Skidmore College

Faculty Development Opportunities Handbook

2020-2021

FACULTY DEVELOPMENT OPPORTUNITIES HANDBOOK
2020-2021
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NOTE:
All **Application** and **Final Report forms** can be found online at:
http://www.skidmore.edu/fdc/forms/index.php

OFFICE OF THE DEAN O

PHYLLIS A. ROTH

FACULTY DEVELOPMENT GRANTS

ABSOLUTE DEADLINES:
FALL ROUND CLOSING DATES: **Suspended for fall**

SPRING ROUND CLOSING DATES: **Friday, March 19, 2021**
    (for grant period of May 1 through December

11.	The FDC will advise recipients of awards via email.

12.	Deliberations of the FDC are strictly confidential and decisions on awards are not to be discussed with individual committee members. All inquiries regarding awards shall be addressed to the chairperson. Awards will be made for two overlapping periods: December 15 through August 31 and May 1 through December 31.

CRITERIA FOR EVALUATION OF GRANT APPLICATIONS/PROPOSALS

In making awards, the FDC will first consider the excellence of the faculty development proposals. When proposals are comparably meritorious, and when there are insufficient funds to support all meritorious proposals, the FDC will award grants on the basis of the following criteria:

1.	Proposals will be assessed on their merit. A proposal for scholarly research or creative work will be evaluated relative to the contribution that the project may make to its respective field. In certain instances consultants may be requested for expert advice. When requests include support for travel to advance collaborative work (whether for the Skidmore faculty member or for a collaborator from another institution), specific information about the ways in which this travel will advance the scholarly research or creative work needs to be fully specified.

2.	Full-time faculty holding tenure-track positions will be given preference; full-time continuing and temporary faculty will be given second preference. Applications from part-time continuing and temporary faculty will also be considered if funding allows.

3.	Proposals from faculty who have not recently received research grants will be considered more favorably than faculty who have recently been granted faculty research money.

4.	Applications from faculty who have, in the past, used grant money effectively for the pursuit of scholarly or creative work will be considered in a more favorable light than applications from those who have received grants but who have not yet productively employed them.

5.	Applications from faculty who have not filed completed final narrative reports and expense forms on the use of previous grants awarded by the FDC will not be considered.

6.	Applications from faculty who will not be under employment contract to Skidmore during the whole of the grant period will not be considered.

Faculty development grants are designed to help faculty begin new projects, to help faculty enhance existing work in pedagogy and/or scholarship, or for seed money to finance application for external grants. Awards for proposals can range from very modest sums (less than $100) to support a highly specific limited need to $1,800 to support a more comprehensive design of study and work. Faculty should understand that limits to resources and the wish of the Committee to provide funds for the largest possible number of deserving proposals make it unlikely that proposals requesting more than $1,800 will be supported beyond that limit. **The decision to provide partial support (up to $1,800) of proposals requesting more than $1,800 will be influenced by evidence that such support will indeed help launch the related projects and that faculty can and will find the additional funds needed to finance the work they propose.**

FORM: ONLINE SKIDMORE FACULTY DEVELOPMENT GRANT APPLICATIO

EMERITUS FACULTY DEVELOPMENT GRANTS

DEADLINES:
FALL ROUND CLOSING DATES: **Suspended for fall**

SPRING ROUND CLOSING DATES: **Friday, April 16, 2021**
(for grant period of June 1 through November 15)

activity-policy.php) and the Standards of Business Conduct Policy (https://www.skidmore.edu/dof-vpaa/policies_guidelines/Standards-of-Business-Conduct.pdf).

11. The FDC will advise recipients of awards via email.

12. Deliberations of the FDC are strictly confidential and decisions on awards are not to be discussed with individual committee members. All inquiries regarding awards shall be addressed to the chairperson.

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KRESS FAMILY CREATIVE PEDAGOGY GRANT

DEADLINE: Friday, March 19, 2021 (for grant period of June 1 through May 31)

The Kress Family Fund for Creative Pedagogy, established by the colleagues, students, friends, and family of Susan Kress, will support an annual award of $2,000 to a faculty member who proposes a new teaching venture. As long as student engagement, creativity, and curiosity are central to the proposed enterprise, teaching is to be construed broadly here and need not be restricted to a proposal for a course. The award may support a wide variety of pedagogical practices, including technological trials, case studies, experiential learning, field work or trips, workshops, team teaching, interdisciplinary learning, student research and publications—and others yet to be imagined. The award is intended to encourage the taking of risks and to serve as both an incentive and a reward. It is hoped that the award winner will be sustained by discussions of pedagogy across the College hosted by the Director of the Center for Leadership, Teaching, and Learning and will share with the community, in some appropriate form, the pedagogical experience as well as the assessment of its success in promoting student engagement and learning.

