

Skidmore College

Faculty Handbook



2011-2012

SKIDMORE COLLEGE
FACULTY HANDBOOK
2011-2012

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PREAMBLE

The Faculty Handbook describes the rights, rules and procedures that the Skidmore Faculty has adopted in order to govern itself fairly and effectively. These rights, rules and procedures have evolved over time in response to changing circumstances, and continue to do so. The function of this Handbook is to codify and clarify them in their current form.

The Handbook is divided into six parts:

Part One specifies faculty rights and responsibilities and has the force of contract.

Part Two describes the faculty governance system, including Faculty Meeting by-laws, the function and membership of faculty committees, and academic policies.

Part Three describes the All-College governance system, including information on All-College committees and the Skidmore College Honor Code.

Part Four describes benefits extended to the Faculty.

Part Five describes the College administration and is primarily informational in nature.

Part Six describes the College policy for equal employment opportunity, diversity, and anti-harassment, and is also primarily informational in nature.

The Faculty Handbook is revised annually by the Faculty Executive Committee (FEC) in consultation with other entities as required, and is presented for adoption by the Faculty early in the academic year. The specific procedures for Faculty Handbook revisions are spelled out in Part One, Article XXI. Comments and questions about this Handbook should be directed to the FEC.

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 responsibility based upon the fact that its judgment is central to general educational policy. Determinations in these matters are first made by the Committee on Appointments, Promotions & Tenure (CAPT) through established procedures. Recommendations from the CAPT and the ~~Vice President for Academic Affairs~~[Dean of the Faculty/Vice President for Academic Affairs](#) are made to the President, who makes final recommendations to the Board of Trustees, which makes final decisions. It is the expectation of the Faculty that the President and the Board of Trustees shall, on questions of faculty status, as in other matters where the Faculty has primary responsibility, concur with the faculty judgment except in rare and exceptional instances and for compelling reasons, which should be stated in detail. In all instances of disagreement, the President and the CAPT should have an opportunity for further discussion before reporting to the Board.

III. ACADEMIC FREEDOM¹

Skidmore College vigorously endorses the principle of academic freedom.

Faculty and other membe p e.2(r)-7.15.9(ad)-8.3yl EIT(s)BnE(Ln1w[(CAPT)5.Anyr)-t gtCAPT whiioe in6Tn5.0036 5,04.6(2s4.)]Tn4.9(ioe i)Bor f6(2th)-8.u

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appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons. The College recognizes the right and the responsibility of faculty members to speak as members of the community on issues of public concern.

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Faculty), Sections A (Tenure-Track Appointments) and D (Pre-Tenure-Track Appointments) as applicable.

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

another department. Any such change must be approved by the faculty member, the department(s) and program(s) involved and, the Dean of the Faculty/~~and the~~ Vice President for Academic Affairs.

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 judge 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 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 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

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

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

For purposes of evaluation and in keeping with Skidmore's respect for diversity in the professional aims and accomplishments of faculty members, scholarship is to be defined broadly. It denotes not only original research, that is, investigatory analyses of primary data leading to discoveries in one's specialization, but also work that crosses disciplinary boundaries toward integrating knowledge, studies that bridge theory and practice in applied fields, and work that reorganizes existing information in creative ways or interprets it for students and non-specialists, be they colleagues or laypersons. Evidence indicative of significant

paramount, the primary criterion for retention or advancement; but Library faculty must demonstrate an ability to make significant contributions to the profession through scholarship and professional activities. In addition, Skidmore expects faculty members to assume responsibility for the communal life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

Librarianship: The mission of Library faculty is to enhance, further, and support learning and research activities at Skidmore College. This mission is realized in many ways: developing collections which support the curriculum; organizing the collections for physical and intellectual access according to standards of the Library profession; facilitating access to information resources beyond the Library walls; and interpreting the Library's collections and wider information universe through reference service, printed guides, and bibliographic instruction. This mission requires that Library faculty be both educators/scholars and administrators.

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

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

2. Artists- and Writers-in-Residence

These written evaluations are intended to be for guidance and used for self-improvement only, and not for use as part of a candidate's file for reappointment, promotion or tenure.

3. Faculty members have a right to representation by legal counsel provided by the College if legal action results from execution of their academic duties as determined by the President.
4. Because student evaluations are used in several decision-making processes, faculty members have a

8. Grading: Faculty members must submit grades to the Registrar by the date specified (see Part Two, Article III [Academic Policies], Section C).

9. Other Academic Policies: Faculty members must adhere to the Academic Policies of the College as stated in Part Two (Faculty Governance), Article III (Academic Policies).

