

TABLE OF CONTENTS

TABLE OF CONTENTS	I
HELPFUL LINKS.....	1
RESPONSIBILITIES FOR THE OFFICE OF THE DEAN OF THE FACULTY AND VICE PRESIDENT FOR ACADEMIC AFFAIRS.....	3
PART ONE - PERSONNEL.....	4
I. FACULTY RECRUITMENT	4
A. <i>Tenure-Track Searches</i>	4
B. <i>Guidelines for Tenure-Track Line Searches</i>	4
1. <i>Developing an Inclusive Search Plan and a Search Committee Process for Tenure-Track Appointments</i>	5
2. <i>Guidelines for Recruitment/ Recruiting an Inclusive Candidate Pool</i>	7
3. <i>Campus Visits</i>	7
4. <i>Expense Guidelines</i>	8
5. <i>Interview and Selection</i> . Review legal and illegal questions cited below [E].	9
6. <i>Checking References</i>	9
7. <i>Skidmore Protocol/Guidelines for Making an Offer</i>	10
8. <i>Guidelines for Use of Start-Up Funds for New Tenure-Track Faculty</i>	10
C. <i>Non-Tenure-Track Faculty Hires</i>	11
1. Making a Request for Additional Staffing via Fixed-Term Non-Tenure-Track Hire(s)	11
2. Search Guidelines for Fixed-Term Non-Tenure-Track Faculty.....	12
D. <i>Diversity in Hiring: Strategic Considerations</i>	12
E. <i>Legal and Illegal Pre-Employment Inquiries</i>	13
F. <i>Adjunct Faculty Pay Scales and FTE Chart</i>	19
G. <i>Job Requisition Process for Faculty Appointments</i>	20
1. <i>Job Requisition and Advertisement</i>	20
2. <i>Contract Request and Other Necessary Processes</i>	21
II. FACULTY EVALUATION	22
A. <i>Annual Faculty Evaluation Letters</i>	22
B. <i>Individual Faculty Summary of Activities</i>	22
III. VARIETIES OF NON-TENURE-TRACK APPOINTMENTS.....	22
IV. RETIREMENT	24
V. PHASED EMPLOYMENT GUIDELINES.....	24
VI. EXIT POLICY	24
VII. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS AND PROGRAM.....	24

APPENDIX C SKIDMORE COLLEGE TRAVEL & ENTERTAINMENT POLICY..... i

APPENDIX D MODEL PERSONNEL POLICIES i

APPENDIX E INDIVIDUAL FACULTY DEVELOPMENT PLAN i

APPENDIX F PEER OBSERVATION GUIDELINES..... i

APPENDIX G PEER VISITATION FEEDBACK RUBRIC i

APPENDIX H GUIDELINES FOR ASSEMBLING MATERIALS FOR TENURE i

APPENDIX I GUIDELINES FOR ASSEMBLING MATERIALS FOR PROMOTION..... i

APPENDIX J PROCEDURES FOR CREATION AND MAINTENANCE OF FACULTY ACADEMIC PORTFOLIOS i

APPENDIX K TEMPLATE FOR REQUESTING EXTERNAL LETTERS - TENURE i

APPENDIX K_A TEMPLATE FOR REQUESTING INTERNAL LETTERS - TENURE i

APPENDIX K_B TEMPLATE FOR REQUESTING DEPARTMENT OR PROGRAM LETTERS - TENURE i

APPENDIX L INSTRUCTION FOR EXTERNW*34 Tm0 g0 G 0.0101 Tc{.....})TJETQq0.00000912 0 612g0 G(O)3(G)-5 W.....

HELPFUL LINKS

Department Chair and Program Director Directory (<https://www.skidmore.edu/dof-vpaa/documents/2021-22-Chair-Directory.pdf>)

Department and Program Administrative Assistant Directory (<https://www.skidmore.edu/dof-vpaa/documents/2021-22-SupportStaffAppointments.pdf>)

Academic Calendar 2021-22 (<https://www.skidmore.edu/registrar/documents/academiccalendar2021.pdf>)

Office of Academic Advising Webpage - <http://www.skidmore.edu/advising/index.php>

- Classroom Protocols: Notes for Skidmore Faculty
- Guidelines for Independent Studies
- Students in Distress: A Guide for Skidmore Faculty and Staff
- Academic Honors, Prizes, and Awards

RESPONSIBILITIES FOR THE OFFICE OF THE DEAN OF THE FACULTY AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

Dean of the Faculty and
VPAA

PART ONE ~ PERSONNEL

I.

