MODEL PERSONNEL POLICIES

The following document has been prepared by the DOF/VPAA office in collaboration with chairs and program directors; it codifies longstanding departmental and program practices that were not in writing, and clarifies other practices, particularly around non-tenure track faculty, in a manner that C/PDs may find helpful. The principles guiding the compilation of these policies include clarity, consistency, equity, and transparency. The document is intended as a possible template for departments and programs and is advisory in nature.

Departments and programs are urged to develop their own personnel policies and to make them readily available (with password access) online. Any such policies should, of course, accord with procedures in the *FHB*; they may supplement, though not supplant, *FHB* policy. The Office of the DOF/VPAA is happy to read through department/program policies in draft form to offer guidance and ensure *FHB* compliance.

I. General College Policies
II. Eligibility of Faculty to Participate in Personnel Processes
III. Tenure and Promotion Process for Pre-Tenure Faculty Instructors, Lecturers, and Teaching Professors
VIII. 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 mwlleewlenono2 (r)-3.u(l)tlll 5 (el7.n005 Tc -0.005D.6 (r)6ss i02

C. 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.

D. 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. The C/PD/PPCC also oversees any processes related to reappointment, new contracts, and/or promotion of non-tenure-track faculty.

E. Faculty will engage in regular developmental and evaluative classroom observations.

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

vii. During the fifth year, C/PD/PPCC will provide candidates with the mentoring and support to help them 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 with previous full-time teaching experience at other colleges and universities may count up to two years of prior service towards their tenure review. 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 be uploaded to theSpring. 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 both the candidates' external reviewers (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

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 may be 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/Vo

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ix. 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 Process for Tenured Faculty

A. Promotion to the rank of Associate Professor accompanies the granting of tenure. Consideration for promotion to the rank of full Professor is not based on years of service. Faculty may stand for promotion (either or both) and/or tenure at any time.

service goals and accomplishments that demonstrate a record of sustained, significant, and effective service to the college.

vi. Annual Reports for the past six years.

In addition to these documents, faculty may consider including:

i. 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.)

ii. 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).

iii. 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. These materials may include peer evaluations of teaching.

iv. 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.

C. 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 whiethe endidahe Tw 3.598 0 r5(by)Tj0.99 0 EMC /P

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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

e. The C/PD/PPCC forwards the candidate's file, a copy of the feedback provided to the candidate, and the recommendation regarding reappointment to the ADOF (with responsibilities for NTT personnel) by January 15.

f. The ADOF 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.

D. 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 sixth consecutive year (third contract), the process described in VI.B.i.a-e (abbreviated reappointment process) is observed.

VII. Promotion of AiRs, WiRs, and

D. *Process for Promotion*

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recommendation for promotion. This is submitted to the Office of the DOF/VPAA by the due date listed in the NTT Promotions Calendar (typically January 15).

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. Chairs and Committee members are also expected to participate in any Inclusive Hiring programming.

The following outlines the policy for forming departmental/program search committees.

B. *Tenure-Track, AiR, and WiR Searches*

i. Eligible faculty to serve on tenure-track, AiR, and WiR 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 facultyEm an co f 90 -2.

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 interdisciplinary full-time non-tenure track lines, the search committee should include representation from all involved Departments and/or Programs; the Chair of the committee will be agreed upon by the partnering units.

v. 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 asso0.9 (of)6.9 (T/1-2.6 (g)12.9 (n)12 (s)-2.3l7