VIII. REAPPOINTMENT

A. Reappointment of Full-Time Tenure-Track and Library Faculty in Professorial Ranks

Each department in the College shall follow its established procedures to evaluate candidates for reappointment. If candidates have taught in an interdisciplinary program, or in a department other than the one in which they hold an appointment, the procedures must ensure a mechanism for obtaining information about their performance in this other department or program. The Chair will file these procedures with the ~~Dean of the Faculty~~[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 departmental procedures and the evaluative criteria set forth in Part One, Article VI, Section A, with particular emphasis on teaching effectiveness. The Department shall inform the [Associate Dean of the Faculty for Personnel, Development and Diversity](#) of its decision on or before May 31st of that year. In the case of proportional appointments (see Part One, Article V, Section C), each program and/or department involved shall inform the [Associate Dean of the Faculty for Personnel, Development and Diversity](#) of its decision on or before May 31st of that year.

b. By June 15th of the appointee's second year, the [Associate Dean of the Faculty for Personnel, Development and Diversity](#) shall remind appointees not regarded as candidates for reappointment

~~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 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

d. If the recommendations of the department and the [Associate Dean of the Faculty for Personnel, Development, and Diversity](#) differ, the CAPT will review the candidate's file and make a third recommendation to the ~~Vice President for Academic Affairs~~[Dean of the Faculty/Vice President for Academic Affairs](#). This recommendation will be made on or before February 25th.⁵

e. The [Dean of the Faculty](#)/Vice President for Academic Affairs shall make the decision to accept

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| [President for Academic Affairs](#) concurs, the department member receives a terminal year. If the department and the [Vice President for Academic Affairs](#)

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 Dean of the Faculty for Personnel, Development and Diversity](#) of its decision on or before May 31st of that year.

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

c. Reviews

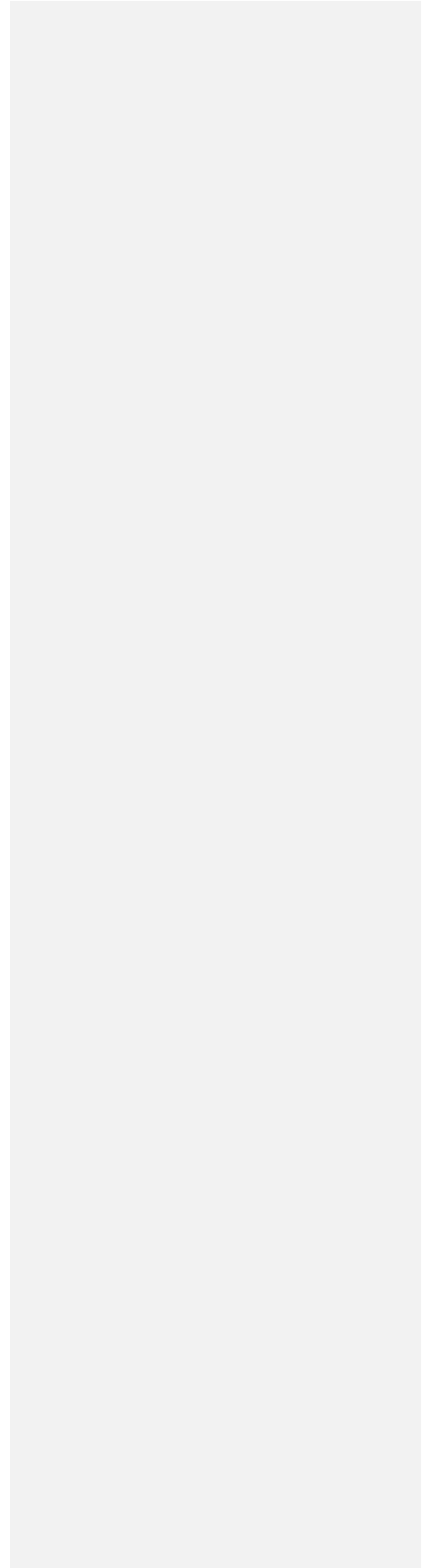
| ~~Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs makes the final decision.

| 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

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members.⁶



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**:

- 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

number 2b [Artist- or Writer-in-Residence]) who are in at least their third year of full-time service at Skidmore;

b. Department Chair;

c. Program Directors (where appropriate);

d. For tenure-track faculty appointments that are 100 percent in ID programs, the CAPT will secure information concerning a candidate in an ID program from all members of the ID Program Personnel Committee. The Program Director (or PPC Chair if the Director is the candidate) will represent the Program position with regard to tenure.