- 1) Positions that will contribute primarily to the programmatic and curricular needs of an individual department or program. These positions will be expected to contribute to the Scribner Seminar program and/or other all-Collegerequirements.
- 2) Positions that will contribute substantively to the programmatic and curricular goals of more than one department or program. These positions will also be expected to contribute to the Scribner Seminar program and/or other all-College requirements. Proposals in this category should provide supporting documentation from the partnering department or program so that the nature of the cross-disciplinary interaction is evident.

The DOF/VPAA will issue a call for proposals in late September. The deadline for submpr

- d. In the case of interdisciplinary tenure-track hires, the Search Committee should include representation from all departments/programs involved. The units will collectively agree on a Chair of the Search Committee.
- The Search Committee representation from the departments or programs should include:
 - a diversity advocate
 - representation of diverse perspectives
 - representation from across the ranks
- e. The charge to the Search Committee should be established by the C/PD in consultation with the departmental faculty and the DOF/VPAA. The charge should include the following:
- A position description
 - A search plan and the scope of the search including the process to ensure a diverse pool of candidates
 - The timeline for the search process
 - A statement of committee values and decision-making processes
 - If necessary, a statement of confidentiality practices for each stage of the search
- f. What to include in the Search Plan
- The justification for the position (may be a summary of original position request)
 - Position description and candidates' desired qualifications
 - Inclusions: r

i. C/PD submits a Hiring Requisition via Oracle Cloud (see Section

c. Before constructing the itinerary:

- Contact the DOF/VPAA Office (x 5705)

candidates questions about citizenship or birthplace; however, it is legal to ask candidates if they have a legal right to work in the United States (see table of "Lawful and Unlawful Pre-Employment Inquiries" below).

7. Skidmore Protocol/Guidelines for Making an Offer

- a. Although the DOF/VPAA provides the salary range, the C/PD conducts the negotiations and makes a final offer. Information regarding financial support for relocation is provided by the DOF/VPAA Office. The timeline for confirmation of the offer by the candidate is determined by the C/PD but is generally 10 working days. Once the candidate has accepted the offer, the C/PD must contact Human Resources to

having expenses directly charged to the Department's budget. The Department's administrative support person will be given access to the start-up account number, and will maintain the expenditures in Oracle PASS. When requested, expenditure accounting should be reported to Sue Blair in the DOF/VPAA Office and may also be shared with the Director of Financial Planning and Budgeting.

C. Non-Tenure-Track Faculty Hires

Non-tenure-track faculty in renewable appointments, including Writers- and Artists-in-Residence as well as Instructors, are hired in a manner similar to tenure-line faculty (see above).

Non-tenure-track faculty on fixed-term contracts—sometimes called faculty in *contingent* appointments—are hired through the process outlined below. These fixed-term faculty members are an important teaching resource at the College, and a number of departments rely on them to deliver their academic program. Moreover, most departments, at one time or another, hire non-tenure-track faculty on fixed-term contracts to respond to departmental or programmatic need—i.e., to replace faculty on leave or on phased employment, or to respond to enrollment pressures. It is often the case that departments or programs decide to hire a temporary faculty member in an area not otherwise represented by the specialization of their permanent faculty; thus faculty in contingent appointments open opportunities to broaden and enrich departmental and/or program course offerings.

1. Making a Request for Additional Staffing via Fixed-Term Non-Tenure-Track Hire(s)

- a. The Office of the DOF will announce a deadline (late December or early January) for receipt of requests for supplementary (NTT) staffing for the following academic year. The need for such staffing may arise from enrollment pressures, prospective leaves, or an unforeseen vacancy of an existing line. The C/PD will need to make a case for each instance including:
 - Why the position is needed and how it will meet the requirements of the program
 - How the position will contribute to College priorities (e.g., interdisciplinary programs, goals of the Strategic Plan, delivery of Scribner Seminars by tenured and tenure-track faculty)
 - Enrollment trends

This procedure applies both to new hires and to any *new contracts* (sometimes called "extensions") deemed necessary for fixed-term NTT faculty already employed in the department/program. C/PDs may be asked to share their three-year plan with the ADOF to support these requests.

inclusive when all members participate to their full capacity in the spirited and sometimes challenging conversations that are at the center of the college's educational mission.

