

## MODEL PERSONNEL POLICIES

The following document has been prepared by the DOF/VPAA office in collaboration with chairs and program directors. It is based on extant departmental and program policies. The document is intended as a possible template for departments and programs to use when developing or revising their personnel policies and is advisory in nature.

These policies were developed through consultation of existing departmental policies, codifying longstanding departmental and program practices that were not in writing, and developing new practices (particularly around non-tenure track faculty) that were neither in writing nor informally adopted. The principles guiding the compilation of these policies include clarity, consistency, equity, and transparency.

- I. General College Policies
- II. Eligibility of Faculty to Participate in Personnel Processes
- III. Tenure and Promotion Process for Pre-Tenure Faculty
- IV. Selection of External Referees and Handling of External Letters for Tenure
- V. Promotion Process for Tenure-Track Faculty
- VI. Non-Tenure Track Faculty
  - a. Mentoring and Evaluation
  - b. Promotion
- VII. Search Committee Guidelines

### **I. General College Policies**

- A. The Chair/Program Director/Program Personnel Committee Chair (C/PD/PPCC) is responsible for providing new faculty with a copy of department/program personnel procedures and for ensuring faculty have access to regular and consistent mentoring and professional support. C/PD/PPCCs may enlist other faculty to assist with mentoring and providing professional support for tenure track or non-tenure track faculty.
- B. The C/PD/PPCC keeps tenure-track faculty apprised of their progress through the tenure system through a yearly performance review meeting that is documented by an annual letter of evaluation.
- C. Each year, full-time continuing non-tenure track faculty meet with their respective C/PD/PPCCs to discuss their performance as teachers and members of the academic community and will receive a brief summary of this meeting in the form of an annual letter.
- D. Associate Professors shall normally be evaluated every three years on a schedule determined by the C/PD/PPCC and Full Professors every six years. This process is coordinated with the individual's and the department/program's sabbatical cycle.
- E. Faculty will engage in regular developmental and evaluative classroom observations.
- F. Under the guidance of the C/PD/PPCC, individual faculty are responsible for preparation of their portfolios for department/program and ATC (Appointments and Tenure Committee) and PC (Promotions Committee) review. They are responsible for being conversant with the Faculty Handbook (FHB) and departmental procedures for reappointment, tenure and promotion.

- G. All faculty have access to the Committee on Academic Freedom and Rights (CAFR), which serves as guardian of the academic freedom and rights of all members of the academic community. Faculty also have access to the Assistant Director for Employment, Compliance and Workforce Diversity who is responsible for hearing or receiving grievances according to the procedures outlined in Part Six of the FHB.
- H. Candidates who are denied tenure may appeal to the Tenure Review Board, following the procedures outlined in the FHB.
- I. Obligations pertaining to all members of the faculty include: 1) continued professional improvement; 2) conscientious fulfillment of academic responsibilities; 3) concern for the College as a whole as well as for one's individual and departmental interests; and 4) encouragement of newly appointed members of the Faculty.

## II. **Eligibility of Faculty to Participate in Personnel Processes**

- A. Eligible faculty who are required to participate in personnel processes as mandated by the FHB include: full-time tenure-track faculty in at least their third year of full-time service at Skidmore, Artists-in-Residence (AiRs) and Writers-in-Residence (WiRs) who are at least in their third year of full-time service at Skidmore, including those with shared appointments or on phased employment. Eligible faculty shall participate in department meetings during which candidates' reappointment/tenure/promotion is being discussed, and will submit letters to the C/PD/PPCC for tenure and promotion.
- B. Smaller departments (fewer than five tenure-track faculty, AiRs, and/or WiRs) may deem full-time non-tenure track faculty as eligible to participate in the personnel process and their letters will be solicited by ATC; otherwise, non-tenure track faculty (with the exception of AiRs/WiRs) are not mandated to write and are not required to participate in personnel discussions. If Departments/Programs do deem non-tenure track faculty as eligible to write on behalf of a candidate for tenure, a list of the faculty eligible to write will be provided to the ATC by the C/PD/PPCC prior to the solicitation of department/ program letters.

