

**FACULTY HANDBOOK**  
**Reflects Faculty Meetings through May 31, 2012**  
**08/31/12**

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## **Preamble**

### **MISSION OF THE COLLEGE**

Whitman College is committed to providing an excellent, well-rounded liberal arts and sciences undergraduate education. It is an independent, non-sectarian, residential college. Whitman offers an ideal setting for rigorous learning and scholarship, and encourages creativity, character, and responsibility.

Through the study of humanities, arts, and social and natural sciences, Whitman's students develop capacities to analyze, interpret, criticize, communicate, and engage. A concentration on basic disciplines, in combination with a nurturing residential life program that encourages personal and social development, is intended to foster intellectual vitality, confidence, leadership and the flexibility to deal with a changing technological, multicultural world.

### **NON-DISCRIMINATION POLICY**

Whitman College has a strong commitment to the principle of non-discrimination. In its admission and employment practices, administration of educational policies, scholarship and loan programs, and athletic and other school-administered programs, Whitman College does not discriminate on the basis of race, color, sex, gender, religion, age, marital status, national origin, the presence of any physical disability, veteran's status, sexual orientation, gender identity, or any other basis prohibited by applicable federal, state, or local laws.

### **HARASSMENT AND CIVILITY**

Whitman College is committed to providing the best possible environment for carrying out its educational mission. An essential component of this environment is an atmosphere in which all members of the college community have an equal opportunity to work, to learn, and to grow; the College therefore condemns any conduct, overt or covert, which interferes with the ability of any individual or group to pursue these tasks. In particular, the College condemns any conduct by members of the college community which results in the abuse, harassment, or intimidation of other members of this community on the basis of race, color, sex, gender, religion, age, marital status, national origin, disability, veteran's status, sexual orientation, gender identity, or any other basis prohibited by applicable federal, state, or local laws. (Code, Ch. 2, Art. I.)

Members of the College community should understand that standards of mutual respect, civility, and tolerance must inform our interactions with one another, regardless of whether the violation of such standards subjects one to sanctions under the formal policies of the College. Certain types of conduct may be objectionable even though they may not be violations of these policies. Such conduct should be dealt with by suasion rather than sanctions. In keeping with the need to protect academic freedom, a greater degree of latitude must be permitted in academic settings than in workplace settings involving support personnel and staff. Sanctions for violations of College policy will be imposed

without regard for a faculty members' right to determine the appropriate content and presentation of academic material.

### **STATEMENT OF DIVERSITY**

Diversity is fundamentally important to the character and mission of Whitman College. Diversity enriches our community and enhances intellectual and personal growth. We seek to provide a challenging liberal arts experience for our students that prepares them for citizenship in the global community. By sustaining a diverse community, we strive to ensure that all individuals are valued and respected and that intellectual and personal growth are enriched because of our differences.

## **Chapter I Introduction**

This Handbook should be read in conjunction with the Whitman College Faculty Code, the College Catalog, and the Constitution and By-Laws of Whitman College. The Faculty Code, which provides information about faculty organization, powers, and responsibilities and about academic regulations and curriculum, is the authoritative record of faculty legislation. This Faculty Handbook provides:

1. Supplementary details concerning the implementation of general statements in the Code, such as procedures for making appointments of new faculty and guidelines for promotion and tenure;
2. Policies and procedures which are not matters of faculty legislation, such as fringe benefits and administrative services, policies on faculty and student research;
3. Information about opportunities available to faculty such as support for professional development.

Since details are subject to revision and elaboration, the Handbook has been assembled in a format that will facilitate annual revision. If you have questions or suggestions about information contained in the Handbook, please contact the Provost and Dean of the Faculty. The policies and procedures detailed in this Handbook are only guidelines, not contractual agreements.

## Chapter II Positions and Initial Appointments

### A. Tenure-Track Positions

#### 1. Determination of Vacancy

In 2010-2011 there are 123 full-time tenure-track positions.

The allocation of these positions is at the discretion of the President, in consultation with the Provost and Dean of the Faculty and the Committee of Division Chairs. If any of these positions becomes vacant for any reason (retirement, resignation, death, termination), the department submits to the Provost and Dean of the Faculty a description of a proposed replacement, together with a justification for that proposal. The Committee of Division Chairs then makes a recommendation to the President as to the appropriate action. The proposed description could be accepted or modified, the position could be reallocated to another department or teaching area, or the position could be eliminated.

#### 2. Position Description and Advertisement

Specific guidelines for conducting tenure-track searches can be found on the Provost and Dean of Faculty Website:  
<http://www.whitman.edu/content/provost/recruitment>.

Tenure-track positions are filled by means of national search. The Provost and Dean of the Faculty sends notice of the position to appropriate professional journals, the Chronicle of Higher Education, and other publications, agencies, and institutions deemed appropriate.

#### 3. Screening the Applicants

When the position is advertised, the Provost and Dean of the Faculty appoints a search committee. The search committee will consist of all tenure-track faculty in the department except the person being replaced. Senior Lecturers will be appointed to a search committee and they will be considered voting members of the committee. After consultation with the department chair, the Provost and Dean of the Faculty will appoint additional members including, but not necessarily limited to, the Division Chair, and one faculty member from outside of the division. The Department Chair, or a designate, serves as chair of the search committee, gathering applications and convening necessary meetings. Members of the Committee of Division Chairs may not chair a search committee unless no other tenure-track member of the hiring department is available to serve in that role. (Code, Ch. 1, Art. II Sec. 1.) Every search shall include substantial participation from students. The search committee shall determine, early in its proceedings, the particulars of how students will be involved in the process. At a minimum, three students shall be involved. They should, again at a minimum, attend the public presentations and see the candidate's c.v. and cover letter. (Code, Ch. 1, Art. II Sec. 1.)

