

FACULTY MEETING
November 3, 2017

MOTION

Motion: The Faculty Executive Committee, the Committee on Appointments, Promotions, and Tenure, and the Dean of the Faculty's Office moves to (1) adopt the proposal to reconfigure the structure of the Committee on Appointments, Promotion, and Tenure (CAPT), (2) to create a separate Promotion Committee, (3) to alter the CAPT and Promotion Committee calendar, and (4) to approve the Faculty Handbook language changes consistent with this restructuring as follows:

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Endowed Chairs are appointed by the Dean of the Faculty/Vice President for Academic Affairs in consultation with ~~CAPT~~ **the Promotion Committee**, the Department, and, when applicable, the Program concerned. Appointment to an endowed chair is a mark of distinction conferred by the institution upon a current faculty member or, less typically, upon a faculty member expressly hired into the chair. Term lengths may vary in accordance with donor wishes and program needs. Support for endowed chairs may enable the College to appoint individual faculty in several rotating configurations: rotation within a department or discipline or rotation across departments in a division, e.g., the sciences, the humanities, etc. Support for endowed chairs may also make possible residencies of varying lengths to allow programs at the College to supplement current offerings.

page 129 (replacing item f)

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

f. Should the five members of CAPT who are reviewing a case vote against a positive recommendation, an additional step is triggered prior to the committee reporting its recommendation to the President and the Dean of the Faculty/Vice President for Academic Affairs—an "en banc" review. During the "en banc" review, the three members of CAPT not originally assigned to the case will join the five who were originally assigned the case. This larger group of eight will undertake de novo review, deliberation, and voting as if it were a new case. A tie vote would result in a positive recommendation. The "en banc" vote supersedes the vote of the original five and it is that "en banc" recommendation that is ultimately forwarded to the President and the Dean of the Faculty/Vice President for Academic Affairs. CAPT will not reveal to the President, the Dean of the Faculty/Vice President for Academic Affairs, or the candidate when an "en banc" review is triggered.

p. 129 item g

~~Notice of the Board of Trustees' decision regarding tenure must be given on or before March 1 of the appropriate year. Tenure status is effective immediately.~~ Promotion to Associate Professor is automatic with the granting of tenure and is effective on June 1 of the year tenure is awarded

p. 129 item k

k. Any member of the Faculty who is considered for tenure by CAPT and the Administration shall be granted an additional but terminal year in the event that tenure is not granted. Any appeal of a negative tenure decision will occur during the candidate's terminal year. Similarly, an additional terminal year will be granted to any member of the Faculty who is eligible to stand for tenure but elects not to do so.

p. 130 and following

6. Review of Negative Tenure Decisions

- 1 . A faculty member who is denied tenure but believes that the case received inadequate consideration may petition the Tenure Review Board ("TRB") for a review. Such a review must be requested by September 1 of the academic year following the semester in which CAPT completed its consideration of the case. The candidate must submit to the TRB a letter stating in a clear and concise manner exactly how the consideration of the case is perceived as having been inadequate.
- 2 . The Tenure Review Board consists of three tenured members of the Faculty, at least one of whom shall have previously served on CAPT, each from a different department and elected for a three-year term. No member of a candidate's department will sit on the TRB for consideration of the case. The Faculty Executive Committee, according to its procedures, shall provide an alternate for any of the three whose department is the same as the candidate's.
- 3 . The Tenure Review Board will have at its disposal all of the materials contained in the original tenure file which was available to CAPT, together with the letter referred to in number 1 above. No other materials may be added, and the TRB will restrict its inquiry to the area or areas of consideration claimed in the candidate's letter to have been inadequate. The TRB may consult with CAPT, members of the candidate's department, the Dean of the Faculty/Vice President for Academic Affairs; the Associate Dean of the Faculty (faculty affairs); and others deemed necessary by the TRB to assess the petition. The Board shall be bound by confidentiality.
- 4 . The Tenure Review Board will convey its recommendation to the President, the Dean of the Faculty/Vice President for Academic Affairs, CAPT, the department Chair or program Director, and the candidate prior to September 21 after the petition deadline. If the Tenure Review Board has determined that the case merits reconsideration, the Chair of CAPT shall initiate the review by convening the Tenure Appeal Committee, a committee consisting of the eight members of the current CAPT plus the three members of the Tenure Review Board.