## III. **Tenure and Promotion Process for Pre-Tenure Faculty**

- A. Year 1
  - i. The C/PD/PPCC (or designee) will review evidence of teaching effectiveness with the candidate during the fall and spring semesters and provide feedback to the candidate over the course of the year. While this is not an exhaustive or prescriptive list, such evidence may include syllabi, assignments, student work, exams, examples of feedback on student work, quantitative and qualitative teaching evaluations. C/PD/PPCC will develop a mechanism whereby department/program faculty are kept informed about the candidate's work and progress over the year.
  - ii. In consultation with the C/PD/PPCC, candidates will develop a plan for developmental and evaluative teaching observations during year one.

- iii. During the second semester of their first year, in consultation with the C/PD/PPCC, candidates will begin to develop their portfolio for tenure by organizing materials from their first year and posting them to Blackboard.
- iv. The C/PD/PPCC will write a letter of evaluation at the end of the candidate's first year.
- v. If the C/PD/PPCC, in consultation with the department/program/PPC and the DoF/VPAA, decides to terminate the contract in the first year, the C/PD/PPCC shall notify the Dean of the Faculty and the candidate on or before February 15 of the candidate's first year. The C/PD/PPCC shall then notify the department/program.

B. Year 2

- i. In consultation with the C/PD/PPCC, candidates will develop a plan for developmental and evaluative teaching observations for years 2 and 3 at the beginning of their second year.
- ii. C/PD/PPCCs will develop a mechanism whereby department/program faculty are kept informed about the candidate's work and progress over the year.
- iii. Candidates will continue to develop their dossier for tenure by adding to their materials collected from their first year and posting them to Blackboard. iv. The C/PD/PPCC's annual letter at the end of the candidate's second year should focus on professional feedback to help the candidate prepare for reappointment in the third year.

C. Year 3: Reappointment

- i. The C/PD/PPCC will discuss procedures for review with the candidate, and, by November 1, candidates will assemble one hard copy of their portfolios/files available for review by faculty in the department eligible to write on their behalf. Candidates will also post their materials to Blackboard.
- ii. Candidates should consult the Guidelines for Assembling Materials for Tenure for directions in compiling their portfolios (on DOF/VPAA website).
- iii. The candidate will continue to participate in teaching observations according to the plan developed in year 2.
- iv. By December 1 of the third year of an initial three-year contract, the C/PD/PPCC will convene a department/program meeting with eligible faculty (see II above) to discuss and review the candidate's file. The candidate shall not be present at the meeting. During the meeting, faculty will thoroughly discuss the evidence presented in the file as it relates to the evaluative criteria for reappointment as set forth in the FHB. The purpose of the meeting is for information sharing and interrogation of the file. At the end of the meeting, the faculty will take a preliminary and anonymous vote to assess the department/program's potential recommendation for reappointment. The C/PD/PPCC may schedule additional meetings if they deem it necessary. Simple majority rules and a tie is considered a positive recommendation. Results of the voting will be shared by the C/PD/PPCC during the meeting.

- v. The C/PD/PPCC will write a summary letter detailing the Department/Program's recommendations according to the guidelines presented in the FHB and share the letter with all eligible faculty. All eligible faculty are expected to sign the letter to acknowledge they have reviewed its content; if they have perspectives that are not adequately represented in the letter, they may write an individual letter that will be submitted to the Associate Dean of the Faculty (with responsibilities for personnel). The summary letter and any additional letters are due to the ADOF (with responsibilities for personnel) by the Friday during the first week of the semester in January.
- vi. The ADOF (with responsibilities for personnel) will communicate the reappointment decision to the candidate by February 15.
- vii. By February 15, the C/PD/PPCC will meet with the candidate to discuss the recommendation, feedback about performance, and if applicable, a plan for teaching, scholarship, service, peer observation, and mentoring for years 4-6. The C/PD/PPCC may choose to share the 3<sup>rd</sup> year letter with the candidate for mentoring purposes.
- viii. Assuming successful reappointment, candidates will continue to develop their portfolio for tenure by adding to their materials collected from and posting them to Blackboard.