In reviewing the dossiers of applicants, the search committee should make every effort to identify qualified candidates from traditionally underrepresented groups. Telephone calls to applicants are often helpful in making an informed selection of finalists for interviews on campus. Sometimes it is desirable to conduct preliminary interviews at a professional meeting.

Finally, the search committee selects five or six finalists and sends their dossiers to the Provost and Dean of the Faculty with an indication of the committee's order of preference. After review, the Provost and Dean of the Faculty authorizes the chair of the search committee to arrange on-campus interviews. The Provost and Dean of the Faculty's office will assist in arranging accommodations and travel.

#### 4. On-Campus Interview

The number of candidates invited for a campus visit does not normally exceed three and conceivably could be fewer. Candidates spend at least a full day on campus during which they:

- meet every member of the department and search committee. (Code, Ch. 1, Art. II Sec. 2.)
- are interviewed by the Provost and Dean of the Faculty and the President. (Code, Ch. 1, Art. II Sec. 2.)
- make two public presentations at an hour which permits as many interested faculty and students as possible to attend. At a minimum, these presentations must include one session aimed at indicating the candidate's pedagogical abilities (which may but need not take the form of teaching a section of an ongoing course) as well as a second session aimed at indicating the candidate's scholarly abilities. (The chair of the search committee should make clear to candidates in advance the nature of the presentation they are expected to give.(Code, Ch. 1, Art. II Sec. 2.))
- have an opportunity to meet with students.

The College provides funds for transportation (usually round-trip air-fare), overnight accommodation, and meals for the candidate during the campus visit.

#### 5. Selection and Notification

After interviews on campus have been completed, the search committee consults with faculty and students who observed the candidates and, with careful consideration of the input from students involved in the search process, makes a decision on which candidate to recommend to the Provost and Dean of the Faculty for appointment. The student input gathered from the search process shall be forwarded to the Provost and Dean of the Faculty with the folders and preference list. This student input will take either the form of a single statement from a student committee or memos from individual students.(Code, Ch. 1, Art. II Sec. 3A.) The Provost and Dean of the Faculty then consults with the Committee of Division Chairs. Should the Provost and Dean of the Faculty or the

Committee of Division Chairs have reservations about the appointment, they will consult with the chair of the search committee, or the entire search committee. If a recommendation cannot be agreed upon, the search will be a failed search. If there is a favorable recommendation that is approved by the President, then the offer is extended to the candidate (or to the job-sharing candidates) by the Provost and Dean of the Faculty.

In unusual circumstances, a hire for a second tenure-track position in a department may be made during the same academic year from a pool for a single tenure-track position. The extension of an offer to a candidate for the second position will only be permitted after securing the unanimous consent of all members of: 1) the search committee for the original position, excluding the person to be replaced, 2) the Committee of Division Chairs, 3) the Provost and Dean of the faculty and 4) the President. The student input for a second position will take one of the forms valid for the first position. (Code, Ch. 1, Art. II Sec. 3B.)

Under no circumstances shall a second tenure-track hire be made in subsequent years without a new national search. (Code, Ch. 1, Art. II Sec. 3C.)

#### B. Job-Sharing Appointments

Any full-time tenure-track position may be divided into two separate and independent, but equal, positions. Recognizing that job-sharing appointments may produce greater benefits to the College than traditional appointments, the College may elect to compensate job-sharing faculty at a rate above that paid for normal tenure-track positions. Office space, secretarial services, eligibility for research grants, access to campus computing resources, and access to departmental resources will be allocated as though each faculty member were full-time.

1. Methods of initiating a request to share a tenure-track position:
  - a. Two individuals may jointly apply for one tenure-track position; or
  - b. Any faculty member holding a tenure-track position, whether that person be tenured or non-tenured, may request that the position be divided into two separate and independent but equal positions.
2. In all cases above (1.a, 1.b) both candidates must satisfy the job description. In the event of 1.a, both candidates must undergo the search and interview process, and both must receive the support of the search committee.
3. In the event of 1.b above, the current holder of the tenure-track position will submit a written request to the Provost and Dean of the Faculty indicating a desire to share one position.
  - a. The faculty member will provide the Provost and Dean of the Faculty with a vita of the potential job-sharing individual.

- b. The faculty member will provide the Provost and Dean of the Faculty with a rationale for the request, indicating the potential nature of the division of duties, responsibilities, and approaches to compensation.
  - c. A majority of the members of the faculty in the department concerned must submit written support for the request.
  - d. The request must be approved by the Committee of Division Chairs, the Provost and Dean of the Faculty, and the President.
  - e. A review committee appointed by the Provost and Dean of the Faculty according to the description of search committees found in Ch. 2, Sec. 3 of the *Faculty Handbook* will interview the candidate for the job-sharing position.
  - f. If the candidate is successful, the President or the Provost and Dean of the Faculty submits a request to the Board of Trustees that the position be shared.
4. Teaching duties may be divided in any manner agreeable to the Provost and Dean of the Faculty and the department. The two faculty members are expected to notify the chair of their department of the exact nature of the job division by January 15th of the preceding academic year to facilitate planning and accurate catalog copy.
5. Both job-sharing professors are expected to satisfy all non-teaching duties such as student advising, directing research or senior examinations / projects, and administrative or committee work that would be expected of any individual faculty member to the extent that their combined efforts normally constitute a full-time load.
6. Tenure consideration for both job-sharing professors will be conducted according to the usual "time in rank" standard currently applied to all other regular faculty members.
  - a. In the event that one member of the job-sharing team has more years in rank or has been given more credit for prior teaching, that individual would usually be considered for contract renewal, tenure, or promotion before the other member of the job-sharing team.
  - b. In the event that both job-sharing professors have equal time in rank, both would be considered for contract renewal, tenure, or promotion at the same time.
  - c. For the purposes of the Personnel Committee's deliberations, each professor is to be considered individually, without regard for the other professor's teaching, professional activity, or service to the community.
7. In the event that one job-sharing professor successfully receives contract renewal or tenure while the other is unsuccessful; or if one job-sharing professor can no