7. Appeal of Negative Tenure Decisions

- 1 . If the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the Tenure Review Board will sit together with the eight members of the current CAPT to reconsider the case. The Tenure Appeal Committee will have access to the written information which the previous year's CAPT had in its original deliberations and any additional material specifically pertaining to the area or areas of consideration deemed inadequate by the TRB. The deadline for submission of additional materials shall be specified by CAPT in the CAPT Calendar-

2. The Tenure Appeal Committee will hear testimony from an advocate designated by the candidate. The advocate may be a person in the candidate's department, the candidate's Chair, a Skidmore faculty member outside the candidate's department, or someone outside the College. The advocate may not be an attorney. By request, the advocate may be informed why tenure was not initially recommended by CAPT and/or the President at a joint meeting of the President, the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty (faculty affairs), the Chair of CAPT, the candidate, and the advocate. The advocate, in the presence of the candidate, has the right of access but may not photocopy the materials which CAPT had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.
3. The Tenure Appeal Committee may consult with the President, the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty (faculty affairs), or members of the candidate's department at any time.
4. The operating procedures to be followed by the Tenure Appeal Committee will be made available to the candidate **before October 1 and well in advance of the proceedings**. The Chair of CAPT shall preside over appeal proceedings.
5. The Tenure Appeal Committee shall conduct a review only once.
6. The Tenure Appeal Committee shall convey its written recommendation based on a simple majority vote of the **eleven** members to the President upon completing its deliberations. **This recommendation shall be made to the President prior to November 1.**
7. The President shall decide about appropriate action and shall convey the result of a review in a letter to the candidate, and shall state therein the reasons for recommending or not recommending tenure. The letter will be sent within 10 days of receipt of the Tenure Appeal Committee's recommendation, with copies to the Tenure Appeal Committee and the Dean of the Faculty/Vice President for Academic Affairs.

p. 131 and following

F. Promotion

1. Guidelines for Advancement in Rank

1. Promotion at Skidmore is awarded not on the basis of time in rank but because of the candidate's demonstration of accomplishments that satisfy the applicable standards at the level specified for the desired rank. Faculty may stand for promotion at their discretion.
2. For the rank of Associate Professor, the appropriate terminal degree (or its professional equivalent) normally is required. The absence of the appropriate terminal degree is not an absolute deterrent to advancement to any rank. Other qualifications, however, shall be closely scrutinized by the department, CAPT, **the Promotion Committee**, and the administration for evidence of extraordinary merit.
3. For the rank of Professor, the appropriate terminal degree (or its professional equivalent) normally is required. Promotion to this rank shall be granted to faculty who have shown evidence of continuing high-quality teaching (or, in the case of Library faculty, librarianship) as well as sustained and significant creative or scholarly growth; and significant involvement in the affairs of the college.

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

for service. There is, then, an expected trajectory of service from untenured faculty, whose service is expected to be relatively modest, to Full Professors, who are expected to be the sustaining pillars of college service.

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

- sustained high-quality teaching across the range of assigned courses so as to show mastery of the craft of teaching in the candidate's areas of competence. As accomplished teachers, Full Professors are expected to excel in their own classes and, as reflective practitioners of the craft, should also be able to serve as a teaching resource for other faculty. Full Professors are expected to remain committed to their own continuing development as teachers.
- a record of sustained and significant engagement with the candidate's discipline(s), continued development as a scholar or artist, and evidence of success in completing some substantial aspect(s) of research or artistic agenda beyond the candidate's accomplishments at the time of promotion to Associate Professor. Through their research or creative work, Full Professors are expected to have developed a mature perspective on their field(s) that enables them to situate both their own work and the work of their students in the landscape of their discipline(s). Full Professors are also expected to continue their engagement with their scholarly or artistic discipline(s).
- a record of sustained, significant, and effective contributions in service. The college as a community cannot flourish without the contribution of senior faculty. Accordingly, given the college's commitment to faculty in their tenuring, senior faculty are expected to play a leading role in the service that sustains the college community.