Any Skidmore faculty member, whether on or off the tenure track, may apply for this award, and the application may also be submitted in conjunction with an application for a faculty development award. The Faculty Development Committee will oversee the application process and make the annual selection with the assistance of the Associate Dean of the Faculty.

GUIDELINES & PROCEDURES

1. Faculty may apply only for this award or may apply for this award in conjunction with an application for a faculty development award.

2. Faculty members may also apply for this award as individuals or share it as members of a collaborative team; collaborators may also come from other institutions.

3. The award may be treated as a taxable stipend or may fund expenses in support of the applicant's pedagogical agenda. If expenses are submitted, all **financial documentation** and **itemized receipts** need to be submitted by the end of the grant period to the Office of the DOF/VPAA. The **final narrative report** should be submitted to the Office of the DOF/VPAA within one month of the end of the grant period.

4. Requests for equipment and special materials not ordinarily covered by grants from the Committee should be directed to the appropriate academic chair, program director, and/or the Office of the DOF/VPAA. Proposals for expensive scientific equipment, for example, are better directed to the chair of the department and Office of the DOF/VPAA

9. Any equipment purchased under the approved research grant will remain the property of the College.

10. Projects funded by the FDC are not intended for personal financial gain. Should financial gain (profit) be realized, faculty members are strongly encouraged to reimburse the College for the costs of the profitable enterprise it has supported.

11. Although projects funded by the FDC are not intended for hiring student assistants, this award may be used to hire student assistants who will both aid in, and benefit from, the faculty member's proposed pedagogical initiative.

12. Proposals that involve human subjects or the use of human tissues are subject to the requirements of the College's Institutional Review Board (IRB) (IRB guidelines, FAQs and forms are available at http://www.skidmore.edu/irb/). Proposals that involve the use of vertebrate animals are subject to the requirements of the College's Institutional Animal Care and Use Committee (IACUC). IACUC guidelines and forms are available by contacting the IACUC chair. IRB and IACUC approvals are not a prerequisite to submitting a Faculty Development Grant but are required prior to the commencement of the research.

13. The FDC will advise recipients of awards via email.

14. Deliberations of the FDC are strictly confidential and decisions on awards are not to be discussed with individual committee members. All inquiries regarding awards shall be addressed to the chairperson.

CRITERIA FOR EVALUATION OF GRANT APPLICATIONS/PROPOSALS

In making this award, the FDC will first consider the excellence of the faculty proposal. When proposals
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6. Only when other things are equal should priority be given to seniority in academic rank or length of service at Skidmore.

FORM: ONLINE EDWIN M. MOSELEY FACULTY LECTURESHIP NOMINATION

3. *Procedures*

    a.

4.

C. FULL-YEAR SABBATICAL ENHANCEMENT AWARD

CLOSING DATE: October 30, 2020

The Faculty Development Committee will offer a limited number of awards to support full-year sabbatical/pre-tenure leaves at 60 percent of salary.   Full-Year Sabbatical Enhancement Awards provide compensation beyond the Sabbatical Stipend provided by the DOF/VPAA's office for all sabbaticals.   Facu-

FACULTY INITIATIVE GRANTS

The Skidmore College Faculty Initiative Grant Program was established to encourage significant scholarly,
curricular, and pedagogicalffortsy7.4 (o)-8.1 (n)0.9 (d)]TJ-0215 Tc 1004 Tw9.54254 0 Td (w1n)0.9h(t)-0.2 (a7019 (t9-7.6

THE RALPH A. CIANCIO AWARD FOR EXCELLENCE IN TEACHING
CLOSING DATE: Friday, February 19, 2021

The Ralph A. Ciancio Award was established in 2000 in honor of this distinguished faculty member in the English Department of Skidmore College. This annual award recognizes a faculty member at Skidmore College for excellence in teaching. The FDC welcomes nominations and will evaluate the qualifications of nominees on the basis of criteria such as teaching rigor, effectiveness, motivation, knowledge of subject matter, and overall dynamism. Nominees must have at least five years of teaching experience at Skidmore College. Though recipients of this award should be selected primarily on the basis of individual merits, consideration may also be given to 'fair distribution' issues. These include the desire for diversity of discipline, gender, and ethnic background.

