

PROMOTIONS COMMITTEE (PC) OPERATING CODE 2025-2026

Members of PC:

Mimi Hellman, Art History
Joowon Park, Anthropology
Kendrah Murphy, Physics (Chair)
Erica Wojcik, Psychology
Mark Youndt, Management and Business

Function:¹ To represent the Faculty on promotion cases to Professor. PC also is consulted by administrative officers regarding endowed chairs and honorary degrees. PC or its Chair meets at least once each academic year with the Academic Affairs Committee (AAC) of the Board of Trustees. Revisions to some parts of Part One, Faculty Rights and Responsibilities, of the Faculty Handbook are reviewed by PC for its recommendations prior to a faculty vote.

Membership: “Five faculty members with tenure, at least one each from the different divisions and no two with primary affiliation to the same department/program, chosen from the ranks of Professor and Associate Professor, none of whom is on the CAFR, ATC, or FAB, elected to serve three-year terms.

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 the service does not exceed one calendar year.

Members of PC may not participate in the promotion cases of candidates with primary affiliation in their own departments/programs and a substitution will be made by the remainder of the committee. In other exceptional cases of conflict of interest, PC may substitute one or more members for a specific case. Former PC, ATC, and CAPT members may serve as substitutes. Substitutes may serve concurrently on cases for PC and ATC but may not be current members of the CAFR or FAB.” (Faculty Handbook, Part Two, II, F, 2, c).

It is suggested that candidates do not select current members of PC as internal letter writers. However, if a member of PC is uniquely suited to speak to a portion of the candidate’s file, and the PC member agrees to write, this member will recuse themselves and be replaced by a substitute.

Members of the PC including the PC chair, earn one course credit release per three cases, minus cases from which a member is recused. The PC chair has one additional full course release. Committee members should plan to use the course releases in the academic year during their term of service or request a stipend for their service. In cases where constraints on teaching schedules prevent course releases from being taken in the year of service, these course releases may be used the following academic year in consultation with the Department Chair/Program Director and the approval of the Dean of the Faculty.

¹ Only the first sentence of this paragraph appears in the 2024-2025 FHB. The rest is supplementary information.

Acronyms:

ADOF = Associate Dean of the Faculty with responsibilities for tenure-track personnel, designated in the Faculty Handbook as “Associate Dean of the Faculty (faculty affairs)”
ATC = Appointments and Tenure Committee
C/PD/PPC = department chair, program director, or program personnel committee
CAFR = Committee on Academic Freedom and Rights
DOF/VPAA = Dean of the Faculty/Vice President for Academic Affairs
FAB = Faculty Advisory Board
ID Program = Interdisciplinary Program
LEDS = Learning Experience Design and Digital Scholarship Support
PC = Promotions Committee

PROMOTIONS

PC’s role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks. The recommendations of PC are reviewed by the ADOF, the DOF/VPAA, and the President. The Board of Trustees makes final decisions to grant promotion.

Detailed information regarding promotion criteria, eligibility, and mandatory procedures is available in the Faculty Handbook, Part One, Article VIII, Sections A (including the preamble) and F. Suggestions from PC are provided in the document “Guidelines on Assembling Materials for Promotion,” which is available on the DOF/VPAA website (www.skidmore.edu/dof-vpaa) and in the C/PD Handbook; it is also available at PC’s website: <https://www.skidmore.edu/committees/pc>. Templates and guidelines for candidates and Department Chairs/PDs, including guidelines for writing the Chair’s letter and candidate statements, can be found on DOF/VPAA website ([https://www.skidmore.edu/dof-vpaa/Tenure Promotion policies guidelines/](https://www.skidmore.edu/dof-vpaa/Tenure_Promotion_policies_guidelines/)). The personnel procedures of a candidate’s department/program may also include relevant information.