2. Procedures for Promotion

a. *Professorial Ranks*

- i. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults as necessary with the Dean of the Faculty/Vice President for Academic Affairs, the Associate Dean of the Faculty (faculty affairs), CAPT, **the Promotion Committee**, and the Chair of the department concerned. Except in the case of the Library faculty, CAPT's **and the Promotion Committee's** role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.
- ii. Faculty may stand for promotion at their discretion. Consideration for promotion may be initiated by the Department Chair in consultation with the Associate Dean of the Faculty (faculty affairs), CAPT, **and/or the Promotion Committee**. The Associate Dean of the Faculty (faculty affairs) in consultation with the Dean of the Faculty/Vice President for Academic Affairs may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to **CAPT the Promotion Committee**. Nomination by the Associate Dean of the Faculty (faculty affairs) for such consideration does not presuppose a successful outcome for the candidate. The Associate Dean of the Faculty (faculty affairs) may initiate promotional consideration in the case of Department Chairs. The Department Chair or the Associate Dean of the Faculty (faculty affairs) shall indicate the consultation procedures employed within the department when recommending a promotion.
- iii. ~~By March 15, the Dean of the Faculty/Vice President for Academic Affairs shall provide Department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Dean of the Faculty/Vice President for Academic Affairs shall provide CAPT with a list of all faculty who have been at the rank of Associate Professor for seven years or more. All Chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.~~
- iv. 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 ~~CAPT~~ the Promotion Committee.

- v. For proportional tenure-track faculty appointments that are shared between two departments, a department and an ID program or two ID programs, ~~CAPT~~ the Promotion Committee 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.
- vi. Candidates being considered for promotion shall be sent a written notice by the Chair of ~~CAPT~~ the Promotion Committee that they are candidates for promotion.
- vii. 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 to the Chair. The Department Chair must also request letters from Program Directors and from other Department Chairs if the candidate has offered courses in other programs or departments. 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 ~~CAPT~~ the Promotion Committee.

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 ~~CAPT~~ the Promotion Committee.

- viii. Promotion files shall include the following:
 - 1. (1) an updated CV, which makes clear what has been achieved since the last promotion.
 - 2. (2) 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.
 - 3. (3) 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.
 - 4. (4) a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.

(5) service credentials presented within the context of the broad statements about service in Part One (Faculty Rights and Responsibilities),

Article VIII (Evaluation of Faculty 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.

- ix. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the college. Such letters may come directly to ~~CAPT~~ the Promotions Committee, or go to the Department Chair and then to ~~CAPT~~ the Promotion Committee as part of

the candidate's dossier. Letters mandated by the department must also be transmitted to ~~CAPT~~ the Promotion Committee.

- x. After conducting its deliberations, ~~CAPT~~ the Promotion Committee reports its recommendations to the President, the Dean of the Faculty/Vice President for Academic Affairs, and the Associate Dean of the Faculty (faculty affairs). The Dean of the Faculty/Vice President for Academic Affairs then consults with the Associate Dean of the Faculty (faculty affairs). In the event of a disagreement between the Dean of the Faculty/Vice President for Academic Affairs and ~~CAPT~~ the Promotion Committee, the Dean of the Faculty/Vice President for Academic Affairs and the Associate Dean of the Faculty (faculty affairs) meet with ~~CAPT~~ the Promotions Committee to offer detailed and compelling reasons for such disagreement. The Dean of the Faculty/Vice President for Academic Affairs then makes a recommendation to the President, and notifies ~~CAPT~~ the Promotion Committee of the recommendation. In the rare instance in which the President does not concur with the recommendations of ~~CAPT~~ the Promotion Committee, the President meets with ~~CAPT~~ the Promotion Committee 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 ~~CAPT~~ the Promotion Committee informs the AAC of the recommendations it made to the President.
- xi. In the event that ~~CAPT~~ the Promotion Committee forwards a negative recommendation to the Dean of the Faculty/Vice President for Academic Affairs in a promotion case, ~~CAPT~~ the Promotion Committee will also notify the Associate Dean of the Faculty (faculty affairs) of the reasons for the recommendation. The Associate Dean of the Faculty (faculty affairs) will present the reasons for a negative recommendation to the candidate. In the event that the Dean of the Faculty/Vice President for Academic Affairs or the President forward a negative recommendation, the Associate Dean of the Faculty (faculty affairs) and ~~CAPT~~ the Promotion Committee will be notified of the reasons for the recommendation. The Dean of the Faculty/Vice President for Academic Affairs will present the reasons for a negative recommendation to the candidate.
- xii. 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.