- longer perform her or his duties as a faculty member; or if one job-sharing professor freely resigns from the faculty; the other will:
- a. Assume the teaching and non-teaching duties up to the equivalent of one full-time position until the end of the academic year, and
  - b. Be offered the full-time tenure-track position at her or his present rank.
8. Each job-sharing professor will have a full vote in all academic deliberations. Persons sharing jobs may not submit written evaluations of each other to the Personnel Committee at the time of contract renewal or tenure, and may not vote on personnel matters that would affect the other individual.
  9. Each job-sharing professor will be eligible for the same level of aid to faculty scholarship as any other full-time member of the faculty. This includes the opportunity to apply for sabbatical leaves on the same schedule as any full-time member of the faculty.
  10. Additional teaching beyond the half-time assignment cannot be required of faculty members sharing a position; nor is it guaranteed. Any additional teaching will be handled on a year-to-year basis and will not serve as a permanent substitute for replacing a tenured member of the faculty. At the request of a job-sharing faculty member or the department, and at the Provost and Dean of Faculty's discretion, up to five classes or sections of classes may be added to the normal load of five courses in a shared position. Of these, a maximum of two of these classes will be compensated at a percentage of normal salary rate; pay for additional courses beyond these two will be negotiated between the faculty members and the Provost and Dean of the Faculty.
  11. If a full-time, tenure-track position should open for which either or both job-sharing partners are qualified, either or both professors may apply for the position. The normal national search standards will be employed and neither job-sharing individual should expect or receive preferential treatment.

#### C. The Forensics Track

1. The Forensics Track consists of those faculty holding the titles Non-Tenured Assistant Professor of Forensics, Non-Tenured Associate Professor of Forensics, and Non-Tenured Professor of Forensics.
2. Faculty in the Forensics Track are eligible to:
  - a. attend meetings of the faculty and vote therein.
  - b. sit on faculty committees and serve in faculty offices.
  - c. participate in Convocation and Commencement exercises.
  - d. apply for funds from the ASID program.
  - e. apply for sabbaticals. The criteria applied in evaluating sabbatical proposals will agree with those applied to proposals submitted by tenure-

track faculty, except that special consideration will be given to the effect of a proposed sabbatical upon the individual's coaching responsibilities.

3. Faculty in the Forensics Track are not eligible for tenure.
4. Faculty in the Forensics Track will be evaluated by the Personnel Committee, which will make recommendations to the Provost and Dean of the Faculty and the President of the College regarding promotion and contract renewal.
5. Although the titles given to faculty in the Forensics Track parallel those given to tenure-track faculty, they are to be considered distinct.
6. Professors and Associate Professors in the Forensics Track will be eligible to serve on the Personnel Committee, but Assistant Professors in the Forensics Track will not.

D. Non-tenure-track teaching appointments (Faculty concurrence 03/05/2008)

Specific guidelines for conducting visiting position searches can be found on the Provost and Dean of Faculty Website:

<http://www.whitman.edu/content/provost/recruitment>.

In addition to non-tenure-track appointments in the Forensics Track, the College employs contingent faculty in several other types of non-tenure-track teaching appointments: Lecturers and Senior Lecturers; Visiting Instructors and Visiting Assistant Professors; Adjunct Instructors, Adjunct Assistant Professors, and Senior Adjunct Assistant Professors; Assistants in Music; and Assistants in Dance. These appointments may be used for replacing sabbaticals, for responding to enrollment pressures, or for replacing departmental courses due to participation in the General Studies curriculum, or for other College programs and obligations. Lecturer and adjunct appointments should generally be reserved for truly extraordinary cases where a tenure track hire would not be appropriate.

All of the policies governing these appointments are subject to review and revision by the College at any time. Exceptions to these policies are only permitted with the approval of the Provost and Dean of the Faculty.

Individuals employed in these types of appointments will have access to campus facilities, such as the library and fitness center, and will be provided with office space and computer support deemed appropriate to meet their teaching obligations. They are not eligible for sabbatical leaves, nor are they permitted to participate in the Salary Continuation Plan (SCP). They will not accumulate sick leave and they will not be eligible for vacation benefits.

Individuals employed in all these types of appointments are eligible for the awards given at Commencement for teaching, advising, and scholarly work as long as they have had a teaching load of at least half-time for the preceding three years.

### 1. Lecturers

Lecturers are members of the full-time continuing instructional staff, are not eligible for tenure, and are employed on yearly renewable contracts. Lecturers are usually not required to have the terminal degree in their fields, although an appropriate Masters Degree will usually be required. Lecturer appointments are made by the Provost and Dean of the Faculty upon recommendation of the department in consultation with the Division Chair. A national search is not required for such appointments.

The College is under no obligation to renew the contract of an individual in a lecturer appointment. If the department would like to rehire an individual for an additional year, the Chair of the Department, in consultation with the Chair of the Division, will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract for an additional year. If a tenure-track search is opened, an individual in a lecturer appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual to the position.