As a matter of policy, Skidmore College will work actively to increase the diversity of our community. We will address imbalances in both student and employee populations and meet our diversity-related objectives by recruiting the 88(c)10(r)-BT/F1

The table of "Lawful and Unlawful Pre-Employment Inquiries" includes questions compiled by the New York State Division of Human Rights and from *The Complete Academic Search Manual* (Vicker and Royer, 2006).

Note: This list is applicable to any job candidate. Subjects marked by an asterisk (**) refer to inquiries that are particularly relevant for searches for faculty and administrative professional positions.

After hiring, Human Resources can legally obtain the following:

- A birth certificate copy
- Marital status (married or single only)
- Proof of eligibility to work in the United States (as regulated by Federal Law)
- Photographs
- Results from physical examination and drug testing, if appropriate or required by position. These can be initiated once an offer is made with continuation of employment contingent upon a satisfactory result.
- Social Security card
- Background check, if appropriate, or required by position. Can be initiated once an

<i>Subject</i>	<i>Lawful Inquiries</i>	<i>Unlawful Inquiries</i>
Residence, Nationality	<ul style="list-style-type: none"> • Place of residence. • Length of residence in this city. • About foreign language skills (reading, speaking, and/or writing) if relevant to the job 	<ul style="list-style-type: none"> • Specific inquiries into foreign addresses that would indicate national origin or nationality of applicant. • Whether applicant owns or rents home. • Inquiry into applicant's lineage, ancestry, national origin, descent, parentage, or nationality. • Nationality of applicant's spouse or parents. • What is your native tongue?
Age**	<ul style="list-style-type: none"> • Can inquire if applicant meets minimum age requirements, or state that proof may be required upon hiring. • Are you 18 years of age or older? If not, state your age. 	<ul style="list-style-type: none"> • Cannot require that applicant state age/date of birth unless under 18. • Cannot require that applicant submit proof of age in the form of a birth certificate, naturalization papers, or baptismal record. • Any question that may tend to identify applicants over 40 years of age (e.g., what year did you graduate high school/college?). • How old are you? What is your date of birth? What are the ages of your children, if any?

Gender**

-



<i>Subject</i>	<i>Lawful Inquiries</i>	<i>Unlawful Inquires</i>
Relatives	<ul style="list-style-type: none"> • Name of applicant's relatives already employed by the college. 	<ul style="list-style-type: none"> • Names, addresses, ages, number or other information concerning applicant's spouse, children or other relatives not employed by the college.
Driver's License (if applicable)	<ul style="list-style-type: none"> • Do (if 	

G. Job Requisition Process for Faculty Appointments

This process should be followed for ALL hires. (Contact the DOF/VPAA Office (x5705) with any questions.)

1. Job Requisition and Advertisement

All requests for tenure-track, multi-year, and one-year appointments REQUIRE a job description and position justification approved by the ADOF for Diversity and Faculty Affairs BEFORE the Hiring Requisition process begins. (See above for tenure-track searches, which require advance approval of a Search Plan.) A Hiring Requisition must be completed for every new hire and every new contract.

- a. Before starting the Job Requisition, contact Debbie Peterson in the DOF/VPAA Office to obtain the correct position code for the position you are seeking to fill. For specific details on how to complete a Job Re

- b. If you are requesting that the search be waived, please indicate that in the Comments section of the Job Requisition. A waiver of a search must be approved by the DOF/VPAA Office and the Assistant Director for Employment, Compliance, and Workforce Diversity. Generally, a waiver is permissible only for continuing contracts.
- c. Advertising Considerations:
- Include a diversity statement to attract a diverse pool. The ADOF and/or the Assistant Director for Employment, Compliance, and Workforce Diversity can assist with language.
 - The C/PD and/or Search Committee should develop a list of appropriate publications that will carry the advertisement, considering especially those venues that are likely to attract a

IV. Retirement

Faculty or department staff generally retire at the end of a semester. While most choose to retire at the end of the spring semester, you may also have notification of a fall retirement. Any non-faculty members in your department may, of course, choose anytime of the year to retire.