Past recipients include:

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As you report the qualifications of the candidate, please speak to the following:

1. cite evidence that demonstrates the nominee's excellence in teaching according to the guidelines set forth in the Skidmore *Faculty Handbook* ("Evaluative Criteria for Continued Service");

2. r

FACULTY STUDENT SUMMER RESEARCH PROGRAM
SUMMER 2021
CLOSING DATE: <u>Friday, January 29, 2021</u>

PROGRAM

The Faculty Student Summer Research Program is a competitive grant program, initially funded in part by the W. M. Keck Foundation. The Program enables Skidmore faculty and students to engage in significant projects over 10- or 5-week periods during the summer. The project should be closely related to the faculty member's curricular, pedagogical, scholarly, or creative interests and should be planned and executed by the student and faculty member working together. Projects should ensure good student learning outcomes.

Projects:
- May be collaborative but could also include other kinds of mentoring experiences
- May advance the research agenda of the faculty member
- May be student-initiated

The project should be defined in such a way as to permit completion of a substantial portion of the project by the end of the research period. Participants in this summer research program are expected to work from campus for the duration of the program. However, if remote off-site work is required, a project may involve time spent at another location (e.g., as part of field work for data collection purposes). In this case, the proposal must include a rationale for this special request.

Faculty-student partners on each project will give an oral report on the planned project, explaining goals and methods, early in the period; and submit a final report, demonstration, poster, exhibition, or other appropriate activity on progress and achievements at the close. If the project involves time spent at another site(s), participants are required to attend the opening and closing summer sessions.

AWARDS

1. Faculty may submit as many as two proposals. Proposals may include up to two student collaborators. In exceptional cases, faculty may request more than two students, but the project rationale should clearly articulate the necessity for more students and the role each student will play in the project.

2. Each faculty participant will receive one stipend (depending on the number of project weeks), up to $3,000 maximum. Faculty supervising a 10-week Schupf Scholar project will receive a stipend of $3,000; Faculty supervising a Faculty Student Summer Research Project will receive a stipend of $2,000 for a 10-week project or $1,000 for a 5-week project. Faculty supervising more than one Schupf Scholar project and/or supervising one or more projects under the Faculty Student Summer

4. Faculty may apply for funds to purchase supplies and equipment of modest cost (not more than $750 for a 10-week program or $650 for a 5-week program). Faculty may also request funds (e.g., ad hoc, travel to read) to pay for the costs of travel to conferences where faculty/student teams will report the results of their research or further costs of printed publication. The FDC budget for such costs is limited, and faculty are urged to use departmental funds as well to help pay for their costs. Students may request support from Student Opportunity Funds.

APPLICATION PROCEDURE

Faculty Student Summer Research Awards are highly competitive and funding is limited. Faculty and students wishing to participate in the Faculty Student Summer Research Program should submit an application to the Office of the DOF/VPAA by Friday, January 29,2021. The FDC will communicate its recommendations for funded proposals to faculty sponsors before Friday, February 26, 2021. Faculty sponsors will then notify student collaborators of the FDC's recommendations for funding of their project

a prerequisite to submitting a Faculty Student Summer Research Grant but are required prior to the commencement of the research.

FORM (Word): FACULTY STUDENT SUMMER RESEARCH PROPOSAL – APPLICATION COVER PAGE

The Cover Page must be attached to materials submitted by both the student and the faculty member.

CRITERIA FOR SELECTION

1. These are highly competitive awards and funding is limited. Each proposal will be judged on the merits of the project, its feasibility, the clarity of presentation, and the nature of student learning.

2. Projects which have the potential for generating continuing work of an intellectually stimulating nature after the grant period has ended will be favored.

3. Where proposals are equivalent in merit, selection of proposals will favor distribution of grants across the largest possible number of disciplines.

4. Where proposals are equivalent in merit, projects that support diversity and inclusion either in subject matter or participating personnel will be favored.

5. Only proposals from faculty who will return to the College for the following academic year will be considered.

6. Only under exceptional circumstances where all other meritorious proposals have been funded will students who have graduated prior to the start date of the summer research collaborative grant period be considered.

