dismissal may involve alleged professional incompetence, neglect of duties, professional misconduct, or personal misconduct. Dismissal shall not be used to restrain faculty members in their exercise of academic freedom. For dismissals related to the termin

H. Appeal against Dismissal

If the faculty member believes there are grounds for appeal, the faculty member may appeal in writing within 20 work days after receipt of the recommendation from the Dean of the Faculty/Vice President for Academic Affairs. Failure to appeal within the time limits stated in this section, unless such time limits are extended as provided in section I below, shall make final the decision against which the appeal is sought.

1. For appeals based on an alleged violation of academic freedom and/or rights, the faculty member may appeal to CAFR. CAFR will follow its operating code and will have 20 work days to convey its recommendation to the President.

or

2. For appeals based on (i) procedural error that might have affected the outcome of the decision or on (ii) new evidence, the faculty member may appeal to the President.

the Faculty/Vice President for Academic Affairs; the Chair's personal teaching load is reduced in proportion to administrative responsibilities. The Chair renders guidance and assistance to faculty in every way possible. The Chair keeps untenured faculty apprised of their progress through the tenure system through annual letters of evaluation. Each year, 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/Vice President for Academic Affairs shall keep a record of tenured faculty members' evaluation cycles, and remind Department Chairs when evaluations are due. The annual letters of evaluation shall be transmitted to the individuals concerned and a copy will be sent to the Dean of the Faculty/Vice President for Academic Affairs' office no later than August 31 following that academic year. These evaluations are to be kept on file in the individual's department and in the Dean of the Faculty/Vice President for Academic Affairs' office. Only the individual, the Chair, and the Dean of the Faculty/Vice President for Academic Affairs may have access to these evaluations.

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

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

5. *Support*

1. Program Directors shall be reviewed by the Dean of the Faculty/Vice President for Academic Affairs once every four years. In the event of an intervening sabbatical or leave of absence, the review will take place in the fifth year. More frequent reviews may take place at the request of the Dean of the Faculty/Vice President for Academic Affairs. Untenured faculty serving as Directors at the time of review for reappointment or for tenure shall be reviewed separately as Program Directors.

2. The review of a Program Director shall be conducted by the Dean of the Faculty/Vice President for Academic Affairs. Each active member of the program shall be requested to present a written evaluation to the Dean of the Faculty/Vice President for Academic Affairs. All such statements shall be confidential.

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

D. Obligations Pertaining to Program Directors

1. *Leadership*

5.

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

E.

Institutional Policy and Planning Committee (IPPC), the Student Government Association (SGA), and FEC. Once such agreement is obtained, the revision is adopted.

I. FACULTY MEETING BY-LAWS

Article I. The Faculty Meeting

A. Faculty governance is carried out through decisions made at Faculty Meetings and through a system of committees of the Faculty. The primary purpose of Faculty Meetings is to provide a forum for discussion on important college matters and to facilitate governance of college affairs.

B. Faculty Meetings, presided over by the President, are generally held on the first Friday of each month.

C. Eligibility to Vote

1. All the faculty as herein defined are expected to attend Faculty Meetings and are eligible to vote:

a. all full-time members of the Faculty (including those on phased employment) and faculty holding shared appointments at the rank of Assistant Professor or above,

b. Visi [(b.(r)13.0in a)161(o)12o2(ot)-17t18d ( )Tj -0.006 T7-12(n)-12(m)12.2(icTJ 0.0028s3g-43.13.7(i)-17.2in(cTJ 0.0028.1(s)-2.6e1(s)-2.6s [(r)1.7(o

Article II. The Presiding Officer

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

1. The Dean of the Faculty/Vice President for Academic Affairs;
2.

Article V.

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Addendum: Summary Table of Rules Relating to Motions

II. COMMITTEES OF THE FACULTY

A. Voting Rights and Eligibility: Only full-time members of the teaching or library faculty (including those on phased employment) eligible to vote at Faculty Meetings (see Part One [Faculty Rights and Responsibilities], Article XIX [Faculty Governance]) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the Faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the Faculty: FEC, IPPC, CAPT, CEPP, Curriculum, Tenure Review Board, CAFR, Periclean Honors Forum Council, Faculty Development, Master of Arts in Liberal Studies, Athletic Council, and FAB. Faculty representatives on appointive committees of the Faculty are appointed by FEC from those indicating a willingness to serve; FEC also participates in the appointment of faculty representatives to various all-College committees.