Lecturers:

- a. are eligible to serve as academic advisers.
- b. may receive funding to support teaching and research activities.
- c. are eligible to participate in Convocation and Commencement exercises.
- d. are not eligible to vote in faculty meetings.
- e. may not serve on elected faculty committees nor in elective faculty offices.
- f. may have appointments that extend beyond the fifth year of service to the College.

### 2. Senior Lecturers

Senior Lecturers are members of the full-time continuing faculty, are not eligible for tenure, and may be employed for terms of up to five years. They are usually not required to have the terminal degree in their fields, although an appropriate Masters Degree will usually be required.

The College is under no obligation to renew the contract of an individual in a senior lecturer appointment. If the department would like to rehire an individual in a senior lecturer appointment for an additional term, the Chair of the Department, in consultation with the Chair of the Division, will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract. Subsequent appointments of up to five years, by agreement among the Provost and Dean of the Faculty, the Division Chairs, the department, and the Senior Lecturer, may be offered before the termination of an active contract (as in a "rolling contract")

as long as it does not extend a commitment beyond the appropriate five year limit.

If a tenure-track search is opened, an individual in a senior lecturer teaching appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual to the position.

Senior Lectures:

- a. are eligible to serve as academic advisers.
  - b. may receive funding to support teaching and research activities.
  - c. are eligible to participate in Convocation and Commencement exercises.
  - d. are considered members of the full-time continuing faculty and may attend meetings of the faculty and vote therein.
  - e. are eligible to serve on appointed committees but not on elected committees nor in elected offices.
  - f. may have appointments that extend beyond the fifth year of service to the College.
3. Visiting Instructors and Visiting Assistant Professors

Visiting Instructors and Visiting Assistant Professors are individuals in temporary full-time teaching appointments. Visiting Assistant Professors have received the terminal degree in their fields, while Visiting Instructors have not. Departments may or may not require that individuals in visiting teaching appointments have the terminal degree in their fields, although an appropriate Masters Degree will usually be required. For an initial visiting appointment, the department is usually expected to conduct a national search, for which the department and the Division Chair will serve as the search committee. The department interviews candidates one at a time. If the first candidate is acceptable, there is no need to bring in other candidates. Visiting teaching appointments are made by the Provost and Dean of the Faculty upon recommendation of the department in consultation with the Division Chair. The recommendation to appoint does not require the approval of the Committee of Division Chairs.

The College is under no obligation to renew the contract of an individual in a visiting appointment. If the department would like to rehire an individual for an additional year, the Chair of the Department, in consultation with the Chair of the Division, will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract for an additional year. If a tenure-track search is opened, an individual in a visiting teaching appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual to the position.

Visiting Instructors and Visiting Assistant Professors:

- a. may have specific fund allocations to support teaching and research activities in their contracts.
  - b. may, with the approval of their departments, serve as academic advisers, though it is not usually an expectation.
  - c. are eligible to participate in Convocation and Commencement exercises.
  - d. are not eligible to vote in faculty meetings.
  - e. may not serve on elected faculty committees nor in elective faculty offices.
  - f. are not permitted to serve in a full-time visiting teaching appointment for more than five years.
4. Adjunct Instructors and Adjunct Assistant Professors

Adjunct Instructors and Adjunct Assistant Professors are individuals whose teaching appointments for a given year are less than full-time. They are not eligible for tenure and are employed on yearly renewable contracts. Adjunct Assistant Professors have received the terminal degree in their fields, while Adjunct Instructors have not. Departments may or may not require that individuals in adjunct teaching appointments have the terminal degree in the field, although an appropriate Masters Degree will usually be required. Adjunct teaching appointments are made by the Provost and Dean of the Faculty upon recommendation of the Chair of the Department, in consultation with the Chair of the Division. A national search is not required for such appointments.

The College is under no obligation to renew the contract of an individual in an adjunct appointment. If the department would like to rehire an individual in an adjunct appointment for an additional term, the Chair of the Department, in consultation with the Chair of the Division, will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract. If a tenure-track search is opened, an individual in an adjunct teaching appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual to the position.

Adjunct Instructors and Adjunct Assistant Professors:

- a. may receive funding to support teaching and research activities.
- b. are eligible to participate in Convocation and Commencement exercises.
- c. may, with the approval of their departments, serve as academic advisers, though it is not usually an expectation.
- d. are not eligible to vote in faculty, division, and department meetings and may not serve on elected faculty committees nor in elective faculty offices.

- e. may have appointments that extend beyond the fifth year of service to the College.

5. Senior Adjunct Assistant Professors

Senior Adjunct Assistant Professors are individuals with a terminal degree whose teaching appointment for a given year is half-time or greater, but less than full-time. Once promoted from Adjunct Assistant Professor, Senior Adjunct Assistant Professors will retain their title, regardless of teaching load, for any semester that they teach at the College. Senior Adjunct Assistant Professors are not eligible for tenure and are employed for terms of up to five years.

The College is under no obligation to renew the contract of an individual in a senior adjunct appointment. If the department would like to rehire an individual in a senior adjunct appointment for an additional term, the Chair of the Department, in consultation with the Chair of the Division, will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract. Subsequent appointments of up to five years, by agreement among the Provost and Dean of the Faculty, the Division Chair, the department, and the Senior Adjunct Assistant Professor, may be offered before the termination of an active contract (as in a "rolling contract") as long as it does not extend a commitment beyond the appropriate five year limit.

If a tenure-track search is opened, an individual in a senior adjunct teaching appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual to the position.