D. Years 4 and 5

- i. At the end of the candidate's fourth and fifth year, the C/PD/PPCC annual letter of evaluation shall apprise the candidate of the chair's assessment of teaching, scholarly and professional activity, and service with regard to the tenure review.
- ii. The C/PD/PPCC and the candidate shall discuss the procedures for tenure well in advance of tenure consideration and connect the candidate with resources to support a successful tenure review.
- iii. C/PD/PPCCs will develop a mechanism whereby department/program faculty are kept informed about the candidate's work and progress over the year.
- iv. Candidates will continue to participate in teaching observations according to the plan developed in year 3.
- v. Candidates will continue to develop their portfolio for tenure by adding to their materials collected and posting them to Blackboard.
- vi. The C/PD/PPCC will write a letter of evaluation at the end of the candidate's fourth year apprising the candidate of progress toward tenure.
- vii. During the 5<sup>th</sup> year, C/PD/PPCC will provide candidates with the mentoring and support to help candidates assemble their materials for tenure consideration.

E. Tenure Review

- i. A full-time, untenured member of the faculty who is at the rank of assistant professor or above shall become a candidate for tenure in the fall term of the faculty member's sixth year

of service. Parental, medical, or other leaves, during which the tenure clock was suspended, shall not count toward the period of service. Faculty members who come to the institution with tenure at another institution may come up for tenure as soon as their second year.

- ii. With the C/PD/PPCC's assistance, the candidate will prepare a portfolio of materials relevant to evaluation of the candidate's teaching, scholarly and professional activity, and service to the College. This portfolio will include one hard copy as well as an electronic copy posted to Blackboard. Candidates should consult the Guidelines for Assembling Materials for Tenure for directions in compiling their portfolio and Procedures for Creation and Maintenance of Electronic Portfolios for managing their electronic sites. The candidate will make this file available for review by Department/Program members at least six weeks before faculty and chairs' letters are due to the ATC. Candidates should consult the ATC Calendar for specific dates.
- iii. The C/PD/PPCC will solicit letters from candidates' external (see IV. Selection of External Referees and Handling of External Letters for Tenure) and internal reviewers, and make those letters available to the eligible faculty for their review prior to the department/program meeting described below.
- iv. With sufficient time to allow for meeting the ATC deadline for submission of letters, the C/PD/PPCC shall convene a department/program meeting of all eligible faculty (defined in Section II above). The faculty shall consider whether the candidate has met the criteria, obligations, and responsibilities for tenure as listed in the FHB. The candidate shall not be present at the meeting. During the meeting, faculty will thoroughly discuss the evidence presented in the file as it relates to the evaluative criteria set forth in the FHB. The purpose of the meeting is for information sharing and interrogation of the file. At the end of the meeting, the faculty may take a preliminary and anonymous vote to assess the department/program's potential recommendation for tenure. Simple majority rules and a tie is considered a positive recommendation. Results of the voting will be shared by the C/PD/PPCC during the meeting.
- v. Eligible faculty shall submit individual letters according to the evaluative criteria for tenure as set forth in the FHB to the Chair at least ten days (weekends included) before such letters are due to the ATC. These letters form the basis of the Department/Program letter and each letter shall clearly state whether the individual recommends for or against tenure and the reasons for that recommendation. Department letter writers are encouraged to consult the Letter Writer Guidelines which are posted on the DOF/VPAA website.
- vi. Once the C/PD/PPCC's letter is produced, the C/PD/PPCC will share a draft with eligible faculty. Opportunities for feedback are provided, after which the letter is revised (if necessary). The C/PD/PPCC then submits a final version of the letter to the ATC along with letters from individual eligible faculty, external letter writers, internal letters, and any other Department solicited/unsolicited letters (e.g., letters from senior non-tenure track faculty with significant experience in the candidate's discipline). Prior to the deadline set forth in the ATC calendar, the candidate submits one hardcopy of the portfolio to ATC (via the DOF/VPAA Office) and finalizes the electronic version on Blackboard.