PC spends time in the fall informing candidates about the process, informing newly tenured faculty about the criteria for promotion to full, working on any necessary policy, and participating in the Deans’ bias mitigation training alongside conducting regular ongoing bias mitigation discussions around promotion. PC begins its review of promotion files during the first week of October and completes its review by the second week of April. In late April or early May, a candidate’s C/PD/PPC Chair is informed by the ADOF of the recommendation made by the President to the Academic Affairs Committee (AAC) of the Board of Trustees. The C/PD/PPC Chair notifies the candidate immediately. Candidates receive letters from the DOF/VPAA regarding the final outcomes of their cases following the May meeting of the Board of Trustees.

PC’s deadlines for each academic year are provided in the annual PC Calendar². *These deadlines concern only the submission of information and materials to PC.* A C/PD/PPC Chair may set earlier deadlines in order to facilitate planning and procedures within their department/program.

² The PC Operating Code and Calendar are distributed to all faculty prior to September of each academic year, and are available at <https://www.skidmore.edu/committees/pc>.

Eligibility

1. “Promotion to the rank of Full Professor is awarded based on a pattern of engagement and achievement in teaching, scholarship/creative work, and service while in the rank of Associate Professor. Faculty members normally will have completed at least five years of full-time employment in the rank of Associate Professor before standing for promotion to Full Professor. Standing for promotion at an earlier time should only occur when the candidate’s record in teaching, scholarship/creative work, and service is exceptional. Appropriate terminal degree (or its professional equivalent) normally is required.” (Faculty Handbook, Part One, Article VIII, Section F, number 1b).
2. “Consideration for promotion to Professor may be initiated by the candidate, or the Department Chair or Program Director in consultation with the Associate Dean of the Faculty (faculty affairs) or PC. 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/program is obliged to consider the candidate's credentials and to present its recommendation to PC. 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/Program Directors. The Department Chair, the Program Director, or the Associate Dean of the Faculty (faculty affairs) shall detail the consultation procedures employed within the department when recommending a promotion.” (Faculty Handbook, Part One, Article VIII, Section F, number 2, a, ii).

Procedures

1. By May 31 (or the nearest weekday in May) of the previous academic year, eligible faculty members who wish to stand for promotion notify the ADOF of their intentions in writing, with copy to the Chair/Director of the candidate’s department/program. The ADOF forwards this information to the Chair of PC. This deadline cannot be extended.

PC recommends that candidates consult with the ADOF and/or their Department Chair/Program Director before officially standing for promotion. This consultation can lead to supportive feedback on the decision to stand and/or on file content and organization.

2. Within three working days of receiving the list of eligible faculty members who wish to stand for promotion, those on the list are sent a written notice by the Chair of PC confirming their intention, with copy to the Chair/Director of the candidate’s department/program and the ADOF. This letter reiterates the late September deadline stated in the PC Calendar for submission of promotion files and external letters, as well as the December deadline for submission of department/program and internal letters.

This letter also refers recipients to relevant sections of the Faculty Handbook (Part One, Article VIII, Preamble & Sections A and F).

3. By the second week of October, the Chair of PC makes arrangements to replace any member(s) of PC who will be recused because a candidate is a member of their department, because the committee member expects to submit an internal letter for a candidate, or because the committee member is a promotion candidate themselves. If the Chair of PC will be recused from a case, the remaining members of the PC choose another committee member to serve as a substitute Chair and to identify a replacement member for the case in question. The replacement procedure is detailed under “Membership” above. The Chair (and/or substitute Chair) of PC report(s) such arrangements to the ADOF and to the staff person in the Office of the DOF/VPAA responsible for making candidates’ files and letters available to PC.
4. By the second week of October, PC, along with the DOF/VPAA and ADOF, holds an informational meeting for newly tenured faculty, prospective candidates for promotion and all other interested parties. This meeting discusses the criteria for promotion to full and give guidance for how faculty member can plan their post-tenure years to develop a strong promotion file.
5. Candidates for promotion may solicit letters from referees outside the College who are familiar with their professional credentials regarding scholarship, teaching, or service (external letters). Candidates also may solicit letters from Skidmore colleagues outside their departments/programs who can address the quality and extent of their service, teaching, or other professional accomplishments (internal letters). The candidate’s C/PD/PPC chair is responsible for ensuring that all solicited external and internal letters are requested and submitted to the Office of the DOF/VPAA by the deadlines stated in the PC Calendar. The candidate’s C/PD/PPC chair may set earlier deadlines for the submission of solicited external and/or internal letters to the department/program. The C/PD/PPC chair is responsible for keeping the candidate informed as to the receipt of solicited external and internal letters.