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. Sources suggested by the candidate under consideration including Administrative Officers, the Coordinator, or Director of a program or Chair of a department in case the candidate has taught in an interdisciplinary program or department other than the one in which he or she holds an appointment;

g. Materials related to teaching effectiveness, professional accomplishment, and College service submitted by the candidate under consideration;

h. Teaching evaluations. The Department Chair shall bring to the attention of the CAPT student and faculty opinion concerning the faculty member as a teacher and shall indicate the procedures employed in obtaining such information, including class visitation procedures. Classroom visitations are a mandatory part of the process (see Part One [Faculty Rights and Responsibilities], Article VII [Rights, Obligations, and Responsibi

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

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

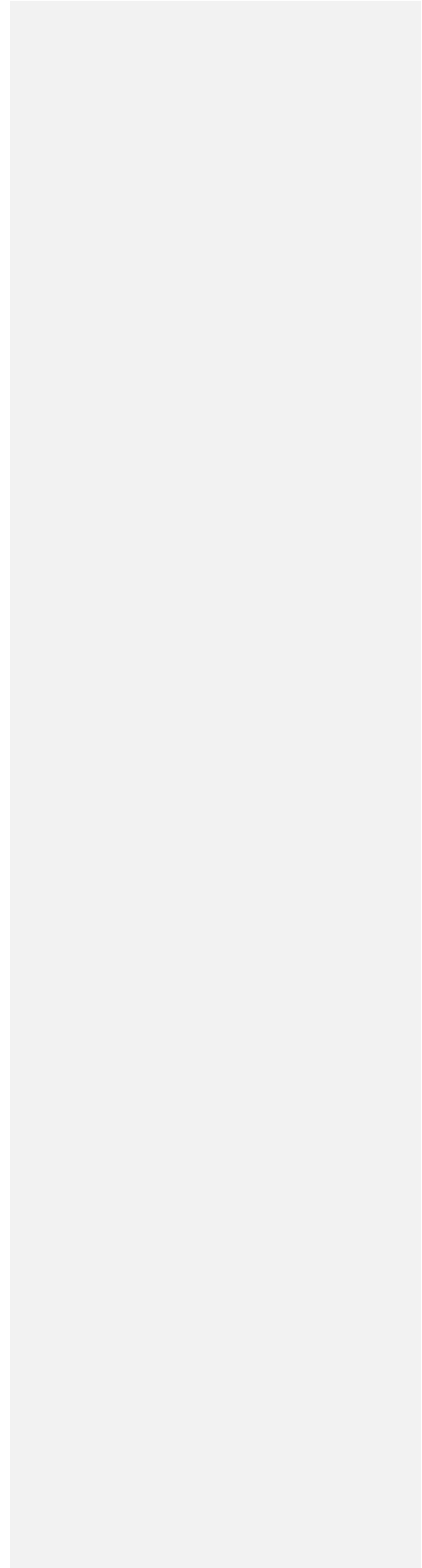
6. After conducting its deliberations, the CAPT reports its recommendations to the President and the Dean of the Faculty/Vice President for Academic Affairs, ~~and the Dean of the Faculty~~. The Dean of

Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty), and Article IX (Tenure), Section C (Eligibility). The Chair of the academic department to which the ~~Vice President for Academic Affairs~~[Dean of the Faculty/Vice President for Academic Affairs](#) or ~~the Dean of the Faculty~~ will be appointed forwards a written departmental recommendation to the CAPT. Simultaneously, the CAPT solicits individual written recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One (Faculty Rights and Responsibilities), Article IX (Tenure), Section E (Procedures for Granting Tenure), but may reasonably exclude the stipulations in numbers 3a, 3g, 5a, 7 and 10. Then, as in Part One (Faculty Rights and Responsibilities), Article IX (Tenure), Section E (Procedures for Granting Tenure), number 6, and Article XI (Promotion), Section A (Professorial Ranks), number 1a (Procedures for Promotion), the CAPT makes a recommendation to the President, who reports to the Board of Trustees.

12. Tenure granted to the [Dean of the Faculty](#)/Vice President for Academic Affairs ~~as well as the Dean of the Faculty~~ is not calculated in her/his department's already established (at the time of the ~~Vice President for Academic Affairs~~[Dean of the Faculty/Vice President for Academic Affairs](#) or ~~Dean of the Faculty~~

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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

Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend promotion, and why, according to the criteria for continued service. The Chair's letter shall present the Chair's individual position as well as the department's. All these letters shall be forwarded to the CAPT.

In the case of a promotion candidate appointed 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.

h. Promotion files shall include the following:

- i. an updated CV, which makes clear what has been achieved since the last promotion.
 - ii. all scholarly, creative or professional materials produced since the last promotion; candidates may add some earlier materials for purposes of context or to show continued growth. Candidates may wish to seek letters from Skidmore colleagues outside their department qualified to speak to their professional accomplishment. Candidates may also wish to include a statement about achievements and works in progress.
 - iii. the ten most recent consecutive semesters of teaching evaluations. For purposes of context, the candidate may wish to include other evaluations. The candidate shall also add copies of syllabi, and may include assignments and handouts. The candidate may also wish to append a statement about teaching goals and philosophy. The file may include peer evaluations of teaching.
 - iv. a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.
 - v. service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities), Article VI (Evaluative Criteria for Continued Service and Advancement in Rank), Section A (Tenure Track Faculty, COMMUNITY SERVICE). The candidate may wish to provide relevant documents and seek letters from committee Chairs or members who can speak about the quality and extent of service.
- i. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their