- vii. The C/PD/PPCC may write their own letter recommending either for or against tenure and substantiating that recommendation with evidence. This letter may be incorporated into the department/program letter described in vi above.
- viii. If the C/PD/PPCC is untenured and eligible for tenure the year they are in the C/PD/PPCC role, the ADOF (with responsibilities for personnel or designee) will lead the tenure review process and act in the role of the C/PD/PPCC.

#### **IV. Selection of External and Internal Referees and Handling of Referee Letters for Tenure and Promotion**

##### *A. External Letters: Tenure*

- i. In the third year and after a candidate is successfully reappointed, the C/PD/PPCC (or designee) will begin consultation with the candidate to choose external referees who will be asked to write letters on behalf of the candidate for tenure. This process requires mentoring and support from the C/PD/PPCC (or designee) to assist the candidate in choosing letter writers that are best situated to impartially evaluate the candidate's scholarship or creative works.
- ii. While all cases have a unique context, it is suggested that the list of external referees include specialists in the candidate's area(s) of study. Reviewers should not stand to benefit in any direct or indirect way from the candidate's advancement in rank and, ideally, have achieved the rank or standing that the candidate wishes to obtain (although in some narrower fields, this may not be possible). It is desirable to have at least one reviewer from a liberal arts college.
- iii. The candidate, in consultation with the C/PD/PPCC (or designee), will choose between 3-4 external letter writers. Under special circumstances, a candidate may solicit up to 5 external letters. While the C/PD/PPCC is consulting with the candidate on suitable referees, the final decision as to who will be asked to write will be the candidate's.
- iv. C/PD/PPCCs are responsible to reach out to possible external letter writers to ascertain their willingness to write on behalf of a candidate well before the ATC deadline for submission of names of letter writers. C/PD/PPCC will furnish external letter writers with the instruction letter on the DOF/VPAA website. Once external letter writers are successfully identified and agree to write, the C/PD/PPCC will notify the DOF/VPAA Office of the external letter writers' names and contact information by the due date in the ATC calendar. C/PD/PPCC shall keep the candidate apprised of the status of invitations and of their final disposition.
- v. Candidates are responsible for gathering hardcopies of their materials (or posting them online) and sending the materials (or link) to the external letter writers for review well in advance of the letter due date. Candidates may choose to also include the instruction letter for external referees and a copy of the FHB language for tenure and promotion.
- vi. C/PD/PPCC will solicit a copy of the letters from the external referees for department/program review with a receipt date that will allow for department/program review before the department/program meeting at which the candidacy is discussed.

- vii. C/PD/PPCC will make the external letters available to the eligible faculty who will write on candidates' behalf so as to inform their letters assessing the candidate's file for tenure.
- viii. Approximately 2-3 internal letter writers are chosen by the candidate in consultation with the C/PD/PPCC that address the candidates' service and/or significant contributions to the college community. The C/PD/PPCC solicits the letters from the internal referees for departmental review. ix. The C/PD/PPCC collects all of the letters (departmental/program, internal, and external) and submits them to the DOF/VPAA Office who then forwards them to the ATC by the deadline indicated in the ATC calendar. These letters are then forwarded to the ATC.