If a candidate is denied promotion and stands for promotion again immediately (i.e., the next academic year), they can re-use external letters unless the scholarship file has changed and there are new items that should be reviewed by the external letter writers. If more than a year passes, they must request letters again.

6. The candidate’s C/PD/PPC chair is responsible for arranging strictly confidential access to all external and internal letters by all department/program members who are eligible to be consulted and to write letters regarding the candidate.
7. By the late September deadline stated in the PC Calendar, eligible faculty who, in late May, notified the ADOF of their intent to stand for promotion, submit their files using theSpring. Details regarding the use of theSpring are provided in the document “Procedures for Creation and Maintenance of Electronic Faculty Academic Portfolios,” which is available (under “Forms”) on the DOF/VPAA web page

(www.skidmore.edu/dof-vpaa) and in the C/PD Handbook. Candidates are responsible for arranging access to their files on theSpring by eligible department/program members. The candidate's C/PD/PPC chair may set an earlier deadline for the submission of theSpring file to the department/program.

8. Candidates are responsible for ensuring that all scanned and printed materials in their files on theSpring are clearly legible. Quantitative course evaluations in which data are reported in color should be provided in color. If possible, department/program course evaluation forms with faint handwriting or cut-off sections should be annotated to clarify any illegible or missing portions.
9. Candidates may add materials to their files after the deadline only in instances of clerical oversight or technical error. Candidates may send updates regarding the status of items in their files (such as articles being accepted for publication) to the Chair of PC, who will convey the information to the other members.
10. Within three working days of the file submission deadline stated in the PC Calendar, each candidate who has submitted a file is sent a written notice by the Chair of PC stating that they are officially a candidate for promotion, with copy to the Chair/Director of the candidate's department/program, the ADOF, and the DOF/VPAA.
11. Within five working days of the file submission deadline stated in the PC Calendar, the Chair of PC requests department/program letters that assess candidates' credentials related to teaching effectiveness, scholarly or creative accomplishments, and service contributions. Such letters are requested from each candidate's Department Chair, or from the ADOF if the Department Chair is the candidate, or from the ID Program Director if the candidate's appointment is 100 percent in an ID program (or ID program PPC chair if the Director is the candidate), or from the relevant Chair(s) and Program Director(s) (or PPC chair if the Director is the candidate) if the candidate's appointment is shared. The C/PD/PPC chair (or their designee as specified here) is responsible for soliciting letters from all faculty eligible to be consulted and to write letters regarding the candidate.
12. "All full-time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Part One, Article VI [Appointments to the Faculty], Sections A [Tenure-Track Appointments] and E [Non-Tenure-Track Appointments], number 2b [Artist- or Writer-in-Residence] shall be consulted and shall write letters." The C/PD/PPC chair, "[i]n consultation with the candidate," "may request letters from program directors and other chairs if the candidate's affiliation with, or contribution to, another program or department has been especially consequential....All these letters shall be forwarded to PC." (Faculty Handbook, Part One, Article VIII, Section F, number 2, a, vi).). Faculty on sabbatical leave shall be consulted and write letters. Faculty on leaves of absence other than sabbatical leaves and faculty appointed to full-time administrative positions may write at their discretion. The candidate's chair or program director will note any exceptions to the Faculty Handbook requirement that full-time faculty shall be consulted and shall

write letters when indicating, in their letter to the PC, the “consultation procedures employed” to evaluate the candidate (Faculty Handbook Part One, Article VIII, Section F, number 2, a, ii). The PC strongly recommends that candidates’ files include at least three letters from faculty in their department or program or from other Skidmore faculty who can assess the candidates’ credentials related to teaching effectiveness, scholarly or creative accomplishments, and service contributions.