k. In the event that the CAPT forwards a negative recommendation to the ~~Vice President for Academic Affairs~~ Dean of the Faculty/Vice President for Academic Affairs in a promotion case, the CAPT will also notify the Associate Dean of the Faculty for Personnel, Development, and Diversity of the reasons for the recommendation. The Associate Dean of the Faculty for Personnel, Development, and Diversity will present the reasons for a negative recommendation to the candidate. In the event that the ~~Vice President for Academic Affairs~~ Dean of the Faculty/Vice President for Academic Affairs or the ~~President~~ forward a negative recommendation, the Associate Dean of the Faculty for Personnel, Development, and Diversity and the CAPT will be notified of the reasons for the recommendation. The ~~Dean of the Faculty~~ Dean of the Faculty/Vice President for Academic Affairs

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[Faculty/Vice President for Academic Affairs](#), or the ~~Vice President for Academic Affairs~~[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.

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 ar

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August 31st following that academic year. These evaluations are to be kept on file in the individual's

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

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

3. Personnel: The Director, in consultation with appropriate Department Ch

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

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

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PART TWO

FACULTY GOVERNANCE

PREAMBLE

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

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

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.

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. Visiting Instructors, Librarians, Artists-in-Residence, Writers-in-Residence, full-year full-time Lecturers, and full-year full-time Teaching Associates,

c. the President; ~~the Vice President for Academic Affairs~~Dean of the Faculty/Vice President for Academic Affairs; ~~the Dean of the Faculty;~~the Associate Dean of the Faculty for Personnel, Development, and Diversity; ~~the Associate Dean of the Faculty for Infrastructure, Sustainability, and Civic Engagement;~~ ~~the Associate Dean of the Faculty for Academic Policy and Advising;~~ the Dean of Admissions and Financial Aid; ~~the Associate Dean of the Faculty;~~ the Dean of Student Affairs; ~~the Associate Dean of the Faculty for Academic Advising;~~ the Dean of Special Programs; the Registrar; and the Director of Institutional Research; the Senior Associate Director of Admissions; ~~the Director of University Without Walls;~~ the Director of Master of Arts in Liberal Studies Program; the Director of Summer Academic Programs and Residencies~~Summer Sessions and Summer Special Programs;~~

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

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6. A person may speak more than once before all others wishing to speak have done so, if recognized by the Chair.
 7. All votes are "committee votes" and are not binding on the debate.
 8. At the completion of its deliberation, the Committee of the Whole will entertain a motion to "rise and report."
- C. Informal Consideration. This device permits the Faculty Meeting to set aside the formal rules of debate.
1. The Faculty Meeting may entertain a motion to consider a particular motion, subject, or problem informally.
 2. Such a motion may occur before or after a formal motion is proposed.
 3. Informal consideration allows the meeting to perfect a motion or an amendment for Faculty Meeting action.
 4. The Chairperson of the Faculty Meeting remains in the chair.

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Article VIII. On all matters of parliamentary procedure not specifically enumerated in the by-laws, the Faculty Meeting shall observe those rules that are part of Robert's Rules or the Standard Rules of Parliamentary Procedure, provided that they do not conflict with the spirit or letter of the by-laws.

Article IX. Adoption and Amendment of the By-laws

A. By-laws are initially passed by a simple majority vote.

B. A proposal to amend the by-laws

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

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 XX 3 0 TDh

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FEC is responsible for coordinating faculty committee work and for furthering democratic

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educational procedures; to evaluate Skidmore's present practices and goals. The CEPP shall exchange minutes of meetings with the Curriculum Committee-

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;

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~~Function: To participate in all aspects of the UWW by determining academic policies and procedures, admitting and dismissing students, approving degree plans and final project proposals, and making recommendations for degrees; to advise on all matters of administrative policy and to assist in the further direction of the program.~~

~~Membership:—~~

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~~Research~~ or his/her designated representative, and two students selected by SGA, one junior to be

III. ACADEMIC POLICIES

A. Examinations

Final examinations for the Fall and Spring semesters are given during a designated examination period. Examinations must be taken during the prescribed hours and in those places designated as examination rooms.

1. Students who are unable to take an examination or hand in a paper because of illness may ask the Health Services to confirm the illness.
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 make a request in writing to the faculty member involved to confirm that no computational or clerical

[President for Academic Affairs](#) and the Associate Dean of the Faculty for Academic [Policy and Advising](#), the faculty member, and the appropriate department chair or program director. The request must be submitted to the [Dean of the Faculty/Vice President for Academic Affairs](#) ~~and the~~ Associate Dean of the Faculty for Academic [Policy Advising](#) by the end of the semester following the semester in which the grade was awarded.