B. External Letters: Promotion

- i. While promotion cases have a unique context, it is suggested that the list of external referees include specialists in the candidate's area(s) of study. Reviewers should not stand to benefit in any direct or indirect way from the candidate's advancement in rank and, ideally, have achieved the rank or standing that the candidate wishes to obtain (although in some narrower fields, this may not be possible). It is desirable to have at least one reviewer from a liberal arts college.
- ii. The candidate may choose external letter writers (3-4 generally suffices). Under special circumstances, a candidate may solicit up to 5 external letters.
- iii. Once the candidate chooses the external letter writers, the C/PD/PPCC or the candidate may reach out to possible external letter writers to ascertain their willingness to write on behalf of a candidate. The C/PD/PPCC will furnish external letter writers with the instruction letter on the DOF/VPAA website and a copy of the FHB language for promotion.
- iv. Once external letter writers are successfully identified and agree to write, the C/PD/PPCC will notify the DOF/VPAA Office of the external letter writers' names and contact information by the due date in the PC calendar. C/PD/PPCC shall keep the candidate apprised of the status of invitations and of their final disposition.
- v. Candidates are responsible for gathering hardcopies of their materials (or posting them online) and sending the materials (or link) to the external letter writers for review well in advance of the letter due date. Candidates should confirm with the C/PD/PPCC that external referees have copies of the instruction letter on the DOF/VPAA website and the FHB language for promotion.
- vi. C/PD/PPCC will solicit a copy of the letters from the external referees for department/program review with a receipt date that will allow for department/program review before the department/program meeting at which the candidacy is discussed.
- vii. C/PD/PPCC will make the external letters available to the eligible faculty who will write on candidates' behalf so as to inform their letters assessing the candidate's file for promotion.

- viii. The C/PD/PPCC collects all of the letters (departmental/program, internal, and external) and submits them to the DOF/VPAA Office by the deadline indicated in the PC calendar. These letters are then forwarded to the PC.

V. **Promotion of Tenure-line Faculty**

- A. Consideration for promotion to Associate Professor prior to the award of tenure or Professor is not based on years of service. Faculty may stand for promotion at their own discretion, and such consideration may be initiated by the C/PD/PPCC, Dean of the Faculty/VPAA, or ADOF (with responsibility for personnel) in consultation with one another. The C/PD/PPCC shall present the department/program's recommendation to the PC. The ADOF (with responsibility for personnel) may initiate promotion consideration in the case of the promotion of a C/PD/PPCC, and acts as chair of the promotion review.
- B. According to the FHB, the candidate shall prepare by the due date in the PC calendar a file that includes:
  - 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 VIII (Evaluation of Faculty for Continued Service and Advancement in Rank), Section A (Tenure-Track Faculty, Community Service) of the FHB. 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.
- C. In addition to these documents, faculty may consider including:
  - i. Annual reports of activities for the past five years.
  - ii. Additional evidence of teaching effectiveness including but not limited to syllabi; reading lists; assignments; exams; audio, visual, and digital resources; examples of student work (these are examples and not an exhaustive or prescriptive list).

- iii. A statement that contextualizes and makes a case for high quality teaching. For those courses that are included in the file (see V.b.iii above), a table that presents a summary of the enrollment and course caps (for example, 23/29), and the three summary numbers from student quantitative evaluations that address the course overall (item 2.1), instructor effectiveness overall (item 4.1) and learning overall (item 5.1).
  - iv. Other materials that the faculty member chooses to submit as evidence of teaching, scholarly and professional work, and service to the Department, College, Skidmore community, or the academic profession. For example, these materials may include a statement of teaching goals and philosophy, a statement discussing past and future scholarly activity, and peer evaluations of teaching.
  - v. Materials that provide evidence and context regarding activities during faculty appointments prior to the Skidmore appointment, if the faculty member has not completed five years of service at Skidmore.
- D. The C/PD/PPCC will solicit external letters in accordance with the procedures as outlined in IV.b above to be included in the candidate's promotion file that is available to eligible faculty for departmental review. All letters regarding scholarship and community service that the candidate wishes to present to the PC shall also be made available to the department/program by a date that will allow for review before the department/program meeting in which the candidacy is discussed.
- E. Before the last day of the fall semester, the C/PD/PPCC shall convene a department meeting/program meeting with all faculty eligible to write in personnel matters to discuss and review the candidate's file and to decide whether or not to recommend the candidate for promotion. The candidate shall not be present at the meeting. During the meeting, faculty will thoroughly discuss the evidence presented in the file as it relates to the evaluative criteria set forth in the FHB. The purpose of the meeting is for information sharing and interrogation of the file. At the end of the meeting, the faculty will take a preliminary and anonymous vote to assess the department/program's potential recommendation for promotion. Simple majority rules and a tie is considered a positive recommendation. Results of the voting will be shared by the C/PD/PPCC during the meeting.
- F. After the meeting, C/PD/PPCCs will inform the candidate of the results of the initial vote. Depending on the outcome of the vote, candidates may choose to rescind their promotion application and should inform C/PD/PPCC as soon as possible if that is the case, ideally before department/program letters are written.
- G. Letters from individual members of the Department and any outside evaluators that should be included in the promotion file should be submitted to the DOF/VPAA Office by the date indicated by the PC. The DOF/VPAA then submits the letters to the PC.

