

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 compliance.

- I. General College Policies
- II. Eligibility of Faculty to Participate in Personnel Processes
- III.

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- 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 candidate 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 review 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 the Spring. Candidates should consult the [Guidelines for Assembling Materials for Tenure Review](#) (al) uploaded to iec -0.034 (uni)-4.69

with letters from individual eligible faculty, external letter writers, internal letters, and any other Department solicited/unsolicited letters (e.g., letters from tenure track faculty).

- 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 TT personnel) 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 and Internal Letters Tenure

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 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 desired 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 for reaching 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 or 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 will 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 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 23 internal letter writers may be chosen by the candidate in consultation with the C/PD/PPCC that address the candidates' ~~service~~ 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.

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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 ii/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 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.
- D. 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 validation 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.

- F. Letters from individual members of the Department and any outside evaluators that should be included in the promotio

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D. Process for Promotion

- i. By the second Friday in September on the date indicated in the NTT Promotions Calendar eligible non-TT faculty members who wish to stand for promotion notify the ADOF (with responsibility for NTT personnel) of their intentions in writing, with copy to the Chair/Director of the candidate's department/program. This deadline may not be extended.
- ii. Each candidate who has notified the ADOF of their intent to stand for promotion is sent a written cten not-11.2 (of)6.s6/Ei a not-11.2 (on)10.9 (t)- fo5(e)14.2 ()JTJ -0.0045 (pr)- to fco cte cte

- iii. Eligible faculty to serve on non-tenure track searches include non-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 associated with the open position (e.g, smaller committees for 1 year positions and larger committees for 2 year positions).

Rev. 8/2021