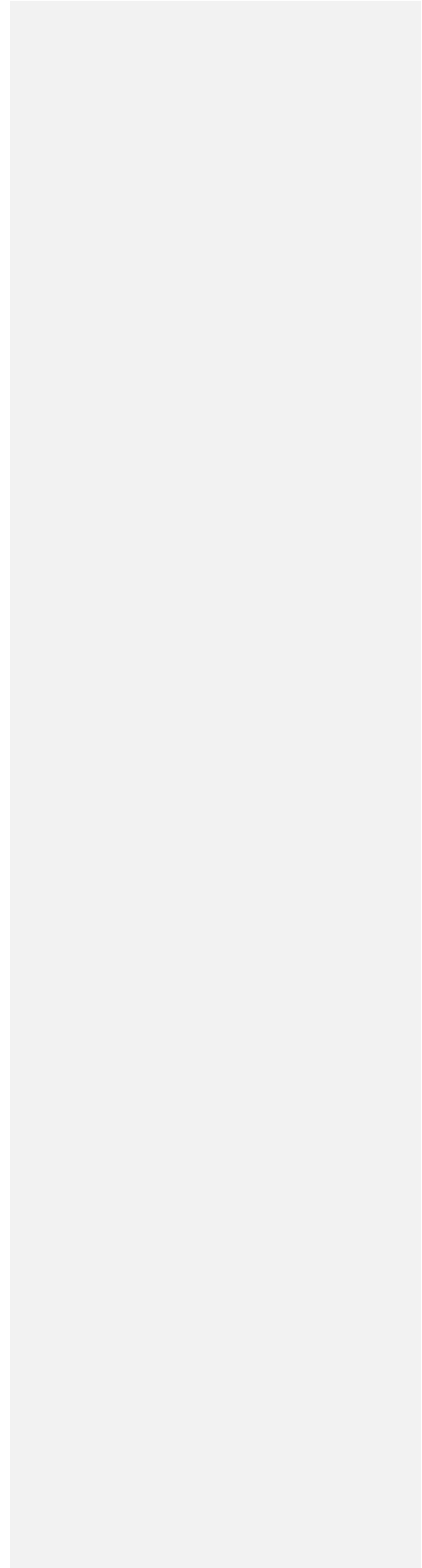
The written request must include a full account of the incident or circumstances giving rise to the complaint of prejudicial or capricious grading. If the ~~Dean of the Faculty~~ [Dean of the Faculty/Vice President for Academic Affairs](#) and the Associate Dean of the Faculty for Academic [Policy and Advising](#) conclude there 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,

d. The evaluations shall be available to the [Associate Dean of the Faculty for Personnel, Development, and Diversity, to the](#) Dean of the Faculty, ~~to the~~ 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](#)

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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 but who have not heard the case in question; the ~~Dean of the Faculty~~[Dean of the Faculty/Vice President for Academic Affairs](#) as Chair; and two students serving on the Integrity Board who were not party to the initial hearing. For social integrity cases, one faculty member appointed by FEC, drawn from the pool of faculty serving on the Integrity Board but who have not heard the case in question; the Dean of Student Affairs as Chair; and two students serving on the Integrity Board who were not party to the initial hearing.

3. HONOR CODE COMMISSION — Appointed

Function: To coordinate and conduct Honor Code workshops for first-year students and transfers; and in its capacity as a commission, to help educate all students as to what constitutes an honor violation, to support efforts to implement the Honor Code through the Honor Code Statement, and to recommend changes in the Honor Code System.

Membership: The Student Honor Code Educator as Chair; the SGA Vice President for Academic Affairs; one student representative at-large; one faculty representative at-large; and one representative from each of the judicial boards (Integrity Board and Board of Appeals). The faculty member will be appointed to a three-year term.

4. INSTITUTIONAL REVIEW BOARD — Appointed

Function: To investigate and to remain informed as to current governmental regulations affecting all research involving human subjects; to assess the implications of such regulations for the conduct of research with human subjects at Skidmore; to serve as a resource by providing information and guidelines for such research to the College community; to review federally funded research projects on human subjects and to provide to the United States Department of Health and Human Services continuing assurance that, in accord with its regulations, the rights of human subjects are being protected; to provide means by which proposals from outside individuals and agencies seeking to utilize records or members of the Skidmore community as the subjects of research can be reviewed.

Membership: Four faculty members assembled by the ~~Dean of the Faculty~~[Dean of the Faculty/Vice President for Academic Affairs](#) in accordance with State regulations; and one person from outside the College.

5. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE — Appointed

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

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

6. SAFETY IN THE WORKPLACE COMMITTEE — Appointed

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

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II. STUDENT GOVERNMENT ASSOCIATION COMMITTEES

A. Preamble

The Student Government Association (SGA) was established in 1990 "to establish and maintain conditions

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

Students should hand-write this statement on their exam booklets or papers and sign the statement if it is true. Failure on the part of the student to write the statement or to sign it indicates that the faculty member responsible should speak to the student about possible Honor Code violations.