Senior Adjunct Assistant Professors:

- a. are eligible to serve as academic advisers.
- b. may receive funding to support teaching and research activities.
- c. are eligible to participate in Convocation and Commencement exercises.
- d. are considered members of the continuing faculty and may attend meetings of the faculty and vote therein.
- e. are eligible to serve on appointed committees but not on elected committees nor in elected offices.
- f. may have appointments that extend beyond the fifth year of service to the College.

6. Assistant in Music

Assistants in Music are individuals whose primary responsibility is teaching applied music lessons. Assistants in Music are paid a fixed amount for each half-hour weekly lesson from the Music Fee Courses budget. Forty half-hour lessons per week will be considered a full-time teaching load for Assistants in Music, who are eligible for pro-rated fringe benefits if they teach at least thirty half-

hour lessons per week. Benefits for applied instructors teaching 30 or more lessons in a semester will be determined each semester. The Chair of the Music Department is responsible for recruiting and evaluating the individuals in these appointments, which are made on a semester-by-semester basis.

7. Assistants in Dance are individuals whose primary responsibility is teaching applied dance lessons. Assistants in Dance are paid a fixed amount for each half-hour weekly lesson from the Dance Fee Course budget. The Director of Dance is responsible for recruiting and evaluating the individuals in these appointments, which are made on a semester-by-semester basis.

E. Non-tenure-track teaching appointments in Sports Studies, Recreation, and Athletics (Faculty concurrence 05/13/2009)

In addition to other non-tenure-track appointments, the College employs individuals in the Sports Studies, Recreation, and Athletics Department: Instructors, Lecturers, and Senior Lecturers.

All of the policies governing these appointments are subject to review and revision by the College at any time. Exceptions to these policies are only permitted with the approval of the Provost and Dean of the Faculty.

Individuals employed in these types of appointments will have access to campus facilities, such as the library and fitness center, and will be provided with office space and computer support deemed appropriate to meet their teaching obligations. They are not eligible for sabbatical leaves, nor are they permitted to participate in the Salary Continuation Plan (SCP). They will not accumulate sick leave and they will not be eligible for vacation benefits.

Individuals employed in all these types of appointments are eligible for the awards given at Commencement for teaching, advising, and scholarly work.

1. Adjunct Instructors and Adjunct Assistant Professors in Sports Studies, Recreation, and Athletics

Adjunct Instructors and Adjunct Assistant Professors Sports Studies, Recreation, and Athletics are individuals whose teaching appointments for a given year are less than full-time. They are not eligible for tenure and are employed on yearly renewable contracts. Adjunct Assistant Professors in Sports Studies, Recreation, and Athletics have received the terminal degree in their fields, while Adjunct Instructors in Sports Studies, Recreation, and Athletics have not. Adjunct teaching appointments in Sports Studies, Recreation, and Athletics are made by the Provost and Dean of the Faculty upon recommendation of the Athletics Director. A national search is not required for such appointments.

The College is under no obligation to renew the contract of an individual in an adjunct appointment. If the Sports Studies, Recreation, and Athletics Department would like to rehire an individual in an adjunct appointment for an additional term, the Athletics Director will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract.

Adjunct Instructors and Adjunct Assistant Professors in Sports Studies, Recreation, and Athletics:

- a. may receive funding to support teaching and research activities.
  - b. are eligible to participate in Convocation and Commencement exercises.
  - c. may, with the approval of the Sports Studies, Recreation, and Athletics Department, serve as academic advisers, though it is not usually an expectation.
  - d. are not eligible to vote in faculty, division, and department meetings and may not serve on elected faculty committees nor in elective faculty offices.
  - e. may have appointments that extend beyond the fifth year of service to the College.
2. Instructors in Sports Studies, Recreation, and Athletics

Instructors in Sports Studies, Recreation, and Athletics are members of the full-time continuing instructional staff, are not eligible for tenure and are employed on yearly renewable contracts. Instructors are usually not required to have the terminal degree in their fields, although an appropriate Masters Degree will usually be required. Instructor appointments in Sports Studies, Recreation, and Athletics are made by the Provost and Dean of the Faculty upon recommendation of the Athletic Director in consultation with the search committee. The College is under no obligation to renew the contract of an individual in an Instructor in Sports Studies, Recreation, and Athletics appointment.

Instructors in Sports Studies, Recreation, and Athletics:

- a. are eligible to serve as academic advisers.
  - b. may receive funding to support teaching and research activities.
  - c. are eligible to participate in Convocation and Commencement exercises.
  - d. are not eligible to vote in faculty meetings.
  - e. may not serve on elected faculty committees nor in elective faculty offices.
  - f. may have appointments that extend beyond the fifth year of service to the College.
3. Lecturers in Sports Studies, Recreation, and Athletics

Lecturers in Sports Studies, Recreation, and Athletics are members of the full-time continuing instructional staff, are not eligible for tenure and are employed on three-year renewable contracts. Lecturers are usually not required to have the terminal degree in their fields, although an appropriate Masters Degree will usually be required. Lecturer appointments in Sports Studies, Recreation, and

Athletics are made by the Provost and Dean of the Faculty upon recommendation of the Athletic Director. Lecturers in Sports Studies, Recreation, and Athletics are expected to teach a greater number of credits than Instructors in Sports Studies, Recreation, and Athletics. The College is under no obligation to renew the contract of an individual in a Lecturer in Sports Studies, Recreation, and Athletics appointment.