13. “In the case of a promotion candidate appointed 100 percent to an ID program, the ID Program Director shall perform those functions normally assumed by a Department Chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to PC. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID Program or two ID programs, PC 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” (Faculty Handbook Part One, Article VIII, Section F, number 2, a, iii and iv).
14. “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” (Faculty Handbook Part One, Article VIII, Section F, number 2, a, vi).
15. Letters submitted by Department Chairs/Program Directors/PPC chairs “shall indicate the consultation procedures employed” within the relevant department(s)/program(s) (Faculty Handbook Part One, Article VIII, Section F, number 2, a, ii). Such letters shall present the individual positions of their authors as well as those of the relevant department(s)/program(s) unless the authors choose to address their individual positions in separate letters.
16. By the late September deadline stated in the PC Calendar (the same date as the deadline for candidate files), the candidate’s C/PD/PPC chair delivers electronic copies of all solicited external letters to the designated staff person in the Office of the DOF/VPAA. These letters will be posted to theSpring in January, along with the departmental and internal letters. The candidate’s C/PD/PPC chair may set an earlier deadline for the submission of external letters to the department/program.
17. By the December deadline stated in the PC Calendar, the candidate’s C/PD/PPC chair delivers electronic copies of all department/program letters and all solicited internal letters to the designated staff person in the Office of the DOF/VPAA. A cover sheet including a complete list of all internal, external, and departmental letters should accompany these letters. All letters are made available to PC via theSpring within five working days. The candidate’s C/PD/PPC chair may set an earlier deadline for the submission of internal letters to the department/program and/or the submission of individual department/program members’ letters to the C/PD/PPC chair.

18. To be considered by PC, any unsolicited external or internal letters regarding a candidate that are sent to the candidate's department/program, PC, or the Office of the DOF/VPAA must be received by the designated staff member in the Office of the DOF/VPAA by the deadline for department/program and internal letters stated in the PC Calendar. Unsolicited letters must be signed and must address themselves to one or more of the evaluative criteria for continued service as delineated in the Faculty Handbook (Part One, Article VIII, Sections A and F). Such letters will be made available to the members of PC via theSpring in a confidential file that is separate from the confidential file of solicited letters. Within seven days of the date of the upload of the letters to theSpring, the Chair of PC will give the candidate a list of names of those who have written unsolicited letters about the candidate.
19. Except in extraordinary circumstances, the entire contents of the candidates' promotion files will be available in digital format. (Possible exceptions include physical works of art or performances, or in cases of concern regarding security of electronic files.) The DOF/VPAA ensures that electronic copies of candidates' files and all external, internal, and department/program letters are available to the members of PC under strictly confidential conditions. If a candidate's case will be reviewed by a replacement for a recused member of PC, the recused member does not have access to the file and letters of the candidate in question. The replacement member has access only to the file and letters of the candidate in question.
20. In rare circumstances, if PC deems it appropriate, it might seek additional information in order to clarify its understanding of the candidate's credentials. Individuals from whom information may be requested include the candidate's C/PD/PPC chair, other faculty members who have been closely associated with the candidate, or administrative officers who may be in positions to address the candidate's participation in professional activities.
21. Each member of PC reads the files and confidential letters for all candidates for promotion in preparation for the committee's deliberations, unless a member has been recused from a case. A replacement for a recused member reads only the file and confidential letters pertaining to the candidate on whose case they will deliberate. PC candidates will use the rubrics created by the Faculty Handbook Criteria to guide their review of the files to ensure that evaluation is rooted in evidence in the file that connects to stated criteria. These rubrics can be found on PC's website
22. PC considers its recommendations during the period from the first week of October through the second week of April. During committee deliberations, the Chair will lead the committee through the procedures outlined in the Procedures and Norms document, which can be found on PC's website. The outlined procedures are meant to ensure that discussions are tied directly in the handbook criteria and that every member of the committee is able to speak. The PC meets with the DOF/VPAA and the ADOF at mutually agreed-upon intervals before the committee votes on the cases and presents its recommendations to the administration. At least 2 days before this meeting, PC will email the ADOF any questions about the file so that the ADOF has time to prepare an answer. During the meetings, the ADOF provides an institutional perspective; members