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

B. Violations of the Honor Contract

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

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

i. A confidential report must be made to the Associate Dean of the Faculty for Academic [Policy and Advising](#) of any case handled personally by a faculty member.

ii. If more than one honor code violation is reported for a particular student, the Associate

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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

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>

Faculty members who wish to stop the tenure clock must make the request in writing to the ~~Dean of the Faculty~~ [Dean of the Faculty/Vice President for Academic Affairs](#) no later than May 15th prior to the semester in which the tenure review is scheduled to occur (Faculty Handbook Part One, Article IX, D, 4).

Note: Administrators holding faculty

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C. Early Retirement

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 [VPAADean 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 [VPAADean 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 Student Affairs, ~~and~~ the Dean of Admissions and Financial Aid, [and the Executive Director of the President's Office and Coordinator of Strategic Initiatives](#)), as well as ~~several other individuals who do not report directly to the President (the Dean of the Faculty and 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 by him or her in consideration 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

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chairs. He or she also works directly with the Vice President for Finance and Administration in representing Academic Affairs and preparing all budgetary matters. The [VPAADean of the Faculty/Vice President for Academic Affairs](#) works closely with the Chair of the Academic Affairs Committee of the Board of Trustees in preparing agendas and discussing pertinent issues of personnel, budget, and curriculum with the Committee.

recommendations, in consultation with the Department Chairs and Program Directors, to the ~~Vice President 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.—

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professional, community and non-residential students. The Dean is charged with enriching and strengthening the 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

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 will meet separately with the officer under review and the President.

4. The summary report will be given to the officer under review no later than April 1st. A discussion of the report with the commit

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 of our community. While some of the policies outlined in Part Six are required for legal compliance, others are internally motivated and reflect our commitment to an inclusive and hospitable working and learning environment.

Equal Employment Opportunity laws and regulations prohibit discrimination against employees or applicants for employment based on race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, or any other characteristic protected by applicable federal, state, or local laws. The College fully supports these prohibitions and has adopted

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:

Equal Employment Opportunity Policy

Skidmore College is committed to being an inclusive campus community and an Equal Opportunity Employer. The College therefore prohibits discrimination against any individual or group of its students, prospective students, employees, or candidates for employment on the basis of race, color, religion, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sex, sexual orientation, gender identity or expression,⁸ or any other category protected by applicable federal, state, or local laws.

B. Policy on Diversity

The principal mission of Skidmore College is the education of predominantly full-time undergraduates – a diverse population of talented students who are eager to engage actively in the learning process (Skidmore College Mission Statement). Fulfillment of this mission entails building an academic community based upon mutual respect and openness to ideas, one in which individuals value differences in perspective. Fostering such a community requires the active recruitment and retention of students, faculty, and staff members of diverse backgrounds and cultural heritages.

To read the Skidmore College Mission Statement in its entirety please visit:

<http://www.skidmore.edu/planning/index.htm>

Appreciation of diversity is fundamental to a liberal arts education that aims to foster the growth of the whole person in an environment of respect and understanding for different experiences and backgrounds. A diverse community provides each of us with the opportunity to learn from the experiences of others and to submit our own values and assumptions to critical examination. We learn to understand others and ourselves better in an environment that encourages deepened appreciation of other cultures, perspectives, and lived experiences.

The following statement of diversity

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 federal⁹ 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

based on their individual accomplishments. All employees are expected to maintain professional relationships with all College students, 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. Policy Review

These policies may be modified by the President based upon recommendations by, and consultation with, members of the President's Cabinet, the Director of Human Resources, the ADEWD, the IPPC, and the FEC. The College leadership shall periodically review its practices and procedures regarding admissions, recruitment, hiring, promotion, and other areas of concern to students, employees, and the College as an

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e. The Department of Human Resources routinely sends announcements of position vacancies to local and regional organizations that represent historically underrepresented groups. Heads of departments, offices, and programs are strongly encouraged to network through their own personal and/or professional contacts in an effort to broaden the diversity of candidate pools for all positions. Such outreach should occur on a regular basis, even in the absence of an immediate position vacancy.

f. All applicants for academic and nonacademic position vacancies will receive an acknowledgment of their interest in employment at Skidmore through a postcard, e-mail, or letter. Those applicants who file their applications online will receive a confirmation number as well as an on-screen acknowledgment.

g. Before any candidate in an academic search is invited for an interview (whether on or off campus), the office or department responsible for hiring will contact the ADEWD and the ~~DOF~~[Associate Dean of the Faculty for Personnel, Development, and Diversity](#), the DSP, or the ~~Dean of the Faculty/Vice President for Academic Affairs~~[VPAA](#), as appropriate, to review the applicant pool. If the pool is not sufficiently inclusive, the ~~Associate Dean of the Faculty for Personnel, Development, and Diversity~~[DOF](#), the DSP, ~~or the Dean of the Faculty/Vice President for Academic Affairs~~[VPAA](#) and the ADEWD may recommend further steps.