There is also a Committee of Committees composed of the faculty members of CAFR, CAPT, CEPP, FEC, Curriculum Committee, FDC, IPPC, and any current ad hoc committees whose presence FEC believes would be helpful to the committee. FEC convenes the Committee of Committees twice a year, or at the request of the faculty members of any constituent committee.,

The cycle establishes a college-wide seven-year rotation cycle for faculty governance service. Faculty

d. COMMITTEE ON ACADEMIC FREEDOM AND RIGHTS (CAFR) — Elected

Function: To serve as guardian of the academic freedom and rights of all members of the academic community; to receive inquiries and complaints concerning academic freedom and rights and to consider formal charges of violations of academic freedom and rights from any faculty member, student, administrator, trustee, or from CAPT; to advise and make appropriate recommendations. CAFR meets annually, and whenever necessary in the pursuit of its functions, with the Academic Affairs Committee of the Board of Trustees. Revisions to Part One of the Faculty Handbook, Articles I–VIII, XIV, XII through XVIII are reviewed by CAFR for its recommendations prior to a faculty vote.

Membership: Four members of the Faculty, none of whom is on CAPT, the Tenure Review Board, CAS, or FAB, at least one of whom is untenured at the time of election and at least two of whom are tenured, each to serve a three-year term and each from a different department; and no more than five students selected by SGA.

A member who has served a full three-year term is eligible for re-election after being out of office for two years; members who complete an unexpired term or serve an interim term in place of a regularly elected member on leave are immediately eligible for re-election provided their service did not exceed one calendar year. A member shall recuse himself or herself if the member is involved in the matter about which the complainant is bringing the case.

e. CURRICULUM COMMITTEE — Elected

Function: To act for the Faculty in reviewing curricular matters including those which implement educational policy concerning all-College requirements; to generate recommendations concerning immediate and long-range curricular matters; to make recommendations to the Faculty concerning other curricular matters brought before it by faculty, students, and the Administration.

Membership: Five faculty members, at least two of whom are tenured, each from a different department or program, with at least one member from each of the four Divisions of Disciplines, elected to serve three-year terms; the Dean of the Faculty/Vice President for Academic Affairs or a designated representative; and two students selected by SGA. Non-voting members of the committee are the Registrar and the Associate Dean of the Faculty (student academic affairs).

f. FACULTY DEVELOPMENT COMMITTEE (FDC) — Elected

Function: To advise the Dean of the Faculty/Vice President for Academic Affairs on faculty development polic

n. ADVISORY PANEL (AP) – Appointed

Function: To provide the Assistant Director for Equal Employment Opportunity and Workforce Diversity (ADEWD) with advice, suggestions, and comments during the formal investigation of a discrimination or harassment charge made against a member of the Faculty; to participate, with the guidance of the ADEWD, in interviews of the complainant, the respondent, and relevant witnesses (or in lieu of participation to review all documents pertaining to the charge, if the complainant or the respondent so requests and both parties agree); to review the ADEWD's final report and to ensure that the views of the AP are represented therein; to uphold the strictest standards of confidentiality both during and after an investigation (See further Part Six, Article VII, Sections D, E, and F.)

Membership: Two members of the Faculty Advisory Board (FAB, see above) selected by the ADEWD, and subject to the following restrictions. A faculty member may not serve on an AP if the faculty member is from the same department, program, or office as the complainant or the GR.ulo7-otNC.ulo7-E6()6( )- 9(3-Al)2.(tNE6..375(L6()6(e)-07 3(GP2(9(5r)16 Tc 0.1EMC /P2.(53CID 5 >—7DC 7.1(D)5.1r2)1D)5.(217017.4(t)-3.a13.d-p(0 T