## **VI. Renewal, Reappointment, and Promotion of Non-Tenure Track Faculty**

### **A. Renewal or Issuing of New Consecutive Contracts for Visiting Assistant Professors (VAP), Full-Time Lecturers (FTL), Teaching Professors (TP), and Instructors after their third contract (e.g., for those on three-year contracts, the 9<sup>th</sup> year and beyond)**

- i. VAPs, FTLs, and TPs must be evaluated and evidence of the evaluation sent to the ADOF (with responsibility for personnel) prior to any new contract or renewal of existing contract. VAPs, FLLs, and TPs will be evaluated at least once during each contract cycle if a new contract is to be issued or the current contract renewed. The timing of such evaluations are up to the C/PD/PPCCs but must be completed in a timely fashion (ideally by the beginning of the semester prior to the contract expiring).
- ii. The evaluation is conducted by the C/PD/PPCC (or designee). If the candidate has an appointment in multiple programs/departments, each C/PD/PPCC (or designee) is responsible for reviewing the evaluations and course materials of those courses taught in that Department/Program during the time frame of the current contract. The evaluation consists of:
  - a. Teaching observation;
  - b. Review of the candidate's qualitative and quantitative teaching evaluations, syllabi, and other pertinent course materials by the C/PD/PPCC(s) (or designees). Candidates are responsible for providing these materials to the C/PD/PPCC(s) (or designees);
  - c. A meeting between the candidate and (each of) the C/PD/PPCC(s) (or designees) in which the C/PD/PPCC(s) provides feedback about candidate's teaching in that specific department/program. This discussion is informed by a review of the materials addressed in "B" above.
  - d. After the meeting(s), the candidate writes a brief summary of the meeting and a reflection on the feedback discussion(s) and submits the document to the C/PD/PPCC(s) for review. If further discussion is warranted about the content of the summary, the C/PD/PPCC may request an additional meeting.
  - e. The C/PD/PPCC writes a brief memo via e-mail to the ADOF (faculty affairs) summarizing the evaluation process. At that point, a new contract or a renewal can be issued.

### **B. Reappointment of AiRs and WiRs**

- i. AiRs and WiRs are reappointed according to the procedures outlined the FHB and in III.c above. For their third contract, the review must also include letters of reference from outside of the department/program including referee(s) external to the College. Such letters are solicited in the same manner outlined in section IV above. These letters will be made available to the department/program members eligible to participate in personnel processes prior to the meeting in which the candidate's reappointment is discussed.
- ii. For the candidate's 4<sup>th</sup> contract and beyond, an abbreviated process is observed and described below:
  - a. Candidates for reappointment engage in teaching observations.
  - b. Candidates prepare a file for review by the department/program that includes:
    - i. Current CV.