7. This program is available only to those faculty and students who apply to the FDC.

8. Projects will be selected by the Associate Dean of the Faculty following recommendation by the FDC.

CONDITIONS

1. Other summer commitments that either the student or the faculty member may have must not interfere with the demands of this program. Please note that during the grant period students may not enroll in summer school since they are expected to commit to the project a minimum of 35 – 40

5. All **financial documentation and itemized receipts** need to be submitted to the Office of the DOF/VPAA by the end of the summer program.

6. All materials and/or equipment purchased with the aid of grant funding become the property of Skidmore College when the funded project is completed.

7. A **FINAL REPORT is required from both the student and the faculty member**. Presentation at the Final Meeting will constitute the Final Report. However, if a final presentation is not made at the Final Meeting, a written Final Report must be submitted by both the student and the faculty member to the Office of the Dean of the Faculty and Vice President for Academic Affairs by **September 15** immediately following the summer the research project occurred. Failure to file a final report may result in advances being treated as taxable income and will disqualify participants from future grant opportunities. **The Final Report, submitted online, will consist of the following**:

    1. An itemized expense form and receipts for expenditures that supported the work of the project.

    2. A brief written summary of the research completed during the grant period.

FORM: FACULTY STUDENT SUMMER RESEARCH PROGRAM – Final Reports
DUE: September 15, 2021

ONLINE <u>FACULTY</u> FINAL REPORT:
http://www.skidmore.edu/fdc/faculty_student_summer_research/summer-research-faculty-final-report.php

ONLINE <u>STUDENT</u> FINAL REPORT:
http://www.skidmore.edu/fdc/faculty_student_summer_research/summer-research-student-final-report.php

SCHUPF SCHOLAR PROGRAM
SUMMER 2021

CLOSING DATE: Friday, January 29, 2021

<u>PROGRAM</u>

The Schupf Scholar Program will provide funding for Skidmore students to undertake science research, in collaboration with a faculty member, during the summer following the students' first or second year on campus and through the following academic year. All freshman and sophomore students will be eligible to apply to the program, but selection will be competitive, with applications evaluated by the FDC. Applications will be judged on the potential of the student to undertake a successful collaborative research project, his/her success in finding a faculty partner, and the scientific merit of the project itself.

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AWARDS

1. Each faculty participant will receive one stipend (depending on the number of project weeks), up to $3,000 maximum. Faculty supervising a 10-week Schupf Scholar project will receive a stipend of $3,000. Faculty supervising more than one Schupf Scholar project and/or supervising one or more projects under the Faculty Student Summer Research Program will only be paid one stipend.

2. Each student participant will be paid $3,500 and receive free room and board on Skidmore's campus for the duration of the ten-week summer portion of the program. Because the program emphasizes the sharing of ideas and experiences, students are strongly urged to live on campus. In exceptional circumstances, students may be granted permission by the Associate Dean of the Faculty to live off campus (in such cases the students will have to provide for their own housing). Whether living on or off campus, students are expected to participate in all Faculty/Student Research group activities.

3. It is expected that Schupf Scholars will present their work externally via publication and/or conference presentation. Therefore, Schupf Scholars will have access to a Research/Travel budget of $2,500. This budget may cover research supplies for the summer program and for the following academic year. In addition to research supplies, Schupf Scholars are eligible to use the funds to pay conference registrations as well as travel to research-related conferences. This budget is to be used by the student, up to the time of his/her graduation from Skidmore, for travel to conferences relevant to his/her work.

APPLICATION PROCEDURE

The Schupf Scholar Program is highly competitive and funding is limited. Faculty/Student teams wishing to participate in the Schupf Scholar Program should submit an application to the Office of the DOF/VPAA by January 29, 2021. The FDC will communicate its selection of funded proposals to all applicants prior to spring break. The application should consist of the following clearly marked components:

1. the names of the student and faculty team members. Indicate if either has participated in the Faculty Student Summer Research Program before, and if so, when;

2. the title of the project;

3. a description of the project (500 words maximum) written in a fashion comprehensible to non-specialists;

4. a statement written by the faculty member providing a description of the working relationship with the student and how the experience benefits the student's educational, professional, and/or creative goals;

5. a statement written by the student providing a description of the working relationship with the faculty member and how the experience benefits his/her educational, professional, and/or creative goals;

6. a statement of the goals, proposed activities, and format of the final outcome (e.g., journal article, exnl, l7.2 (ex)b8.2 (n)0.8 (a)-8trde (9.2 ( )fae 0 Td([-12.2 (n)2 (e)-11.8 (be)-1216.8 (e-8.2 (po)-8-8.1 (n)04.6

9. Proposals that involve human subjects or the use of human tissues are subject to the requirements of the College's Institutional Review Board (IRB). IRB guidelines, FAQs, and forms are available at: http://www.skidmore.edu/irb . Proposals that involve the use of vertebrate animals are subject to the requirements of the College's Institutional Animal Care and Use Committee (IACUC). IACUC guidelines and forms are available by contacting the IACUC Chair. IRB and IACUC approvals are not a prerequisite to submitting a Schupf Scholar proposal but are required prior to the commencement of the research.