Lecturers in Sports Studies, Recreation, and Athletics:

- a. are eligible to serve as academic advisers.
  - b. may receive funding to support teaching and research activities.
  - c. are eligible to participate in Convocation and Commencement exercises.
  - d. are not eligible to vote in faculty meetings.
  - e. may not serve on elected faculty committees nor in elective faculty offices.
  - f. may have appointments that extend beyond the fifth year of service to the College.
4. Senior Lecturers in Sports Studies, Recreation, and Athletics

Senior Lecturers are members of the full-time continuing faculty, are not eligible for tenure, and may be employed for terms of up to five years. They are required to have an appropriate Masters Degree. Senior Lecturers in Sports Studies, Recreation, and Athletics are expected to teach a greater number of credits than Lecturers in Sports Studies, Recreation, and Athletics and there will be an administrative component to their position.

The College is under no obligation to renew the contract of an individual in a Senior Lecturer appointment. If the department would like to rehire an individual in a senior lecturer appointment for an additional term, the Athletic Director will make a recommendation to the Provost and Dean of the Faculty. The Provost and Dean of the Faculty will have the final authority to extend the contract. Subsequent appointments of up to five years, by agreement among the Provost and Dean of the Faculty, the Athletic Director, and the Senior Lecturer, may be offered before the termination of an active contract (as in a "rolling contract") as long as it does not extend a commitment beyond the appropriate five year limit.

Senior Lecturers in Sports Studies, Recreation, and Athletics:

- a. are eligible to serve as academic advisers.
- b. may receive funding to support teaching and research activities.
- c. are eligible to participate in Convocation and Commencement exercises.
- e. are considered members of the full-time continuing faculty and may attend meetings of the faculty and vote therein.

- d. are eligible to serve on appointed committees but not on elected committees nor in elected offices.
- e. may have appointments that extend beyond the fifth year of service to the College.

#### F. Visiting Endowed Professorships

The Edward F. Arnold Professorship provides for a one-semester or one-year appointments of distinguished senior faculty in an academic discipline. The Eric and Ina Johnston Professorship provides for one-semester or one-year appointments in the humanities and arts of less experienced teacher-scholars of demonstrated ability and great promise. The Edward F. Arnold Professorship rotates among all the academic departments; the Johnston Professorship rotates through the departments in the Division of Humanities and Arts.

The Arnold and Johnston professors are nominated by departments. The Department Chair makes a recommendation to the appropriate Division Chair who in turn presents this recommendation to the Provost and Dean of the Faculty for approval by the Committee of Division Chairs and the Board of Trustees. The Department making the recommendation will be the sponsoring department during the term of the professorship appointment.

#### G. Research Associates/Scientists and Senior Research Associates/Scientists

The Provost and Dean of the Faculty, in consultation with the Committee of Division Chairs, may appoint Research Associates/Scientists and Senior Research Associates/Scientists.

1. The College provides Research Associates/Scientists and Senior Research Associates/Scientists with a number of benefits that help them apply for research funds and carry out their research. These benefits include affiliation with an academic department or program; facilities for professional activities; permission to involve students in research activities; and eligibility to teach in appropriate courses (with no obligation, however, by either party). Additional facilities for Research Associates/Scientists and Senior Research Associates/Scientists, such as an office, computer access, mail, photocopying, phone, etc., must be negotiated among the Provost and Dean of the Faculty, the Department Chair, and the Research Associate/Scientist or Senior Research Associate/Scientist. It is understood that Research Associates/Scientists and Senior Research Associates/Scientists will only use those resources not required by tenure-track faculty. Tenure-track faculty have priority for all college grants, matching funds, or unassigned resources.

Research Associates/Scientists may be appointed for terms of up to five years at which time they will be evaluated by the Provost and Dean of the Faculty, the Department Chair, and the Committee of Division Chairs.

2. Research Associates/Scientists with a terminal degree in their field and at least a five-year affiliation with Whitman College or an equivalent institution may request the designation of Senior Research Associate/Scientist.

Individuals requesting the designation of Senior Research Associate/Scientist must submit to the Office of the Provost and Dean of the Faculty the following materials:

- a. An up-dated curriculum vitae.
- b. The names of two colleagues at Whitman and one external to Whitman, from whom the individual has requested letters of reference. These letters need to address the quality of the individual's contributions to his or her scholarly community.
- c. A statement about scholarly and professional contributions supporting the request for a Senior Research Associate/Scientist designation.
- d. A statement about research plans for the future.

Senior Research Associates/Scientists may be appointed by the Provost and Dean of the Faculty, in conjunction with the Department Chair and the Committee of Division Chairs, for terms of up to five years. Subsequent appointments of up to five years, by agreement among the Provost and Dean of the Faculty, the Committee of Division Chairs, the Department Chair, and the Senior Research Associate/Scientist, may be offered before the termination of an active appointment as long as it does not extend a commitment beyond the appropriate five-year limit.

The Senior Research Associate/Scientist designation for any individual must be evaluated by the Provost and Dean of the Faculty and the Committee of Division Chairs at least every five years or at other times deemed appropriate by the Provost and Dean of the Faculty, in accordance with the procedure specified above.

3. All grant applications by Research Associates/Scientists or Senior Research Associates/Scientists must be approved by the Provost and Dean of the Faculty.

Research Associates/Scientists and Senior Research Associates/Scientists will receive no salary except from outside grants or from such teaching or other faculty-level activity as may be mutually agreed upon by the Provost and Dean of the Faculty and the Research Associate/Scientist or Senior Research Associate/Scientist, and will maintain professional activity and involve students in that activity whenever possible and appropriate. Salary levels for grant applications will be determined as the average salary of equivalent time in faculty rank if a terminal degree is held.

#### H. Emeritus Faculty

Upon retirement, all faculty in good standing will be given Emeritus status following the recommendation of the Division Chairs Committee and President and upon approval by the Board of Trustees.

