

Informational Meeting on Promotion

Hosted by: Promotions Committee (PC) and the Office of the Dean of the Faculty/VPAA

MAY 5, 2026

4:00 pm, Murray-Aikins 2nd floor

Who Are We?

Promotions Committee 2025-2026

Erica Wojcik, Psychology (2026)

Mark Youndt, Management and Business (2026)

Kendrah Murphy, Chair, Physics (2027)

Joowon Park, Anthropology (2027)

Mimi Hellman, Art History (2028)

Promotions Committee 2026-2027

Kendrah Murphy, Physics (2027)

Joowon Park, Anthropology (2027)

Mimi Hellman, Chair, Art History (2028)

Beau Breslin, Political Science (2029)

Lisa Jackson-Schebetta, Theater, (2029)

Who Are We?

DOF/VPAA: Interim Dean of Faculty/Vice President for Academic Affairs

Natalie Taylor

ADOF: Associate Dean of Faculty (Faculty Affairs)

Oscar Pérez Hernández

Another acronym you will see:

C/PD/PPC: Chair, Program Director, Program Personnel Committee

Target Audience for Today's Info Session

- Potential/upcoming Candidates for Promotion
- Their Chair, Program Director, Program Personnel Committee
- Any other interested parties

Purpose:

- Give ***candidates*** the information they need to prepare their files
- Give ***Cs/PDs/PPCs*** the information they need to support candidates through the promotion process

Target Audience for Fall Info Session

- Newly tenured faculty members
- Faculty members who plan to go up for promotion in the coming years
- Any other interested parties

Purpose:

Help faculty members plan (and document) their service, teaching, and research so that they can submit a strong file in the future

The fall info session is aimed to better support the folks through the pipeline from Associate Professor to Full Professor.

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Date	What is due	Logistics/Notes
By May 29, 2026 4:30 PM	Eligible faculty members who wish to stand for promotion in AY2026-27 notify the ADOF of their intentions in writing, with copy to the candidate's C/PD/PPC	The ADOF forwards this information to the Chair of PC. This deadline may not be extended.
June 15th, 2026	Deadline for inviting external letter writers and internal non-departmental letters (C/PD/PPC)	
Sept. 30, 2026 4:30 PM	Candidate submits file to theSpring.	Support: Aaron Kendall, Instructional Technologist, IT
Sept. 30, 2026 4:30 PM	External and Internal Non-Departmental/Program Letters Due (C/PD/PPC)	Electronic format- to Debbie Peterson, Academic Affairs Coordinator, DOF/VPAA Office
Dec. 16, 2026 4:30 PM	Departmental Letters Due (including chair) (C/PD/PPC)	Electronic format- to Debbie Peterson, Academic Affairs Coordinator, DOF/VPAA Office

KEY DATES: 26-27

- PC deliberates until second week of April, 2027 (at the latest); but decisions may be submitted prior to this date.
- Committee Recommendation Due to DOF/VPAA and President: April 11th, 2027
- ADOF notifies C/PD/PPC chairs of President's recommendations prior to the May Board of Trustees meeting; C/PD/PPC chairs notify candidates immediately.

Resources

1. Faculty Handbook: Evaluation of Faculty For Continued Service and Advancement in Rank (Part One, Section VIII)

- Preamble and Section A: Tenured and Tenure-Track Faculty, Preamble (pp. 110-116)
- Section F: Promotion to Full, Criteria and Procedures (pp. 125-128)

Resources

1. Faculty Handbook: Evaluation of Faculty For Continued Service and Advancement in Rank (Part One, Section VIII)

Promotion Criteria:

- sustained high-quality teaching across the features of Motivation and Mentoring, Expertise, Course Design and Delivery, and Fostering Student Learning.
- sustained and significant engagement with the candidate's discipline(s), continued development as a scholar or artist, and evidence of success in completing some substantial aspect(s) of their research or artistic agenda beyond the accomplishments at the time of promotion to Associate Professor.
- sustained, significant and effective contributions in service, including service that sustains the College.

