

ARTICLE XXIV – OBSERVATIONS, EVALUATIONS, AND PROMOTION

Section 1. Observations

A. Observations for Full-Time Unit Members on Terminal Appointments

Full-time unit members on a terminal appointment, as defined in Article XXIII of this Agreement, may request a Developmental Observation once during each academic year of their appointment with the College. If requested, the unit member shall propose, in consultation with their Chair, Program Director or Program Personnel Committee Chair (C/PD/PPCC), a developmental observation plan that includes the identity of the observer and the unit members' goals for the observation. Developmental Observations may be conducted by the unit member's Chair, Program Director, Program Personnel Committee Chair or another faculty member designated by the member's Chair or Program Director in consultation with the unit member. Developmental observations are used primarily to promote the professional growth of unit members.

Following a Developmental Observation, the observer will prepare, in consultation with the unit member, a letter noting the unit member's pedagogical abilities, classroom performance, disciplinary expertise, and scholarly strengths, to be shared with the unit member for the purpose of their professional growth. The Developmental Observation letter or portions of it may be used in future applications for employment, Annual Faculty Success reports, reappointment at Skidmore, and/or other professional applications, at the unit member's discretion. Developmental Observations that are used in lieu of an Evaluative Observation will be considered by the College for the purposes of reappointment.

For full-time unit members on a terminal appointment, the College will conduct an Evaluative Observation at least one semester before an additional contract is awarded or a unit member's position is considered for conversion to a renewable appointment. The unit member may elect to use their Developmental Observation(s) in lieu of an Evaluative Observation for the purposes of reappointment consideration. Evaluative Observations will follow the same procedure as set forth below in Section 1(B) for full-time unit members on renewable appointments.

B. Observations for Full-Time Unit Members on Renewable Appointments

Full-time unit members on renewable appointments, as defined in Article XXIII of this Agreement, will receive an Evaluative Observation once per year for their first three years of employment, then once more every three years. Unit members standing for promotion shall receive an Evaluative Observation at least once in the three (3) years prior to their promotion application. Evaluative Observations shall be performed by the unit member's Chair, Program Director, or Program Personnel Committee Chair or another faculty member designated by the member's Chair or Program Director in consultation with the unit member. The process shall consist of three components:

1. A pre-observation discussion between the unit member and the observer of learning objectives, class dynamics and any other relevant topics;
2. The observation of one class session of at least 50 minutes in length and completion of the Class Observation Rubric (see Appendix 1).

3. A post-observation meeting to discuss the observed class. During this meeting, the observer will share the completed Class Observation Rubric and any additional feedback from the session, and the observed unit member will have the opportunity to respond. A unit member may submit a written response to the observer to be appended to the Class Observation Rubric.

Full time unit members on renewable appointments may request an additional evaluative observation; such requests shall not be unreasonably denied. However, in documenting and evaluating the bargaining unit member's teaching, the C/PD may take into consideration both observed sessions.

Full-time unit members on renewable appointments may also request one Developmental Observation a year from their C/PD/PPCC or other members of their department; such requests shall not be unreasonably denied. Developmental Observations shall follow the procedures outlined in Section 1A. Unit members may submit Developmental Observation materials to their portfolios for reappointment and promotion consideration at the unit member's discretion. Developmental Observation letters may also be used by unit members in future applications for employment and/or other professional applications at the unit member's discretion.

C. Observations for Part-Time Unit Members

Part-time unit members will be subject to one Evaluative Observation, as provided for above in Section 1B, during their first two semesters of employment. Part-time unit members may request one additional Developmental Observation per academic year, as provided for above in Section 1A. Such requests shall not be unreasonably denied.

D. Observations for Librarians

For Librarians, a one-time library session for a course may be used for an Evaluative Observation, pursuant to Section 1 of this Article. For one-time library sessions, use of the class observation rubric is optional. If a Librarian does not teach a library session or course during an academic year, an Evaluative Observation for that year will not be required.

E. Observations for Music Performance Unit Members

For music performance unit members, a class, individual lesson, or group lesson, or rehearsal may be used as a suitable class observation session.

F. Other Observations

Nothing in this section precludes a unit member's C/PD from conducting additional Evaluative Observations to determine teaching effectiveness. The C/PD will work with the unit member to coordinate any additional observations outside of the cycle described above.

