

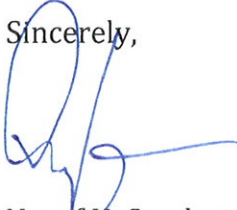
August 15, 2011

Dear Colleagues,

As faculty at Kenyon College our roles and responsibilities are many. We are teachers, practitioners of our disciplines, and fundamentally we are members of a special community. Our membership in this community entails service to our colleagues through faculty governance and various administrative tasks. The role you are assuming, as chair or director of your department or program, is a most important one that I know requires a good portion of your time and energy. Yet it is an invaluable role that will permit you to engage administrative matters from budgets and staffing to curriculum and pedagogy. In your position I know that you will find this handbook, assembled by Associate Provost Klesner, of great value.

As we the start 2011-2012 academic year let me take this moment to express on behalf of everyone in the Provost's Office our deep appreciation for your assistance in administering our outstanding academic program. I hope you will find the year ahead as chair or director a rewarding and productive one, and please know that we stand ready to facilitate our shared responsibilities in any way possible.

Sincerely,



Nayef H. Samhat
Provost