The College acknowledges that successful candidates can differ in patterns of strength across these three categories; however, the College expects engagement and achievement in all three areas since promotion to Associate Professor, and high-quality teaching remains paramount.

Resources

2. Guidelines from the DOF/VPAA office – Tenure –Promotion Forms and Guidelines

https://www.skidmore.edu/dof-vpaa/Tenure_Promotion_policies_guidelines/

PROMOTION FORMS/GUIDELINES

- [Guidelines on Assembling Materials for Promotion](#)
- [Template for Requesting External Letters - Promotion](#)
- [Template for Requesting Internal Letters - Promotion](#)
- [Template for Requesting Department or Program Letters - Promotion](#)
- [Writing the Chair's Letter - Promotion to Full Professor](#)
- [Writing the Teaching Statement - Promotion to Full Professor](#)

TENURE AND PROMOTION TO FULL PROFESSOR IN SAME YEAR

- [Guidelines for Standing for Tenure and Promotion to Full Professor in the Same Year](#)

Resources

3. Chair/Director Handbooks

<https://www.skidmore.edu/dof-vpaa/handbooks/handbooks.php>

Includes links to model personnel procedures, guidelines for assembling materials for promotion and more

Resources

4. Department/Program Personnel Policies

These should include promotion guidelines, including internal deadlines and the department/program's policy regarding NTT participation in personnel reviews.

While expectations may be department or discipline-specific, these *must* be compatible with criteria for advancement in rank as stated in the FHB.

Model Personnel Policies may be found at

https://www.skidmore.edu/dof-vpaa/policies_guidelines/model-personnel-policies.php

Resources

5. PC's website

<https://www.skidmore.edu/committees/pc/index.php>

- PC Operating Code
- PC Calendar
- These slides
- Rubrics used to review files
- PC meeting procedures and norms
- And more!

Resources

6. Procedures for Creation & Maintenance of Electronic Faculty Academic Portfolios

Link in Chairs/Directors Handbook at www.skidmore.edu/dof-vpaa/handbooks/handbooks.php

Same document also in tenure-promotion guidelines section at www.skidmore.edu/dof-vpaa/forms/index.php.

This will help you with using theSpring.

What we talk about
when we talk about **letters**

Categories of Letters

- Departmental/Program Letters
- External (to the College) Letters
- Internal Non-Department/Program Letters
- Unsolicited Letters

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Departmental/Program Letters (FHB VIII, F, 2, a, vi)

- “Eligible faculty are tenure-track and tenured faculty and those holding shared appointments in the department or program concerned who are in at least their third year of full-time service at Skidmore ... and, at the option of the department or program, which shall be communicated to PC by the Chair or Program Director in their letter, full-time NTT unit members in a department or program at the Associate or Full rank...”
- “Eligible faculty shall be consulted and shall write letters to the Chair.”

Departmental/Program Letters (FHB VIII, F, 2, a, vi)

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).

Departmental/Program Letters

- **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.

Departmental/Program Letters

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).

Departmental/Program Letters

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.

**This is particularly relevant for small departments*

Departmental/Program Letters

Item 15: Letters from C/PD/PPC chairs shall indicate the consultation procedures employed within the relevant department(s)/program(s).

C/PD/PPCs: Please use guidelines for your letter posted on the DOF's website!

Categories of Letters

- Departmental/Program Letters
- **External (to the College) Letters**
- Internal Non-Department/Program Letters
- Unsolicited Letters

External (to the College) Letters (FHB VIII, F, 2, a, viii)

"Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the college."

External (to the College) Letters

Not in FHB, but what helps make a strong file. C/PD/PPC and ADOF can help you figure out your list!