Section 2. Reappointment and Promotion Processes

A. Reappointment for Full-Time Unit Members on Renewable Appointments and Promotion to the Second and Third Ranks

i. In the fall semester of the candidate's third (3rd) and sixth (6th) years in the Assistant and Associate ranks, and whenever a candidate elects to put themselves up for promotion to the second or third rank in accordance with this Article, the candidate will be provided with an ePortfolio course shell in the Spring. The candidate will update their ePortfolio consisting of Watermark Faculty Success reports (or the analogous annual reports) from the relevant academic years. **Candidates' Watermark Faculty Success reports (or the analogous annual reports) should address the criteria for evaluation and promotion described in Section 10, below.**

A candidate may put themselves up for promotion to the second tier in any year following their 6th year in the Assistant Tier rank and to the third tier in any year following their sixth (6th) year in the Associate Tier rank. The promotional review does not have to be in conjunction with a review for contract renewal. If a candidate wants to go through promotional review, they shall notify the Associate Dean of the Faculty for Diversity and Faculty Affairs (ADOF) in writing by the end of the first week of September. The ADOF will confirm receipt of this intent in writing within five (5) working days.

ii. On or before September 30th of the relevant year of employment, the candidate will arrange for fall semester teaching observation(s). Observations should be scheduled before December 2nd or when the evaluative committee meets to share their assessment with the C/PD/PPCC, whichever comes first.

iv. On or before October 1st of the relevant year of employment, the candidate will submit an ePortfolio containing materials documenting the relevant criteria for promotion and/or reappointment, as noted in **section 12**. Candidates are responsible for arranging access to their electronic files by eligible department/program members. Guidelines are provided in the document, "Procedures for Creation and Maintenance of Electronic Portfolios."

v. Prior to the end of the fall semester of the relevant year of employment, eligible members of the department will share with the C/PD their assessments of the candidate's file as it relates to the evaluative criteria for promotion and/or reappointment, **described in section 12**. This may be done either through the submission of individual letters to the C/PD or through a collective meeting in which the candidate is not present.

vi. On or before January 10th of the relevant year of employment, C/PD/PPCC will submit the recommendation regarding reappointment to the ADOF. This takes the form of a consensus letter that summarizes: (1) the department's or program's overall recommendation whether to reappoint the unit member; and (2) the evidence supporting the recommendation. The letter will also explain any internal personnel procedures that guided the review process. The candidate's file will be copied for the ADOF by a designated staff person in LEDS. The consensus letter may take the place of the annual letter of evaluation described in Section 1(A).

vii. On or before March 15th of the relevant year of employment, the ADOF will make a recommendation to the DOF/VPAA and will inform the candidate and C/PD/PPCC of the DOF/VPAA's reappointment decision.

viii. If the unit member is standing for reappointment and is not reappointed, they will be issued a one-year terminal appointment for the academic year for the following year. **If the unit member**

is standing for promotion and is not promoted, they shall continue on their current contract and may put themselves up for promotion after 3 years.

B. Reappointment for Full-Time Unit Members on the Third Renewable Tier

i. In the fall semester of the final year of the candidate's appointment, the candidate will update their ePortfolio with the applicable Watermark Faculty Success reports (or the analogous annual reports) and an updated CV.

ii. On or before September 15th of the relevant year of employment, the candidate will submit their updated ePortfolio. Candidates are responsible for arranging access to their electronic files by eligible department/program members. Guidelines are provided in the document, "[Procedures for Creation and Maintenance of Electronic Portfolios](#)."

iii. On or before October 1st the C/PD/PPCC will review the updated ePortfolio and express to the candidate their recommendation for reappointment. The C/PD/PPCC may consult with other eligible department members, as defined in Section 10, via email or in a meeting during this review.

iv. If the C/PD/PPCC elects not to recommend a candidate for reappointment, a full review will then take place following the same steps outlined in Section 2A of this Article, on an expedited timeline. Deadlines for the expedited procedure shall be mutually determined by the unit member and the C/PD/PPCC, but should be completed by the end of the fall semester. At that point, the C/PD/PPCC will submit their recommendation to the ADOF.

v. If the C/PD/PPCC elects to recommend a candidate for reappointment, on or before January 10th of the relevant year of employment, C/PD/PPCC will submit the recommendation regarding reappointment to the ADOF. This takes the form of a letter that summarizes: (1) the overall recommendation whether to reappoint the unit member; and (2) the evidence supporting the recommendation. The letter will also explain any internal personnel procedures that guided the review process.

vi. On or before March 15th of the relevant year of employment, the ADOF will make a recommendation to the DOF/VPAA and will inform the candidate and C/PD/PPCC of the reappointment decision.

vii. If the non-librarian candidate is not reappointed, they will be issued a one-year terminal appointment for the following academic year.

viii. If the librarian candidate is not reappointed, they will be issued a one-year probationary contract appointment for the following academic year in which they will be reviewed a second time following the timeline and process stipulated in Section 2.A. If they are again not reappointed, they will be issued a one-year terminal appointment for the following academic year.