- ii. Annual reports of activities covering the years since the last reappointment.
- iii. A professional statement that provides: the context for and evidence of sustained high-quality teaching including an analysis of and reflection on peer observations and one's qualitative student evaluations for the past three years; evidence of professional growth, development, and achievement as a scholar; a description of how the candidate has contributed to the institution beyond the classroom and served the department and college.
- iv. A table that presents a listing of courses by semester in which they were taught; enrollment and course caps in those courses (for example, 23/29); and the three summary numbers from student quantitative evaluations that address the course overall (item 2.1), instructor effectiveness overall (item 4.1) and learning overall (item 5.1).
- c. The C/PD/PPCC shall convene a department/program meeting with all faculty eligible to write in personnel matters to discuss and review the candidate's file and to decide whether or not to recommend the candidate for reappointment. An anonymous vote is taken and simple majority rules. The CPD shares the results of the vote during the meeting. In the case of a tie, the decision is positive.
- d. During the meeting, faculty will also discuss feedback that the C/PD/PPCC will provide to candidates with the purpose of professional growth and development. This feedback and the department's recommendation will be written up by the C/PD/PPCC and presented to the candidate during a meeting with the C/PD/PPCC and candidate.
- e. The C/PD/PPCC forwards the candidates file, a copy of the feedback provided to the candidate, and the recommendation regarding reappointment to the ADOF (with responsibilities for personnel) by January 15.
- f. The ADOF (with responsibilities for personnel) will communicate the reappointment decision to the candidate by February 15.
- g. By February 15, the C/PD/PPCC will meet with the candidate to discuss the recommendation and feedback about performance and professional development.

C. Reappointment of Full-Time Instructors

Full-time Instructors are reappointed according to the procedures outlined in the FHB and in III.c above for their first two contracts. After their 6<sup>th</sup> consecutive year (third contract), the process described in VI.a.ii.A-E (abbreviated reappointment process) is observed.

**VII. Promotion of AiRs, WiRs, Instructors, Lecturers, and Teaching Professors**

- A. AiRs, WiRs, Instructors, Lecturers, and Teaching Professors are considered for promotion through a recommendation made by the C/PD/PPCC which can be informed by recommendations from faculty in the department/program. Promotions for non-tenure track faculty are considered on the same calendar as promotions for tenure-track faculty (see PC Calendar). If a full-time non-tenure track faculty member in a regular position is to be considered for promotion in the same academic year that coincides with reappointment, the department or program can choose to recommend reappointment and promotion as part of the reappointment process with the reappointment notification in the fall and promotion notification in the spring semester. If that is the case, the candidate shall prepare a promotion file that will serve as both the reappointment and promotion application documentation.

- B. Criteria for promotion for each category of non-tenure track faculty:
- i. In accordance with the FHB, decisions to reappoint or promote AiRs and WiRs are based on their credentials in three areas: performance as teachers, achievement as artists/scholars, and contributions to the welfare of the college community beyond the classroom.
  - ii. In accordance with the FHB, the criteria for promotion of Instructors are: high quality teaching; professional growth that maintains currency and enhances effectiveness in the classroom, studio, or laboratory; and service to the department/program and the College.
  - iii. In accordance with the FHB, the criteria for promotion of Lecturers and Teaching Professors include high quality teaching and department/program/institutional need; and, where appropriate, effective service to the department, the College, and the profession; and, where appropriate, evidence of professional growth that maintains currency and enhances effectiveness in the classroom, studio, or laboratory.
- C. Consideration for promotion is not based on years of service. If a non-tenure track faculty member is a C/PD/PPCC and is going to be considered for promotion, a senior faculty member in the Department may lead the promotion review process. This individual will be chosen in consultation with the ADOF (with responsibilities for personnel).
- D. Process for Promotion
- i. By December 1, and in consultation with the C/PD/PPCC(s), the candidate shall prepare a file for departmental/program review that includes:
    - a. Current CV;
    - b. Annual reports of activities for the past six years;
    - c. A teaching statement that provides the context for and evidence of sustained high quality teaching;
    - d. Selected examples that provide evidence of teaching effectiveness which can include syllabi, reading lists, assignments, exams, digital resources (audio, visual, etc.), and examples of student work. These are examples and are not an exhaustive or prescriptive list.
    - e. The last ten consecutive semesters of quantitative and qualitative student ratings and a table that presents a listing of courses by semester in which they were taught; enrollment and course caps in those courses (for example, 23/29); and the three summary numbers from student quantitative evaluations that address the course overall (item 2.1), instructor effectiveness overall (item 4.1) and learning overall (item 5.1).
    - f. A professional statement that details evidence of professional growth, development, and achievement as an artist and/or scholar particularly over the past five years. Candidates may include publications, unpublished papers, presentations, videos, images, and other evidence of artistic and scholarly activity.
    - g. A service statement that details how the candidate has contributed to the institution beyond the classroom and served the department and college particularly over the past five years.