1. The College may provide Emeritus Faculty with a number of benefits that include continued association with the appropriate academic department or program.

Facilities for Emeritus Faculty, such as office space, must be negotiated between the Office of the Provost and Dean of the Faculty and the Emeritus Faculty member; reasonable expenses related to postage, photocopying, phone, etc., must be negotiated between the Department Chair or Program Director and the Emeritus Faculty member. It is understood that Emeritus Faculty may only use those resources not required by department or program faculty, and that all expenses will be borne by the appropriate department or program.

#### I. Nepotism

The College does not deny anyone the opportunity for appointment to the faculty on the basis of family relationship to a current member of the faculty. Faculty, however, will not be permitted to participate in the evaluation for appointment or advancement of a close relation.

## **Chapter III Compensation**

### A. Salaries and Annual Reviews

Each year, every individual engaged in full-time teaching must submit an annual activity report. This form, which is available from the Office of the Provost and Dean of the Faculty (in addition to being on the Provost and Dean of the Faculty webpage), summarizes the individual's contributions in the areas of teaching, professional activity, and service during the previous year. It is used by the Provost and Dean of the Faculty and the individual's division chair for annual reviews to set salary levels. Activity reports are also used by the Personnel Committee and/or the Committee of Division Chairs during personnel reviews.

The Provost and Dean of the Faculty makes recommendations to the President regarding all salaries to be paid to individual members of the faculty. These recommendations are based upon several factors, including:

1. The size of the budget for faculty salaries;
2. Annual activity reports;
3. Recommendations by the Committee of Division Chairs;
4. The results of deliberations by the Personnel Committee;
5. Special awards, such as Garrett Fellowships;
6. Time in rank and/or years of service.

The Provost and Dean of the Faculty may also choose to confer with the Chair of the Faculty, especially when there is a disagreement between the faculty member and the Provost and Dean of the Faculty on the appropriate level of compensation given the faculty member. The President must approve all salary recommendations. Annual salaries for full-time faculty are paid in twelve equal installments on the last weekday of each month. For continuing faculty, salary letters for the following academic year are issued by approximately March 15.

### B. Garrett Fellows

Garrett Fellowships are intended to provide a special honor for younger faculty of demonstrated distinction. They are awarded to assistant or associate professors who hold the fellowship until promotion to the next rank. At the time of the award, a substantial salary increase is made, which remains part of the fellow's base salary after the fellowship is relinquished. As vacancies occur, new fellows are appointed by the President based upon the recommendation of the Provost and Dean of the Faculty and the Committee of Division Chairs.

### C. Employee Fringe Benefits

The Human Resources Office administers all fringe benefits to Whitman College employees. Any questions regarding fringe benefits should be directed to the Office of Human Resources.

#### D. Family Leave Plan

The Family Leave Plan provides a choice of options for faculty members who request a reduction in their course load to meet family responsibilities such as caring for a newborn or newly adopted child, or for a close family member (typically parents, domestic partners, and children) suffering from a serious illness. Only tenure-track faculty with two prior semesters of teaching are eligible. The faculty member should consult with the Provost and Dean of the Faculty and his or her department as soon as possible so that the department can arrange its course offerings. The plan permits a range of options from a one-course reduction to a full year of leave. The following schedule, based on a five-course load per year, explains salary reductions for the Family Leave Plan:

1 course reduction, 4/5 annual load @95% annual salary;

2 course reduction, 3/5 annual load @75% annual salary; (this is equivalent to a semester of leave);

3 course reduction, 2/5 annual load @55% annual salary;

4 course reduction, 1/5 annual load @35% annual salary;

5 course reduction, 0/5 annual load @15% annual salary; (this implies a year of leave).

In addition, the faculty member may request release from committee work. All benefits are continued, though some income-based benefits (for example, TIAA-CREF) will be adjusted. In accordance with federal regulations, the College provides disability and life insurance for up to twelve weeks and then suspends this coverage until the faculty member resumes regular employment. Family leave semesters will count as full-time teaching semesters in determining eligibility for sabbatical leaves. In the event of prolonged serious family obligations, the faculty member could request an additional semester of leave without pay. Should disputes arise between the faculty member and the Provost and Dean of the Faculty regarding the granting of course reductions under the plan, the Faculty Committee on Compensation will act as mediator and subsequently make a recommendation to the President of the College.

Under the Family Medical Leave Act (FMLA), eligible non-tenure-track faculty may take up to 12 weeks of unpaid, job-protected leave for certain family and medical reasons in a 12-month period of time.

#### E. Short-Term Disability

All Whitman College faculty with two prior semesters of teaching are eligible for full salary continuation in the event of temporary disability, for a period not to exceed six months. Disability lasting beyond the initial six months is covered under the College's long-term disability policy. To qualify for short-term disability leave, a faculty

member must file a physician's certificate that an illness or disabling condition keeps him or her from performing his/her job with the Office of the Provost and Dean of the Faculty. Once a short-term disability leave has been granted, a physician's certification that the faculty member may return to work must likewise be filed with the Whitman College Safety Officer. If appropriate, the College will provide staff for course replacements, if the courses are replaced. The Provost and Dean of the Faculty, not the person temporarily disabled, is responsible for finding a faculty member to teach these courses.

In the event of serious mental or physical illness, tenure-track faculty members may, in consultation with the Provost and Dean of the Faculty and either in combination with or separately from any short-term disability or family leave benefit, delay their tenure clock. Delays may be granted in one-year increments up to a total of two years, although these years need not be consecutive.