H. OTHER COMMITTEES

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 the academic performance in a course, and a student is entitled to fair, equitable treatment in 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 there is grounds for a legitimate grievance that the coursework has been evaluated in a prejudicial or capricious manner in the calculation of their final failing grade should first make a request in writing to the faculty member involved to confirm that no computational or clerical error has been made. The student must make this request not later than two weeks after the start of the following semester. The instructor must respond to the student in writing within two weeks of receipt of the request. Ideally, the student and faculty member should then meet to discuss the final grade in question. If the communication between the instructor and student results in the instructor requesting to change a grade, then the instructor must submit a petition to change the grade to the Associate Dean of the Faculty (student academic affairs), and the petition must be brought before the Committee on Academic Standing (CAS) for consideration. If the student is studying away from Skidmore College in the following semester, or if the faculty member is on leave in the following semester, the request for an explanation still must be filed within two weeks after the start of that semester. But, if the student or the faculty member makes the request, the appeal process may be deferred by the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty (student academic affairs) until the student returns to studies on campus or the faculty member returns from leave.

evaluations. The Dean of the Faculty/Vice President for Academic Affairs shall return the summaries to the Department Chairs for retention in department files.

c. Summaries shall be made available each term to the faculty being evaluated.

d. The evaluations shall be available to the Associate Dean of the Faculty (faculty affairs), to the Dean of the Faculty/Vice President for Academic Affairs, and to the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to CAPT for its examination during consideration for reappointment, promotions, or tenure.

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/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 their own courses. If, on the other hand, allegations suggesting unprofessional conduct appear in a student evaluation, the Department Chair or CAFR may seek to interview the student to determine whether further review is warranted.

PART THREE

ALL -COLLEGE GOVERNANCE

I. ALL-COLLEGE COMMITTEES

A. Preamble

In addition to serving on faculty committe0.006 9to se7.1(t)-5.14c 04.6(e6(d7.1(to s)-14.6-17.2c5.5.1(g o)-1(n f)-10b7.1(to 9(i)-d7.1(t 2(e0.006n P]TJ /Ta s)-1g o)-1 9)

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

Membership: For academic integrity cases, two faculty members appointed by FEC on a case-by-case basis, drawn from the pool of faculty who serve on the Integrity Board who may or may not

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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 physici 2.9(eg943c9./d r /Typc4w 11.03 ; Td (-)Tj 0.002 73 0.03760Tw 5.82 0t)2.8()-9.2(-9.1(e M-21-.2(yagTd [r12.(ofC)6.4f12.(ofE7.28(s)-2.3(p)6.4(o3.7( )]TJ -0

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://www.skidmore.edu/hr/benefits/index.php

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

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

C. Early Retirement

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

For full plan details, please refer to the *Early Retirement Plan Summary Plan*, which can be obtained from Human Resources.

D. Phased Employment

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

Participants must be in active status or on an approved leave of absence to apply for this benefit. The employee's age and length of service must combine to equal not less than 70, with a minimum age of 50 and a minimum of 15 years of employment. All participants must retire at the completion of the agreed upon period.

Faculty who are full-time for the entire academic year and who meet the above criteria are eligible to apply for this program. Further details may be obtained from Human Resources or at the following web address:

http://www.skidmore.edu/hr/documents/PhasedEmploymentProgram1-2007.pdf

E. Post-Retirement Health Benefits

Different levels of health care benefits are provided to those employees who are considered retirees of the College. A full description of these benefits may be obtained from Human Resources or at the following web address:

http://www.skidmore.edu/hr/benefits/retirement.php

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.

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

In the temporary absence of the President, the Dean of the Faculty/Vice President for Academic Affairs is authorized to act on the President's behalf; however, at the discretion of the President, those responsibilities may be delegated to another senior administrator. In the case of the President's prolonged absence – whether through incapacity, resignation, death, or other cause – the Board, or its Executive Committee, may delegate the College's executive powers and responsibilities to a person or persons as it sees fit, pending the President's return or the election of a new President.

B. President's Cabinet

The President's Cabinet constitutes the President's administrative council and meets regularly to advise the President on major issues of policy, planning, and operation. The Cabinet consists of those senior members of the Administration who report directly to the President (the Dean of the Faculty/Vice President for Academic Affairs, the Vice President for Finance and Administration and Treasurer, the Vice President for Advancement, the Dean of Students and Vice President for Student Affairs, the Vice President and Dean of Admissions and Financial Aid, the Vice President for Communications and Marketing, and the Executive Director of the President's Office and Coordinator of Strategic Initiatives), as well as the Dean of Special Programs, who does not report directly to the President. The composition of the Cabinet is determined by the President and may be altered upon of the evolving needs of the College.

II. THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION AND TREASURER

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

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

III.

and scholarly effectiveness in the Faculty and in maintaining orderly departmental governance and a spirit of professional cooperation. The Dean of the Faculty/Vice President for Academic Affairs works with the Committee on Educational Policies and Planning, and other appropriate bodies, on educational matters.

B. Academic Staff

Academic Staff consists of Department Chairs; single-discipline and interdisciplinary Program Directors; the Associate Dean of the Faculty (faculty affairs); the Associate Dean of the Faculty (student academic affairs); the Registrar; and the Director of Institutional Research — that is, all those reporting directly to the Dean of the Faculty/Vice President for Academic Affairs and to the Associate Deans of the Faculty — as well as others whose work is directly in support of academic programming, such as the Director of Academic Technologies; the Director of Academic Programs, Residencies, Institutes and Community Programs; and the Director of the MALS Program. In quarterly meetings, information of direct relevance to academic programs is shared. Academic Staff serves to advise the Dean of the Faculty/Vice President for Academic Affairs regarding programs and policies in or pertaining to academic affairs at the College.

C. The Associate Dean of the Faculty (faculty affairs)

The Associate Dean of the Faculty (faculty affairs) is appointed by the Dean of the Faculty/Vice President for Academic Affairs and is responsible for all matters assigned by the Dean of the Faculty/Vice President for Academic Affairs, which generally include the following: enhancing the quality of the Faculty and, in consultation with Department Chairs, making new appointments to the Faculty (subject to the approval of the Dean of the Faculty/Vice President for Academic Affairs), conferring with the Faculty Development Committee on sabbatical leaves, and making recommendations to the Dean of the Faculty/Vice President for Academic Affairs where appropriate, faculty and curriculum development, and the administration of all interdisciplinary programs. The Associate Dean of the Faculty (faculty affairs) also works with CAPT in its deliberations of promotion and tenure cases and consults with CAPT on other personnel matters as needed.

The Director of Academic Diversity Initiatives, the Director of the Center for Leadership, Teaching, and Learning, the Director of the Higher Education Opportunity Program, the Sponsored Research Officer, the Environmental Health and Safety Coordinator, the Director of Civic Engagement, and the Director of Off-Campus Study and Exchanges report to the Associate Dean of the Faculty (faculty affairs).

D. The Associate Dean of the Faculty (student academic affairs)

The Associate Dean of the Faculty (student academic affairs), appointed by the Deaaem w 11 t

6. CAPT will have the responsibility of monitoring the review process.

Confidentiality

It is extremely important that the rights of both the Officer being reviewed and those providing comments be protected. Strict rules of confidentiality are, therefore, necessary.

1. All proceedings of the Review Committee will be held in

PART SIX

EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, AND ANTI -HARASSMENT: POLICIES AND PROCEDURES

I. INTRODUCTION

Part Six communicates the philosophy and perspective of Skidmore College regarding issues of equal employment opportunity, diversity, and anti-harassment. It also presents the College's policies, objectives, and plans for maintaining its status as an equal opportunity employer and educator and for supporting its goal of extending the diversity

III. SUMMARY STATEMENTS OF POLICY

A.

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[8] 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 residential or academic life on campus should contact the Coordinator for Students with Disabilities to disclose the condition and to request accommodations. Any faculty member with a disability who requires accommodations to perform duties effectively should contact the department chair, the Dean of the Faculty/Vice President for Academic Affairs, the Dean of Special Programs (DSP), or the Assistant Director for Equal Employment Opportunity and Workforce Diversity (ADEWD). Any staff member or administrator with a disability who requires accommodations to perform duties effectively should contact the supervisor or the ADEWD.