of PC may ask questions. If the ADOF is serving as Interim Chair/Program Director for the promotion case of a Chair/Program Director, another ADOF with responsibilities for faculty affairs or the DOF/VPAA presents the institutional perspective to PC.

23. If a member of PC is a candidate for promotion, they are recused from their own case and replaced by a substitute committee member selected according to the procedure outlined under “Membership” above. If the Chair of PC is a candidate for promotion, the remaining members of the committee select one of their number to serve as a substitute Chair for that case, and the committee’s recommendation regarding the recused Chair’s case is conveyed to the administration by the substitute Chair. PC reviews the cases of recused members after all other cases have been considered. If the Chair of PC is one of two or more members of PC who are candidates for promotion, the Chair’s case is reviewed after those of the other member(s).
24. “After conducting its deliberations [by the second week of April], PC reports its recommendations to the President, the DOF/VPAA, and the ADOF (faculty affairs). The DOF/VPAA then consults with the ADOF (faculty affairs). In the event of a disagreement between the DOF/VPAA and PC, the DOF/VPAA and the ADOF (faculty affairs) meet with PC to offer detailed and compelling reasons for such disagreement. The DOF/VPAA then makes recommendations to the President, and notifies PC of those recommendations. In the rare instance in which the President does not concur with the recommendations of PC, the President meets with PC to offer detailed and compelling reasons for such disagreement. Finally, the President’s recommendations are reported to the Academic Affairs Committee (AAC) of the Board of Trustees, and PC informs the AAC of the recommendations it made to the President” (Faculty Handbook, Part One, Article VIII, Section F, number 2, a, ix).
 - a. Note that the current interpretation of the last line about PC informing AAC of its recommendation is that this happens during the Board meeting that the PC chair attends. During the meeting, the chair states how many faculty members stood for promotion and how many candidates PC recommended for promotion; no specific decisions are relayed.
25. The ADOF informs each candidate’s C/PD/PPC chair of the recommendation made by the President to the AAC regarding the candidate. The C/PD/PPC chair notifies the candidate immediately.
26. “In the event that PC forwards a negative recommendation to the DOF/VPAA in a promotion case, PC will also notify the ADOF (faculty affairs) of the reasons for the recommendation. The ADOF (faculty affairs) will present the reasons for the negative recommendation to the candidate. In the event that the DOF/VPAA or the President forward a negative recommendation, the ADOF (faculty affairs) and PC will be notified of the reasons for the recommendation. The DOF/VPAA will present the reasons for a negative recommendation to the candidate” (Faculty Handbook, Part One, Article VIII, Section F, number 2, a, x). The PC’s reasons for its negative recommendation will be communicated verbally—in a conversation with the ADOF.