h. At the conclusion of the interviewing phase, the office or department responsible for hiring will contact the ADEWD and the appropriate Dean or Vice President to discuss the candidates interviewed. No oral or written commitment may be made to a candidate until the ADEWD, and, in the case of academic searches, the ~~Associate Dean of the Faculty for Personnel, Development, and Diversity~~[DOF](#), the DSP, or the ~~Dean of the Faculty/Vice President for Academic Affairs~~[VPAA](#) have agreed that appropriate equal employment opportunity procedures have been

The College is committed to maintaining a positive learning and working environment for all of its students and employees. In accordance with applicable laws, including Title VII of the Civil Rights Act of 1964 as amended, Title IX of the Education Amendments of 1972, the Pregnancy Discrimination Act of 1978, the Americans with Disabilities Act, the Civil Rights Act of 1991, and applicable federal, state, or local laws prohibiting sexual assault and abuse, the College prohibits harassment (including sexual harassment) of any individual or group of its students, prospective students, employees, or candidates for employment on the basis of race, color, religion, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sex, sexual orientation, gender identity or expression¹¹, or any other category protected by applicable federal, state, or local laws. These policies apply to all persons affiliated with the College including administrators, faculty members, staff members, and students.

A. Harassment Defined

Harassment on the basis of race, color, religion, gender, age, national or ethnic origin, physical or mental disability, veteran status, marital status, sexual orientation, gender identity or expression¹¹⁺, or any other category protected by federal, state, or local laws occurs when

x an individual or group of individuals is targeted with oral, written, visual, or physical insults

B. Sexual Harassment Defined

Applicable state and federal law defines sexual harassment as any unwelcome sexual advances, requests for sexual favors, or 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

x

VII. PROCEDURES FOR RESOLVING COMPLAINTS OF HARASSMENT OR DISCRIMINATION AGAINST FACULTY MEMBERS

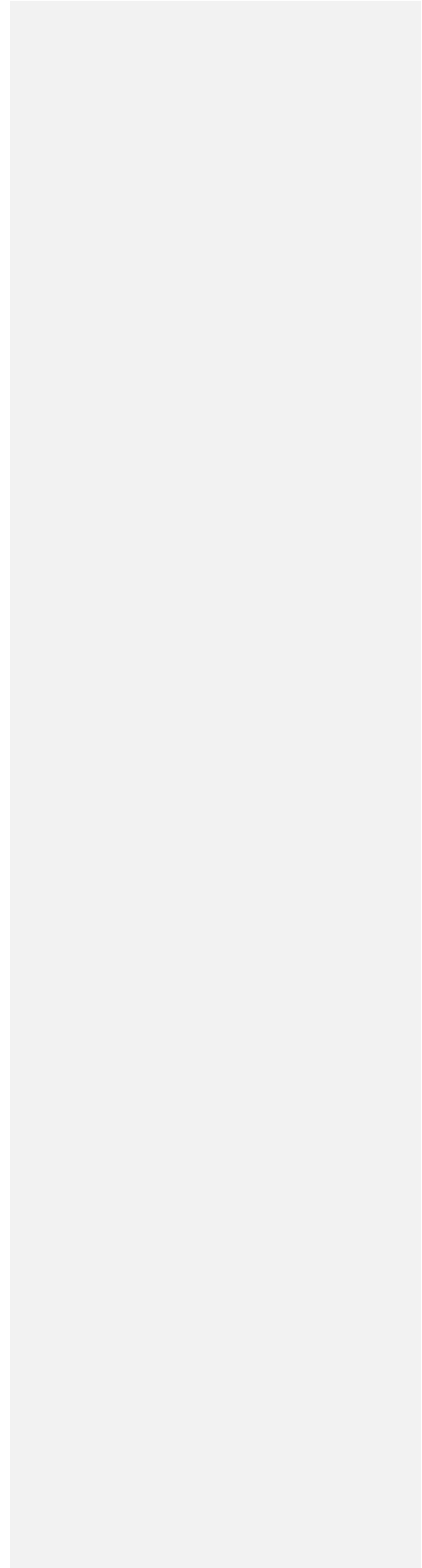
Faculty members, staff, and students should report any instances they believe to constitute harassment or discrimination. Disclosing such incidents provides the parties an opportunity for consultation with appropriate College personnel and the opportunity to resolve complaints promptly and effectively.

The procedures outlined in Article VII apply to all situations where a faculty member is accused of harassment or discrimination. Allegations against students (including part-time and full-time students who are also employees) will be resolved according to procedures outlined in the Student Handbook. Allegations against staff members (including administrators) will be resolved according to procedures outlined in the Employee Handbook.