D. Policy on Anti-Harassment

Skidmore College affirms that its community members (faculty, staff, administration, and students) have the right to be free from acts of harassment (based on the protected characteristics of an employee or student) that constitute unlawful, offensive, and hostile behavior. Such acts include (but are not limited to) sexual or racial harassment. In general, such harassment may consist of (but is not limited to) words, signs, jokes, pranks, acts of intimidation, or acts e

F. Policy on Consensual Sexual Relationships Involving Students

As an academic community, Skidmore College stands by principles of fairness, equal opportunity, and non-discrimination. These principles take on special meaning in the relationship between students and members of the faculty or others in an advising or evaluative relationship. Specifically, all students have the right to be treated fairly, held to the same requirements and standards, and afforded equal opportunities based on their individual accomplishments. All employees are expected to ensure that their relationships with College students are professional, to 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 acu6-5.1(y)24 u(i)-5.fo5.2(pl7006 7(e)-4.3(0)6.3(1)2.1(2)-7.5(7)4.2(p)0.6(s)-0.09t)12(i)-5.1(sng2.3(o1(y)24 u(i)-f2(m)12u)8.1(t)-9a u(i)-4.3(c)16.2(t)(

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

V. PROCEDURES REGARDING EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

This article establishes procedures for implementing the policies regarding Equal Employment Opportunity and Diversity at Skidmore College.

A. Scope

1. *Educational Environment*

In accordance with its policy on equal opportunity, Skidmore College prohibits discrimination against any students on the basis of race, color, religion, gender, age, national or ethnic origin, genetic information, genetic predisposition or carrier status, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression, domestic violence victim status, or any other characteristic protected by applicable federal, state, or local laws.

Title IX

The fact that someone did not intend to sexually harass another individual may not constitute an adequate defense in response to a complaint of sexual harassment. Regardless of intent, the characteristics and effect of the behavior that determine whether behavior constitutes sexual harassment.

C. Sexual Conduct and Gender-Based Violence

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The College's complaint process, for the purpose of meeting required deadlines, begins once the ADEWD conducts an initial interview with the complainant. During the initial interview, the ADEWD will discuss with the complainant whether or not the alleged incident(s) of harassment or discrimination constitute(s) a violation of the College's policies. The complainant will also be told about their own rights under the College's complaint procedures.

The complainant will have the right to

- x have a representative (not an attorney) present as an observer during the complaint process;
- x be granted confidentiality throughout the process (as described in B above);
- x withdraw the complaint at any time during the process (with the understanding that the College may be required to pursue the issue);
- x review and sign their own statement and receive a copy;
- x review the ADEWD's summary, which indicates whether the alleged misconduct was found to violate College policy;
- x file the complaint with a federal, state, or local agency designated to hear/investigate EEO complaints;
- x request mediation; and
- x have a meeting with the ADEWD after the informal inquiry and, if the complaint proceeds, after the formal investigation.

The complainant will not have the right to

- x have an attorney present;
- x record the meeting;
- x ask questions of the respondent or witness(es);
- x identify the penalty or corrective action for the respondent if that person is found to have violated a college policy;
- x review the complete complaint file and associa

- review and sign their own statement and receive a copy;
- request mediation;
- have a meeting with the ADEWD after the informal inquiry;
- review a copy of the final summary of the complaint in the presence of the appropriate official.

The respondent will not have the right to

- have an attorney present;
- record the meeting;
- ask questions of the complainant or witness(es);
- review the complete complaint file and all associated documents (e.g., witnesses' statements); nor to
- receive a copy of the complete complaint file.

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

Any complaint involving a faculty member will be brought to the attention of the Dean of the Faculty/Vice President for Academic Affairs by the ADEWD; any complaint involving an academic advisor in the external degree programs or (p)122.1(a)452(gn)-12(e)-7.8(d b)-2RC -39.9 /P <</MMCID 525 Tw 02u911.6mnta589( )-l.6(ogr) fia1-17.2(.)7.9()18.9he

Administration and Director of Human Resources (in the case of staff) will provide replacements as needed. Any such replacements will receive training appropriate to the complaint.

F. Investigation

All information gathered during the informal process will continue to be used in the formal process. The ADEWD will provide the respondent with a copy of the formal complaint as submitted by the complainant within three work days[10] of receipt of the complaint. The ADEWD also will provide a letter to the respondent, outlining the investigation process and clarifying the respondent's rights as well as the College's expectation of full cooperation. During the formal process, all witnesses identified by the comp

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