27. “An individual denied recommendation for promotion may ask for a hearing before CAFR provided such hearing is based on an alleged violation of academic freedom and/or rights; or may file a complaint following the procedures set forth in Part Six, Article VII [Procedures for Resolving Complaints of Harassment or Discrimination against Faculty Members], provided such a complaint is based on alleged harassment or discrimination in violation of the College’s policies as outlined in Part Six” (Faculty Handbook, Part One, Article VIII, Section F, number 2, a, xi).
28. The Board of Trustees makes final decisions to grant promotion. Candidates receive letters from the DOF/VPAA regarding the final outcomes of their cases following the May meeting of the Board of Trustees.
29. After this meeting, the PC chair will email all PC members from the previous academic cycle to remind them to shred/delete files related to the previous year’s cases.
30. By the final week of May, PC, along with the DOF/VPAA and ADOF, holds an informational meeting for chairs/program directors/PPC chairs, prospective candidates, and all other interested parties. The purpose of the meeting is to discuss how to guide and support candidates through the promotion process.

ENDOWED CHAIRS

Endowed chairs are appointed by the DOF/VPAA in consultation with the ADOF, PC, the prospective appointees’ departments/programs, and any other faculty or staff deemed sufficiently relevant by the DOF/VPAA, the ADOF, or PC.

To assist PC in its consideration of candidates for endowed chairs:

1. The DOF/VPAA’s office will supply PC with the letters of nomination for candidates for endowed chairs.
2. The DOF/VPAA’s office will supply PC with the CVs of candidates for endowed chairs.
3. PC may also request other information from the ADOF, the candidate’s department or program, or members of the faculty or administration.

If a member of PC is a nominator or a nominee for an endowed chair, or submits a recommendation regarding a nominee, the member is excused from PC’s discussion of that nomination.

OTHER RESPONSIBILITIES OF PC

1. The PC will update committee membership and documents on the committee's web site annually on the Dean of Faculty web page.
2. By the first week of classes each semester the PC sets the schedule of meetings for the semester. Committee members (and newly elected members) are reminded, before the next semester's course schedules are determined, that Tuesdays and Thursdays 9-12 AM are reserved for PC meetings.
3. The Committee will decide on the next chair, typically a member currently in their second year, by the end of the Fall term to allow the chair's course release to be planned on for the following year's course schedule. The loser of "rock paper scissors" will become the next chair in the absence of a volunteer, and the winner will become the next chair in the case of multiple willing candidates. In addition, if possible, the Committee will have a two-year chair succession plan in place, such that in the Fall, the chair for the following year is confirmed and the chair for the year after that is also tentatively decided by the end of the Spring semester.
4. PC holds two informational meetings per year. In the fall, PC, along with the ADOF and DOF/VPAA, holds an informational meeting for prospective promotion candidates and all other interested parties. The purpose of the meeting is to review promotion criteria and procedures. In late spring, PC, along with the DOF/VPAA and ADOF, holds an informational meeting for chairs/program directors/PPC chairs and all other interested parties. The purpose of the meeting is to discuss how to guide and support candidates through the promotion process.
5. PC reports to the faculty about matters of ongoing concern and as the need to consult or inform the faculty arises.
6. PC reviews sections of the Faculty Handbook relating to PC responsibilities when necessary.
7. PC meets at least once each year with the Academic Affairs Committee (AAC) of the Board of Trustees and at the call of the Board.
8. PC conducts an annual review of its Operating Code and Calendar and distributes them to the faculty and administrative officers by the beginning of the academic year.
9. PC confers with the President, the DOF/VPAA, the ADOF, and the Trustees on matters of common concern, including the granting of honorary degrees.
10. At least one representative of PC attends meetings of the Committee on Committees, which are convened regularly by the Faculty Executive Committee (FEC).

11. If PC is charged by an individual with a violation of academic freedom and rights, PC meets with CAFR and cooperates with CAFR's inquiry and investigation to the fullest extent possible.
12. PC makes an annual report to the faculty in writing at the end of the academic year.

CONFIDENTIALITY

All committee discussions, email exchanges, and documents are strictly confidential. Members of PC shall not discuss any of the committee's discussions or deliberations on cases with any member of the faculty or administration except under official circumstances (see Faculty Handbook, Part One, Section IV, Academic Freedom and Tenure).