Candidates (recommended or not recommended) for promotion shall have access to written materials in the promotion file immediately after the Dean of the Faculty/Vice President for Academic Affairs has made the recommendation known to the candidate, with the exception of solicited letters of evaluation written by department colleagues, departmental colleagues required to write in accordance with department or program personnel procedures, colleagues internal to the college, and colleagues external to the college, which shall remain confidential. These materials may only be reproduced by hand written notes.

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COMMITTEE ON APPOINTMENTS, PROMOTIONS, AND TENURE (CAPT) — Elected

Function: To represent the Faculty on administrative appointments and reviews and on faculty appointments, promotions (related to the tenure process), and tenure, and to make recommendations on these matters to the appropriate administrative officer. The Administration shall consult CAPT to determine which administrative personnel decisions the committee judges to require faculty representation. Special meetings with the President, the Dean of the Faculty/Vice President for Academic Affairs, and the Associate Dean of the Faculty (faculty affairs) may be called at the request of any of these administrative officers or the committee. At least one meeting of the joint trustee-faculty committee is held during each academic year.

Revisions to some parts of Part One (Faculty Rights and Responsibilities) of the Faculty Handbook are reviewed by CAPT for its recommendations prior to a faculty vote.

Membership: ~~Six~~ **Eight** faculty members with tenure, **two each from the different divisions and no two from the same department**, chosen from the ranks of Professor and Associate Professor, none of whom is on the Tenure Review Board, CAFR, **the Promotion Committee**, or FAB, elected to serve three-year terms. ~~; replacements for such cases will be selected from recent members of CAPT and the Tenure Review Board (or its predecessor, the CAPT Review Committee). The first eligible faculty member will be chosen from a list beginning with the most recent past members of the named groups (eligible replacements must have reviewed at least one case).~~

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 CAPT may not participate in the tenure or promotion cases of candidates in their own departments/programs and must be replaced by a faculty member from the same division. Each tenure case will be deliberated by five members of CAPT. Two will be from the candidate's division and the additional three will be chosen from the remaining six CAPT members. The choice of the three from outside the candidate's division will result from a random drawing from the six remaining members with no input particular to each candidate. Two candidates from the same department would have identical groups of five deliberating on their case. In the event of a negative decision, a case would be heard by all eight members of CAPT (see Part One, Section VIII, E, 5, f).

(see section ...)

3. PROMOTION COMMITTEE (PC) — Elected

Function: To represent the Faculty on promotion cases (not part of the tenure process).

Membership: Five faculty members with tenure, at least one of whom must come from each of the four divisions, none of whom is on the Tenure Review Board, CAFR, CAPT, or FAB, elected to serve three-year terms. Members of the Promotion Committee may not participate in the promotion cases of candidates in their own departments;

TENURE REVIEW BOARD — Elected

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

Membership: Three tenured faculty members, each elected to serve a three-year term, at least one of whom has previously served on CAPT. All members of the Board must have been tenured for at least two years. No two members may be from the same department. Faculty currently serving on CAPT, **the Promotion Committee, CAFR, or FAB are not eligible. No member of the Tenure Review Board may sit for the review of a candidate in the same department. FEC will provide replacements for such reviews as needed.**

TENURE APPEAL COMMITTEE

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

Membership: The **eight** members of CAPT plus the three members of the Tenure Review Board. No member of the Tenure Appeal Committee may sit for the review of a candidate in the same department. FEC will provide replacements for such reviews as needed.