- Three to five external letters that address scholarly work is typical.
- Candidates should not request letters from people who are close personal friends.
- Similarly, letter writers should be at “arm’s length” from the candidate in any other regards.
- All letter writers should clarify their relationship to candidate.
- Letters from collaborators should describe the nature of the collaboration and the role of the candidate in that work.

External (to the College) Letters (Cont.)

Not in FHB, but what helps make a strong file. C/PD/PPC and ADOF can help you figure out your list!

- At least one letter writer should be from a full professor in the candidate's discipline or a related discipline.
- At least one letter should be from a professor at a liberal arts college.
- External letters that address teaching and/or service at another (prior) institution may be included *in addition to* letters that address scholarship/creative work (not *in place of* those letters).

Department/Program policy for soliciting letters vary. We do recommend that the C/PD/PPC solicits letters (see DOF website for template email). Deadline for requesting is June 15.

Categories of Letters

- Departmental/Program Letters
- External (to the College) Letters
- **Internal Non-Department/Program Letters**
- Unsolicited Letters

Internal Letters (FHB VIII, F, 2, a, vii)

“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.”

- Approximately 3 letters
- At least one letter should speak to the efficacy and significance of service to college.
- Other letters may speak to the quality of other types of service and/or other aspects of the file.
- Letters from Skidmore retirees, including those from the candidate’s department/program, will be classified as Internal letters.
- Letters from NTT faculty in the candidate’s department/program *who do not qualify as “eligible faculty”, but are solicited by the candidate*, will be classified as Internal letters.

Categories of Letters

- Departmental/Program Letters
- External (to the College) Letters
- Internal Non-Department/Program Letters
- **Unsolicited (FHB VIII, F, 2, a., ix p.127)**
 - “Must address themselves to one or more of the evaluative criteria for promotion as delineated in the faculty handbook”
 - Note: The FHB states that solicited letters remain confidential. Unsolicited letters may be available to the candidate following PC’s review. *This should be made clear to those considering writing an unsolicited letter.*

Contents of the Promotion File

Teaching

For details, see *Faculty Handbook*, Part One, Article VIII, Section F, number 2, a, vii, pp. 127

- The candidate shall include a Teaching Statement.
- A cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.
- A numerical summary of “Dean’s Cards/Student Quantitative Evaluations”) for Items 2.1 (“Course Overall”), 4.1 (“Instructor Overall”) and 5.1 (“Learning Overall”) for each course for the past 12 semesters, including enrollment and course enrolment cap.

Teaching (cont.)

For details, see *Faculty Handbook*, Part One, Article VIII, Section F, number 2, a, vii, pp. 127

- Copies of syllabi and teaching evaluations from the twelve most recent semesters.
- May include other materials such as assignments, peer evaluations of teaching, etc.
- If providing non-Skidmore teaching evaluations, please explain purpose/administration/use (this information could be part of an external letter).

Scholarship

For details, see *Faculty Handbook*, Part One, Article VIII, Section F, number 2, a, vii, pp. 127

- The candidate shall include a Scholarship/Research/Creative Work Statement.
- The candidate shall include “An updated CV, which makes clear what has been achieved since the last promotion.”
 - Visually distinguish accomplishments not included in the candidate’s previous tenure/promotion file.

Scholarship (cont.)

For details, see *Faculty Handbook*, Part One, Article VIII, Section F, number 2, a, vii, pp. 127

- Include materials “since submission of the file supporting the last successful promotion candidacy.”
 - Include materials from the year during evaluation for tenure or previous evaluation for promotion that were not included in that file.
 - For context or to show growth, candidates may include pre-tenure and/or pre-Skidmore materials. Clarify *when* the scholarship was done for work cited during this period and what part of it was included in the candidate’s previous tenure/promotion file.
- Clarify candidate’s role in collaborative work.