FORM (Word):   SCHU: teb: O(rm6 or

4. All **financial documentation and itemized receipts** for the summer portion of the program need to be submitted to the Office of DOF/VPAA by the end of the summer program. All additional program expenses need to be submitted to the Office of the DOF/VPAA by May 15.

5. A **FINAL REPORT is required from both the student and the faculty member.** Presentation at the Final Meeting will constitute the Final Report. However, if a final presentation is not made at the Final Meeting, a written Final Report must be submitted by both the student and the faculty member to the Office of the Dean of the Faculty and Vice President for Academic Affairs by **September 15** immediately following the summer the research project occurred. Failure to file a final report may result in advances being treated as taxable income a bM1aae a fa

OFFICE OF THE DEAN OF THE FACULTY/VICE PRESIDENT FOR ACADEMIC AFFAIRS

INTRODUCTION

Contacts for the Office of the Dean of the Faculty and Vice President for Academic Affairs: Michael T. Orr (Dean of the Faculty and Vice President for Academic Affairs), Janet Casey (Associate Dean of the Faculty for Diversity and Faculty Affairs), and Mary Hoehn (Director of Sponsored Research).

TRAVEL-TO-READ & TRAVEL-TO-REPRESENT PROGRAMS

Skidmore College's support for professional travel is an invaluable component of its commitment to faculty development and one of which faculty should take advantage. Its resources are limited, however, and require responsible action. Reimbursement for travel to speak at another college or university should normally be provided by the host institution, just as Skidmore usually covers expenses of those who Skidmore hosts. The Office of the DOF/VPAA will, of course, be attentive to rationales provided by applicants for aid.

Increased faculty requests (sometimes multiple requests) for support and the

Remember that you must make your own travel arrangements following the Skidmore College Travel and Entertainment Policies.

Faculty members are responsible for completing and submitting an Expense Report Form, accompanied by receipts for meals, lodging, transportation, and other applicable expenses in order to account for funds received in advance or to be reimbursed. They should include the costs of airline or train tickets, even if they had been ordered in advance, and submit the original copy of the receipt for such tickets. They should complete the expense report within 30 days of the trip.

AD HOC FUNDS PROGRAM

Faculty may apply to the Office of the DOF/VPAA for support from Ad Hoc Funds Program. These funds help to support faculty with a one-semester or full-year sabbatical leave; special research, creative or performance opportunities; ideas for curriculum innovations; and other needs which fall beyond the boundaries of programs administered by the FDC.

FORM: ONLINE AD HOC FUNDS APPLICATION
https://www.skidmore.edu/dof-vpaa/forms/ad-hoc/ad-hoc-grant-application.php

NOTES ON PREPARING PROPOSALS FOR EXTERNAL FUNDING

INTRODUCTION

At Skidmore College, faculty and academic departments are encouraged to seek external funding to support individual and institutional research and other sponsored program activities including infrastructural and curricular development, training, and service programs. Sponsors can be state or federal agencies, foundations, nonprofit groups or private sector entities.

External support contributes to the development of an expanded resource base for the College, enhances institutional and individual recognition, and is a critical component to enhanced faculty/student intellectual development and advancement. Proposals can be individually initiated, part of a departmental, interdisciplinary, or inter-institutional collaboration or the result of an institutional initiative.

WHO TO CONTACT

The Sponsored Research Office (SRO), a division of the Office of the DOF/VPAA, is a service unit that assists college faculty, staff and students in their research and creative endeavors. The SRO is responsible for coordinating and stimulating research and creative activity at Skidmore College for individually or collaboratively initiated research and other sponsored program activities. **Contact Person: Mary Hoehn, Director of Sponsored Research, 436 Palamountain Hall, ext. 5178,** mhoehn@skidmore.edu.

SRO staff provides assistance with the identification of funding sources, processing of proposals, including administrative review and sign-off, and negotiation of external award agreements in conjunction with other institutional administrative units as applicable. Assistance with the development of the proposal narrative and budget is also provided. SRO's post-award responsibilities include fiscal management but not fiscal reporting. The SRO also provides administrative support for the IRB and IACUC.