- ii. The C/PD/PPCC shall convene a department/program meeting with all faculty eligible to write in personnel matters to discuss and review the candidate's file and to decide whether or not to recommend the candidate for promotion. The candidate shall not be present at the meeting. During the meeting, faculty will thoroughly discuss the evidence presented in the file as it relates to the evaluative criteria set forth in the FHB. The purpose of the meeting is for information sharing and interrogation of the file. At the end of the meeting, the faculty will vote to determine the department/program recommendation for promotion. Simple majority rules and a tie is considered a positive recommendation. Results of the voting will be shared by the C/PD/PPCC during the meeting.
- iii. The C/PD/PPCC forwards the candidate's file, a letter detailing the department/program recommendation and a summary the evidence as discussed in the promotion meeting to substantiate the recommendation for promotion to the ADOF (faculty affairs) by the due date for promotion files as listed in the PC calendar.
- iv. Notification regarding promotion decision will occur in the same manner as for tenure-track faculty.

### VIII. Search Committee Guidelines

A. All search committees (tenure-track and full- and part-time non-tenure track) are expected to adhere to the College's inclusive hiring principles and standard processes presented in the most current version of the Chairs and Program Directors Handbook. The following outlines the policy for forming departmental/program search committees.

#### B. Tenure-Track, AiRs, and WiRs Searches

- i. Eligible faculty to serve on tenure-track, AiRs, and WiRs searches include tenure-track faculty, AiRs, and WiRs. While it is preferable for eligible faculty to be in at least their third year of service at Skidmore, these policies do not prohibit faculty in years 1 and 2 from serving on a search committee if needed and, under special circumstances (e.g. expertise or other factors), non-tenure track faculty may serve as well with the permission of the C/PD/PPCC.
- ii. In smaller departments (fewer than five tenure-track faculty, AiRs, or WiRs), non-tenure track faculty are eligible to serve on tenure-track search committees.
- iii. Search committees are chaired by the C/PD/PPCC (or designee, usually a senior member of the department/program) and should have four or five members (may be more or less depending on the department/program). They should include representation across rank and should be as diverse as possible. All search committees must include a diversity advocate (see Chairs and Program Directors Handbook) and at least one faculty colleague from another department or program.
- iv. For cross-department and/or interdisciplinary program tenure-track lines, the search committee should include representation from both the Departments and/or Programs; the Chair of the committee will be agreed upon by the partnering units.

C. Non-Tenure Track Searches (excludes searches for AiRs and WiRs)

- i. For part-time non-tenure track searches offering contracts of one year or less, a formal search can be waived.
- ii. For one-year full-time non-tenure track searches the search may be waived; but the successful candidate cannot serve more than one year without the department/program conducting a formal search process.
- iii. Eligible faculty to serve on non-tenure track searches include tenure track faculty, AiRs, WiRs, and other full-time non-tenure track faculty.
- iv. For cross-department and/or program full-time non-tenure track lines, the search committee should include representation from both the Departments and/or Programs; the Chair of the committee will be agreed upon by the partnering units.
- ii. Search committees are chaired by the C/PD/PPCC (or designee) and should have between 2-4 members depending on the length of the contract associated with the open position (e.g. smaller committees for 1 year positions and larger committees for 2-3 year positions).
  - vi. To conserve college resources, departments may choose not to invite candidates for 1-year positions to campus, and instead rely on telephone/Skype interviews and reference checks. If a department does opt for a campus visit, the committee's top choice is brought to campus first. If the committee finds the candidate acceptable, no further candidates are brought to campus. If the candidate is unacceptable, the next candidate is brought to campus. For multiple year hires, no more than 2 candidates should be brought for campus interviews.

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