Section 3. Fair and Honest Performance Evaluations

Unit members have a right to receive fair and honest evaluations based on a variety of metrics as stipulated in Section 10. A unit member who believes this right has been violated may file a Grievance pursuant to the Grievance Procedure provided for by this Agreement.

Section 4. Student Ratings

Unit members will receive student ratings each semester, as assessed by the department and/or the College and following the terms and procedures detailed in the Skidmore Faculty Handbook. Because student ratings are used in the evaluation of a unit member, unit members have a right to receive fair and honest student ratings. Student ratings will not be used as the sole indicator for determining teaching effectiveness.

Section 5. Annual Reports

Full-time unit members will complete Watermark Faculty Success reports (or the analogous annual report) each year, on the same terms and deadlines as tenured and tenure-track faculty.

Section 6. Annual Letters of Evaluation

All unit members in their first (1st) through sixth (6th) year at the College are entitled to an annual letter of evaluation from their Chair or Program Director. Beginning in their seventh (7th) year, all unit members are entitled to a letter every three years. These letters should be written and shared in a timely fashion, on the same terms and conditions as tenured and tenure-track faculty. These letters may be used by unit members as part of their ePortfolio for reappointment and/or promotion, for future applications for employment and/or other professional applications and may be used by the College for reappointment and/or promotion determinations.

Section 7. Scholarship and Artistic Practice Requirements

With the exception of AIRs/WIRs and Librarians, unit members shall not be required to show proof of scholarly or creative outputs for reappointment. A unit member may elect to include scholarly or creative outputs in their ePortfolio. Unit members who elect not to submit evidence of scholarly or creative outputs will not be penalized for their omission.

Section 7. Notification

Unit members who require an observation will be notified by their C/PD/PPCC no later than the last week of the semester prior to the one in which that observation is required. Any classroom observation date will be chosen in advance by mutual agreement between the unit member and C/PD/PPCC or designee, so that the unit member may prepare the necessary materials for their evaluation as provided for by this Article of the Agreement.

Section 8. General Statement

The evaluation of any unit member by the Dean of Faculty/Vice President of Academic Affairs, Associate Dean of Faculty, or their Chair/Program Director will be the responsibility of the College and its designee(s) to initiate. Failure to perform an evaluation of a unit member shall not prevent the unit member from being reappointed, pursuant to the provisions of this Agreement.

Section 9. Eligibility

All full-time unit members in a department or program at the Associate or Full tier are eligible to participate in the evaluation of faculty within their departments.

Section 10. Criteria and Evidence for Evaluation and Promotion

Unit members standing for promotion or reappointment should be evaluated holistically, in a way that mirrors the primary responsibilities and duties appropriate to an individual's position and rank.

Promotion to the Associate and Full ranks are awarded not on the basis of time in rank but because of the candidate's demonstration of accomplishments; faculty may stand for promotion at their discretion, following the procedures outlined in Section 2. Promotion to these ranks shall be granted to eligible unit members who have shown evidence of continuing high-quality accomplishments in areas appropriate to their appointment.

A. Teaching Professors

Pedagogy

Teaching professors shall be assessed primarily on the quality of their teaching, as defined in Part 1, Section VIII of the Faculty Handbook. High quality teaching may be evidenced by materials including, but not limited to: syllabi, classroom materials, assignment prompts, examples of student work, teaching philosophy statement, publications and/or research projects in areas of pedagogy or assessment, teaching awards, teaching grants, campus leadership in pedagogy training or development, participation in teaching workshops, class observation rubrics and letters.

Service

Teaching professors should demonstrate service, as defined in Part 1, Section VIII of the Faculty Handbook; this includes service to students, one's own department or program, the College, and the academic profession. Qualifications in service may be evidenced by, but are not limited to, participation in the following: department committee work, college committee work, ad-hoc committees, union committee work, working groups, student advising, student group mentoring, campus community activities, professional society service.