The Office of Foundation and Corporate Relations assists with proposals that exhibit institutional emphasis such as support for infrastructural and curricular development, training, and service

- What do you want to do?
- How will you do it - methods that will achieve the objectives?
- How will you know it works – means of assessing the outcome?
- How will others find out about the project and its results?
- Is there a need to continue the work after completion of the project?
- How will your project, when completed, impact others - what are the broader implications of the proposed project?
- What are the specific costs, space and personnel requirements?

It is important to discuss your proposed project with your colleagues, department chair, and DOF/VPAA as you refine the proposal. SRO personnel are available to review and critique your proposal as time allows. Internal peer review of proposals prior to submission is highly recommended.

If you anticipate that a financial obligation or additional space not already allocated to you will be required from the College as part of your request for funding, the DOF/VPAAD

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SKIDMORE COLLEGE ~ POLICY FOR EXTERNAL INSTITUTIONAL GRANTS

This information is meant to complement the preceding "Notes on Preparing Proposals for External Funding" and key material on sponsored research and faculty-originated institutional grants that may be found on the Office of Sponsored Research and the Foundation and Corporate Relations web sites (http://www.skidmore.edu/sponsored_research/ and http://www.skidmore.edu/foundations/). In particular, "Notes on Preparing Proposals for External Funding" contains specific information about idea development and proposal preparation. The focus here is more general, and pertains mainly to institutional grants that arise as a result of RFPs (requests for proposals) or as initiatives of the president, vice presidents, or deans, although it relates as well to faculty-originated grants with a departmental or institutional focus.

INTRODUCTION

The College seeks external funding, particularly from foundations, to advance key institutional priorities. Institutional grants can encourage, respond to, and reward faculty creativity and initiative. Also, by virtue of their resources, both financial and scholarly, leading foundations are engaged in important conversations about the direction of higher education in America. Foundations seek partners in these conversations, and, consistent with our standing as a leading liberal arts institution, Skidmore strives to be a valued partner. Engagement with key foundations often leads to more grant opportunities as well as increased visibility and prestige for the College and for the individuals involved in the conversations.

The only way we can achieve these goals, however, is by demonstrating to foundations that we are an institution where creativity, innovation, and pedagogical and scholarly achievement thrive. We make educational leaders/foundation personnel sit up and take notice mainly by proposing compelling funding ideas and by implementing funded programs effectively. If we are not demonstrating creativity and innovation, either through our implementation of grants or by not applying for certain grants in the first place, we lose in two key ways. We lose our place at the table, so to speak—the opportunity to be on "A-lists" of colleges that receive important RFPs, and to be part of important national higher education conversations. Another consequence of not applying for, or not getting, grants is that we fall behind our peers in terms of innovation, with the attendant drop in reputation.

To summarize, then, it is vitally important to the College's academic standing that we continue to apply, both proactively (via initiating conversations about good ideas) and reactively (via RFPs), for key foundation (and to a lesser extent, corporate) grants, and that we implement those grants masterfully. One implication of this conclusion is that faculty members, as the essential locus of Skidmore's pedagogical and scholarly creativity, must be willing to propose, help develop, and implement creative funding ideas based on, and with an eye toward advancing, best practices in a national context.

FRAMEWORK

Funding ideas may come from within the institution, or foundations may invite proposals (RFPs) for particular projects. The appropriate Dean, in consultation with the President and others, makes the initial determination whether to pursue a funding idea or an RFP. Following this initial determination, an ad-hoc committee is formed, consisting of representatives from the appropriate administrative offices and faculty departments/programs, to develop the project (and the proposal). The Assistant Vice President for Financial Planning and Auxiliary is always kept in the loop and has important input regarding budget considerations.

ADDITIONAL FACULTY OPPORTUNITIES THROUGH OFF-CAMPUS STUDY & EXCHANGES

Details about each of these programs and the proposal process and deadlines are available on the Office of Off-Campus Study & Exchanges (OCSE) Web site: http://www.skidmore.edu/ocse/. Proposals and applications should 5 ((i)-7)-8.1Oom (t)37.6 (i)-7.1 (t)-4.6 (t)-4.ed9 (t)-4.o (f)]TJ0 Tc 0 TTw 0.692 0 Td( )Tw 0.289 0 .6 ( )Tj

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