In order to facilitate a successful transition to retirement, the following guidelines are recommended:

- Ask the faculty or staff member to submit her/his retirement notification in writing.
- Forward one copy to the DOF/VPAA Office and one copy to Human Resources.
- Encourage the faculty member or employee to discuss his/her benefits with Human Resources; an HR representative will guide her/him through the process of requesting retirement payments, social security, and any other eligible benefits.
- If the faculty member is retiring at the end of the spring semester, be aware that his/her last paycheck could be either in May or June; if it is at the end of fall semester, his/her last paycheck may be at the end of November or beginning of December. Human Resources will be able to indicate the actual date.

V.

2. Purchased from grant sources

In general, equipment purchased with funds from a sponsored project account becomes the property of the College when it is delivered. There are, however, some sponsored agreements under which the sponsor retains title to any equipment purchased with sponsor funds.

lawsuits, intellectual property disputes, sponsor inquiries and audits, and cases of research misconduct.

- c. When a faculty member who is a research PI on an externally funded grant terminates employment at the College, the institution and faculty member shall enter into an agreement over whether the faculty member may take the original data or a complete and exact copy of the data with them. If the faculty member takes the original data, a copy must be left at the College. In addition, the faculty member must agree to retain the original data for the required retention period (a period to be specified in the agreement) and to provide the College, as well as other individuals or entities having a compelling need, with access to the original data . A compelling need would primarily be related to the administrative adjudication of issues related to the research collaboration, lawsuits, intellectual property disputes, sponsor inquiries and audits, and cases of research misconduct in which access to the original data is not just preferred

- anticipated workload credits (to be utilized in making staffing requests)
- Managing the department/program budget(s) and requesting additional monies as needed via Capital Requests
 - Writing Annual Letters of Evaluation for faculty who require them (due 6/30 each year)
 - Writing the Triennial Report when scheduled
 - Overseeing assessment efforts and submitting the Annual Assessment Report to the Faculty Director of Assessment
 - Maintaining orderly department/program records and passing them to the next C/PD

PART TWO ~ REPORTS/ ASSESSMENT/ RECORDS

I. Guidelines for Department/Program Triennial Reports

Department/Program triennial reports are due to the DOF/VPAA Office by June 30. The report should contain a summary of:

- Opportunities and challenges facing the department or program
- Enrollment patterns and/or pressures and curricular concerns
- Efforts to support the Strategic Plan, as appropriate
- Curricular innovations - both proposed and those in progress
- Personnel changes and/or anticipated changes
- Collective professional accomplishments, service, and activities of faculty, including external grants awarded or

- Supporting faculty efforts to improve student learning in the program, such as building the courses or assignments that are likely to help students develop those characteristics and meet our high expectations.
- Supporting the writing and dissemination of assessment reports as appropriate.
- Submitting required assessment reports and any updates to the assessment plan to the Faculty Director of Assessment.

Assessment Methods – A Short Overview

Assessments may be carried out in many different ways, depending upon the depth of information and the nature of what is being assessed. The assessment methods may be categorized as either direct or indirect assessments.

1.

faculty member teaching the course is responsible for giving grades to students, other program faculty should be involved in evaluating the work of the students from an assessment perspective. A drawback to the capstone course is that it cannot hope to encapsulate everything that a student has learned, but assignments can be designed to elicit student work that does include much of what they have learned.

- d. Examinations or standardized tests external to the courses: Culminating examinations may be constructed by the faculty or purchased from national testing organizations (such as the ACT CAAP, ETS field exams, or the Missouri BASE).