Evaluation of service should take into consideration the time commitments and workload requirements that different types of service require. Unit members should be evaluated on the quality and depth of work and not the number of committees or working groups. All unit members **will be** expected to contribute to department-level service in accordance with this Agreement. With the promotion to the Associate and more so with promotion to the Full rank, unit members are expected to take on an increasingly significant share of the responsibilities for service, including and demonstrate a record of sustained, significant and effective contributions to the department, college, and/or academic community as described in this Agreement.

Professional development

Teaching professors should demonstrate continued professional development during the course of their appointments. This development may take many forms, depending on the candidate's area of expertise, department, and teaching concentrations. Continued professional development may be evidenced by materials including, but not limited to: scholarly publications, conference presentations and/or attendance, description of research activities, creative projects, book reviews, and/or participation in professional organizations.

B. Artists- and Writers-in-Residence (AiRs and WiRs)

Pedagogy

AiRs and WiRs should demonstrate high quality teaching, as defined in Part 1, Section VIII of the Faculty Handbook. High quality teaching may be evidenced by materials including, but not limited to: syllabi, examples of student work, teaching philosophy statement, publications and/or research projects in areas of pedagogy or assessment, teaching awards, teaching grants, campus leadership in pedagogy training or development, participation in teaching workshops, class observation rubrics and letters.

Artist/Scholar Achievement

AiRs and WiRs should demonstrate continued professional development during the course of their appointments. For unit members with these appointments, development may reflect their growth and productivity as artists/scholars. Continued professional development may be evidenced by materials including, but not limited to: creative projects, scholarly publications, conference presentations and/or attendance, description of research activities, book reviews, participation in professional organizations.

Service

AiRs and WiRs should demonstrate service to the College and academic communities, as defined in Part 1, Section VIII of the Faculty Handbook; this includes service to students, one's own department or program, the College, and the academic profession. Qualifications in service may be evidenced by, but is not limited to, participation in the following: department committee work, college committee work, ad-hoc committees, union committee work, working groups, student advising, student group mentoring, campus community activities, professional society service.

Evaluation of service should take into consideration the time commitments and workload requirements that different types of service require. Unit members should be evaluated on the quality and depth of work and not the number of committees or working groups. All unit members **will be** expected to contribute to department-level service in accordance with this Agreement. With the promotion to the Associate and more so with promotion to the Full rank, unit members are expected to take on an increasingly significant share of the responsibilities for service, including and demonstrate a record of sustained, significant and effective contributions to the department, college, and/or academic community as described in this Agreement.

C. Librarians

Librarianship

Librarians shall be assessed primarily on achievements in librarianship. Qualifications in librarianship shall be evidence by, but are not limited to: summary reports of major collection development initiatives; reports prepared to make policy or program recommendations; guides or pathfinders; syllabi or other curricular materials; websites; reports of system developments; and materials documenting unique duties of individual librarians.

Professional Development

Librarians should demonstrate continued professional development during the course of their appointments. This development may take many forms, and may be evidenced by materials including, but not limited to: scholarly publications, conference presentations and/or attendance, description of research activities, creative projects, book reviews, participation in professional organizations.

Service

Librarians should demonstrate service to the College and academic communities, as defined in Part 1, Section VIII of the Faculty Handbook; this includes service to students, one's own department or program, the College, and the academic profession. Qualifications in service may be evidenced by, but is not limited to, participation in the following: department committee work, college committee work, ad-hoc committees, union committee work, working groups, student advising, student group mentoring, campus community activities, professional society service.

Evaluation of service should take into consideration the time commitments and workload requirements that different types of service require. Unit members should be evaluated on the quality and depth of work and not the number of committees or working groups. All unit members **will be** expected to contribute to department-level service in accordance with this Agreement. With the promotion to the Associate and more so with promotion to the Full rank, unit members are expected to take on an increasingly significant share of the responsibilities for service, including and demonstrate a record of sustained, significant and effective contributions to the department, college, and/or academic community as described in this Agreement.

Teaching (Optional)

Librarians may demonstrate high quality teaching; evidence may include a list of courses taught, syllabi, or other course materials.

Supervisory Responsibilities (Optional)

Librarians may demonstrate their record of supervisory responsibilities; evidence may include annual departmental reports; description of reorganization and/or new initiatives within the department; description of new procedures and policies; input from staff within the department (either oral or in writing).

Internal and External Letters

For a librarian's reappointment in the sixth (6) year and for a promotion to Full Librarian, the candidate must solicit and include a minimum of three letters from outside of the library that discuss one or more of the criteria for review listed in this section. One letter must be internal to the Skidmore Community and two letters must be external to the Skidmore Community.