Service

For details, see *Faculty Handbook*, Part One, Article VIII, Section F, number 2, a, vii, pp. 127

- Service credentials presented in context of *Faculty Handbook* evaluative criteria for service.
- May include any relevant documentation, from Skidmore or prior institutions or professional organizations.
- Service prior/external to Skidmore can be explicated in an external letter.
- The candidate shall include a Service Statement.

Other:

- Annual reports [i.e., the “Individual Faculty Annual Summary of Activities” reports] for the past six years.

File Composition Strategies

File Composition Strategies

- The candidate and letter writers are responsible for the narrative, across institutions, if applicable.
- File readers are not experts in the candidate's field. Both candidates and C/PD/PPC chairs should help them to understand the candidate's accomplishments.
- Both candidates and C/PD/PPC chairs should provide information and materials that help to explain and contextualize the work.
- Address difficulties (or significant extenuating circumstances) and potential weaknesses (relative to the faculty handbook criteria) as well as strengths.
- *For each section, make it as easy as possible for us to see a coherent picture across all your materials!*

File Composition Strategies: Teaching

Provide evidence to build a picture of teaching approach and efficacy

- Use the teaching statement to address the 4 features we evaluate:
 - **Motivation and Mentoring**
 - **Expertise**
 - **Course Design and Delivery**
 - **Fostering Student Learning**
- Teaching statement should be supported by carefully curated examples
 - Do NOT just give us a bucket of random assignments
 - Make the evidence structure clear
 - Note that mentorship takes many forms. See the preamble for more information.

File Composition Strategies: Teaching

Teaching file may include

- Examples of assignments and feedback to students
- Description of changes to assignments to improve student learning
- Annotated syllabi, example lesson plan
- Etc.

File Composition Strategies: Teaching

- **C/PD/PPC letter** should clearly state which courses the candidate taught and explain how those courses fit into the curriculum; context regarding department/program policy/constraints around course assignments should be given; context regarding teaching that may be unique to the department (e.g., performance based classes, labs, etc.)
- **Department and other letters:** If possible, detailed descriptions of recent peer observations of teaching from multiple faculty members should be provided. Teaching observation policies/procedures should be included in description of process.

File Composition Strategies: Scholarship

- **C/PD/PPC letter (and other departmental letters)** should include:
 - Expectations for scholarship and how the candidate met them
 - Field-specific context about publication practices (e.g., if senior author is listed first or last, etc.)
- **Scholarship statement** should be written for non-experts and may include:
 - Description of overall portfolio/research aims
 - Description of what has been completed since tenure
 - Clear explanation of candidate's role in any collaborative work
 - If in a collaborative discipline, it may help to include a table indicating your role in each project/publication
 - Description of in-progress projects (what has been completed, etc.)
 - Explanation of other uncontrollable circumstances that have affected your scholarship/creative work process (e.g., travel difficulty, access to resources)
- Clear indication of when work was done for each item of scholarship/creative work on the CV

File Composition Strategies: Service

- **Service statement** explains
 - All service roles since last promotion:
 - Department/Program service (including service to students)
 - College service (including College Governance)
 - Professional service
 - Specific responsibilities of each service role
 - How you were effective in your service (outcomes, process, etc.)
 - Leadership roles
 - Interests for future service
- **At least one internal letter** that can speak to quality/effectiveness of service
- **Department/Program letters** speak to quality/effectiveness of service to the department/program

Department/Program Guidelines

- Department/program guidelines and expectations for promotion with respect to teaching, scholarship, and service should be included in the materials provided to PC.
- PC recommends including such guidelines/expectations in the department/program personnel policies, which should be approved by members of the department/program and available to all department faculty.
- Department/program guidelines *must* be compatible with criteria for advancement in rank as stated in the FHB.
- Note: having a pre-written policy also makes writing the Chair's letter easier and more efficient

Deciding When to Stand for Promotion

“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.”

Faculty Handbook, Part One, Article VIII, Section F, number 1, b

Three ways to initiate: You, Chair/Director, DOF/ADOFF

How Else Can We Help?
Questions?