III. External Reviews

A. Goals and Process

1. Based on the External Review schedule in this Handbook, each year the Office of the DOF/VPAA will notify those departments/programs/units scheduled for external review the following year. In the fall semester of the review year, the DOF/VPAA or ADOF will request a list of suggested members of external review panels, and a set of issues and mutual concerns to be addressed in the review. In preparing the list of suggested reviewers, chairs and directors should seek well-qualified individuals, preferably from institutions or programs similar to our own and, where possible, from the northeastern United States. Teams will normally consist of three individuals with diverse specializations. Team members will receive a modest honorarium. Following approval of the reviewers by the DOF/VPAA Office, C/PDs should promptly contact reviewers to invite them to participate and to set the dates for the visit; teams may visit at any convenient time during the year. Copies of the reviewers' CVs should be sent to the DOF/VPAA and the ADOF.
2. The self-study should be completed and sent to the DOF/VPAA and the ADOF for review at least four weeks prior to forwarding it to the external evaluators. Evaluators should receive the self-study no later than two weeks prior to their visit. The self-study should address the following areas or questions:

For Disciplinary Departments or Programs:

- What are the program's current strengths?
- What are the program's current weaknesses?
- A description and analysis of the program's curricular changes in the last three to five years.
- What changes in the program's curriculum are being proposed for the next year and/or are under consideration for the next three to five years?
- Where might some savings in spending be realized, or what resources might be reallocated? What would be the justification for allocation of

B. Review Timeline and Details

1. Beginning of the semester of the review:

- The DOF/VPAA approves the list of reviewers recommended by the department /program/unit.
- The Department Chair or Program/Unit Director contacts the DOF/VPAA Office to identify potential dates. Dates are determined by the availability of the DOF/VPAA and the ADOF.
- Once the reviewers have accepted the invitation to serve and the dates of the visit are determined, the DOF/VPAA Office will issue a letter to the reviewers stating the date, honoraria, and other information concerning their visit to Skidmore. The *Faculty Handbook*, course catalog, and other pertinent institutional information are also included with the above letter to reviewers.
- Each reviewer is responsible for making their own travel arrangements to and from Saratoga Springs, via airline, car rental, train, or by driving on their own. The Administrative Assistant in the department or program will handle lodging reservations at one of Skidmore's direct bill hotels. The AA will also arrange transportation to and from the airport or train station, if necessary, or the reviewer(s) may use Uber or Lyft. The AA will collect each reviewer's expense reports with original receipts and a completed W-9 that

IV. Retention of Files

The digital landscape has largely eliminated the prior space constraints that necessitated careful consideration of what to retain. Nonetheless, an *organized* approach to record-keeping is essential for the smooth operation of department/program business, and especially for enabling the retrieval of essential documents.

C/PDs are responsible for accurate record-keeping and should work with all constituencies—including administrative assistants and chairs of internal committees—to be sure that important records are retained and filed appropriately.

General Guidelines:

- Use a consistent electronic storage system (e.g., Box, Datastor) and make sure the appropriate individuals have access to it
- Discuss records retention with necessary stakeholders (chairs of committees, administrative assistant, etc.)
- Preserve confidentiality, especially of personnel and performance records
- Consider developing a statement of department/program record-retention practices to be shared with future C/PDs

Records to be retained include:

- Search materials (Search plans, job advertisements, etc.)
- Minutes (department meetings, committee meetings)
- Assessment documents
- Triennial Reports
- External Review materials
- Faculty Workload Tracking (workload credits, overloads, course releases)
- Course syllabi
- Final exams
- Personnel records (confidential)

V. Curricular Matters

The C/PD is charged with advancing, as needed, departmental conversation regarding curricular changes. The website for the [College Curriculum Committee](#) provides information on how and when proposed changes should be submitted, as well as guidelines on course caps and other resources. Questions may be addressed to the Chair of the CC and/or the ADOF for Student Academic Affairs.

General Considerations:

1. How does the proposed change affect the remainder of your program? How might it affect other departments and programs? How might the addition or deletion of a prerequisite affect current enrollment patterns in the course? Would the deletion of a course from your program prevent some students from completing

LIST OF APPENDICES

- APPENDIX A [ATC CALENDAR FOR 2021-22](#)
- APPENDIX B [PC CALENDAR FOR 2021-22](#)
- APPENDIX C [SKIDMORE COLLEGE TRAVEL & ENTERTAINMENT POLICY](#)
- APPENDIX D [MODEL PERSONNEL POLICIES](#)
- APPENDIX E [INDIVIDUAL FACULTY DEVELOPMENT PLAN](#)
- APPENDIX F [PEER OBSERVATION GUIDELINES](#)
- APPENDIX G [PEER VISITATION FEEDBACK RUBRIC](#)
- APPENDIX H [GUIDELINES FOR ASSEMBLING MATERIALS FOR TENURE](#)