Using the procedures outlined below, any faculty member, staff member or student who believes he or she is the victim of harassment by a member of the faculty should report the matter to one of the individuals specified in B of Article VII, all of whom are able to assist those having a harassment concern. These individuals are available to provide information about the College's harassment policy, the resolution

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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

- x have a representative (not an attorney) present as an observer during the complaint process;
- x receive a copy of the written complaint;
- x be granted confidentiality throughout the process (as described in Section B above);
- x respond to the complaint;
- x review and sign his/her own statement and receive a copy;
- x request mediation;
- x have a meeting with the ADEWD after the informal inquiry; and to
- x 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

- x have an attorney present;
- x use any mechanical device to record the proceedings (in case of disability, the representative may be delegated to take notes);
- x ask questions of the complainant or witness(es);
- x review the complete complaint file and all associated documents (e.g., witnesses' statements); nor to
- x 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.

3. Consultation with CAFR

Any complaint involving a faculty member will be brought to the attention of the ~~DOF~~ [Dean of the Faculty/Vice President for Academic Affairs](#) by the ADEWD; any complaint involving an academic advisor in the external degree programs or an instructor in Special Programs will be brought to the attention of the DSP by the ADEWD. At that time, the ~~DOF~~ [Dean of the Faculty/Vice President for Academic Affairs](#) or DSP will confer with the Chair of CAFR to ascertain whether the complaint has to do with academic freedom and therefore should be handled by CAFR or whether the complaint has to do with harassment or discrimination, in which case the College will follow the process outlined in Part Six, Article VII of this Handbook. In making this determination, the ADEWD, the ~~DOF~~ [Dean of the Faculty/Vice President for Academic Affairs](#) or DSP, and the Chair of CAFR will consider the signed complaint and the signed response to the complaint. If there is a disagreement between the ~~DOF~~

All concerns or complaints directed to the ADEWD will be processed initially using the informal (inquiry) complaint procedure. During this stage, the ADEWD will meet separately with the complainant, the respondent, and any witnesses who may have relevant information.

1. Witnesses' Rights.

Witnesses to the complaint (other than the compla

In the case of complaints by faculty members or students against faculty members, the AP will consist of two faculty members selected by the ADEWD from the Faculty Advisory Board (FAB). The Faculty Advisory Board, which is constituted (1) by a general election and (2) by subsequent appointment by the Faculty Executive Committee (FEC) in consultation with the [VPAA, Dean of the Faculty/Vice President for Academic Affairs](#) consists largely of tenured faculty members who will be trained in issues relating to discrimination and harassment.

In the case of complaints by staff against faculty members, the AP will consist of two tenured faculty members selected by the ADEWD from the FAB and two staff members selected by the ADEWD from a Staff Advisory Board (SAB). The Staff Advisory Board, established by the Associate Vice President for Finance and Administration and Director of Human Resources, consists of staff members trained in issues relating to discrimination and harassment.

Faculty or staff members from the same department or office as either the complainant or the respondent may not serve on the AP. Any panelist with a conflict of interest may not serve. In addition, the complainant and the respondent each may request that one of the chosen panelists be replaced. In the event that a two-or-four person AP cannot be selected from these various boards, the [VPAA, Dean of the Faculty/Vice President for Academic Affairs](#) and the Chair of FEC (in the case of faculty) or the Associate Vice President for Finance and 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.

G. Formal 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 days¹³ 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 complainant and 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

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. 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.

I. 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.

J. Disposition of Complaint

Once the written summary, findings, and conclusions have been reviewed with the appropriate official, the

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All appeals must be delivered in writing to the President, who will decide whether the appeal has merit based on the criteria listed above and who will make the final institutional decision based upon a review of the record and of the recommendations, findings, conclusions, and sanctions related to the complaint.

The President has the options of 1) denying the appeal, 2) returning the case to the ADEWD with specifications for further findings and recommendations, 3) conducting further investigation or

xname calling;

xfurther harassment of any nature.

All instances of alleged retaliation should be reported to the ADEWD or an appropriate official. The allegations will be dealt with in accordance with the procedures outlined in Article VII.

D. False Allegations

The College will not tolerate false allegations of harassment. Complaints made in good faith that are found not to constitute harassment or discrimination will not be considered false allegations. However, any individual who knowingly, maliciously, or frivolously makes a false allegation of harassment will be subject to disciplinary action up to and including separation from the College or, in the case of a students, to disciplinary action up to and including suspension or expulsion.

E. For Additional Information or Assistance

Inquiries concerning the preceding policies and procedures or requests for assistance should be directed to

The Assistant Director for EEO and Workforce Diversity
Skidmore College
815 North Broadway
Saratoga Springs, NY 12866-1632
Tel:518-580-5800
<http://cms.skidmore.edu/hr/index.cfm>

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