In accordance with federal law, women affected by pregnancy, childbirth, or related medical conditions shall be treated the same for all employment-related purposes, including receipt of benefits, as other faculty members not so affected but similar in their ability or inability to work. The standard temporary short-term leave for the normal birth of a child within the academic year shall be six weeks, or one course reduction. Births that take place outside of the academic calendar year will be accommodated under this policy as deemed medically necessary. To facilitate academic planning, the faculty member shall consult with the Provost and Dean of the Faculty as far in advance of the intended leave as possible.

#### F. Liability

A faculty member is covered under the College's blanket liability policy when he or she acts within the scope of his or her legitimate authority and activities for the College, providing that he or she has not acted with malice nor committed slander or libel. The whole issue of liability is, however, extremely complex. A faculty member who has questions over what actions may be considered legitimate under his or her position with the College, and therefore covered by the College's liability policy, should consult the Provost and Dean of the Faculty.

## Chapter IV Personnel Guidelines and Procedures

### Introduction

The Board of Trustees has the power of appointment and removal of the President of the College, professors, and any other necessary agents and officers, and may fix the compensation of each. All appointments to the teaching faculty of Whitman College shall be made by the Board of Trustees on recommendation of the President of the College.

The Board of Trustees retains the ultimate authority in all personnel matters. The Board of Trustees, in turn, acts upon the recommendation of the President. Before making recommendations to the Board of Trustees, the President consults with the appropriate faculty committees. The Faculty Personnel Committee makes recommendations to the President and the Provost and Dean of the Faculty regarding the tenure, promotion, contract renewal, and periodic review of faculty members who are on the tenure-track or Forensics Track. The Committee of Division Chairs makes recommendations to the President and the Provost and Dean of the Faculty regarding the evaluation and retention of other members of the instructional staff, including lecturers and visiting faculty. Though the President must consult with these committees, he or she is not required to follow their recommendations.

#### A. The Faculty Personnel Committee

##### 1. Membership

The Committee shall consist of six faculty members that are either tenured, or at the Associate Professor or Professor rank in the Forensic track, two from each division, who will serve staggered three-year terms. Each year the faculty as a whole will elect two members from different divisions. Each appropriate division will submit two nominees from its membership. No nominations will be accepted from the floor of the faculty. A faculty member will not be eligible for re-election to the Committee until one year has elapsed, except for those who serve one-year terms. Any serving member of the Committee who wishes to apply for promotion during his or her term of service on the Committee would be replaced for the academic year in which his or her case was being considered. (Code, Ch. 1, Art. IV, Sec. 1.) The President and the Provost and Dean of the Faculty will sit as ex-officio, non-voting members. The Chair of the Committee will be elected annually by and from its voting members.

##### 2. Recusal

In faculty personnel decisions, the College seeks to avoid all possible questions about the participation in the personnel review process of any persons who, by virtue of a close personal relationship to a candidate for reappointment, tenure, and/or promotion, may have a conflict of interest or whose participation in the process may appear to introduce a conflict of interest.

If any member of the Faculty Personnel Committee has any concern about his or her capacity to exercise impartial and fair judgment regarding a faculty member under review for reappointment, tenure, and/or promotion, that member must recuse him or herself from the Committee's deliberations regarding that candidate. In addition, sitting members and members-elect of the Faculty Personnel Committee may not write letters of recommendation for any faculty member currently under review by this body. The Provost and Dean of the Faculty may discuss the issue of recusal with any member of the Personnel Committee.

Should it be necessary for a current member of the Faculty Personnel Committee to recuse him or herself in any given case, the Provost and Dean of the Faculty will select a recent former member of the Committee to participate in the deliberations regarding the candidate in question. In doing so, the Provost and Dean of the Faculty will ensure that each of the College's formal academic divisions is appropriately represented.

More generally, any faculty member who has a close personal relationship with a faculty member under review for reappointment, tenure, and/or promotion, and whose capacity to exercise impartial and fair judgment is subject to question as a result, should not participate in the evaluation of that person. The Provost and Dean of the Faculty may discuss this question with any member of the faculty who may be involved in such an evaluation.

### 3. Duties

It is the responsibility of the Personnel Committee to evaluate tenure-track faculty for tenure, promotion, contract renewal and Forensics track faculty for promotion and contract renewal.

The Provost and Dean of the Faculty shall be present, but shall not participate in Personnel Committee discussion of a candidate, unless asked. At the close of the discussion, but before the vote on the candidate, the Committee shall ask the Provost and Dean of the Faculty if he or she has anything to add for the committee's consideration.

### 4. General Procedures

- a. At the beginning of each academic year, the Provost and Dean of the Faculty will provide the Personnel Committee with a list of the faculty members to be evaluated in each of the various categories, and a timetable for deliberations that will ensure timely notice to candidates.
- b. The Personnel Committee will hold an information meeting during the spring and fall of each year during which members of the committee will explain the review process and answer questions. These meetings are open to all faculty who will be reviewed for contract renewal, tenure and promotion, or promotion to Associate Professor/Professor. Faculty are encouraged to attend one of these sessions well in advance of the deadline for submission of the materials required for an upcoming review.

- c. Each candidate will be advised in writing by the Provost and Dean of the Faculty of the impending evaluation and will be requested to supply information as described below in "Collection of Information."
  - d. Information gathered as described below in "Collection of Information," will constitute the written case for deliberation by the Personnel Committee.
  - e. The Personnel Committee may, at its discretion, consult selected faculty members to discuss their contribution to the written record.
  - f. The Personnel Committee will vote to recommend to the Provost and Dean of the Faculty and the President for or against tenure, promotion, or contract renewal.
  - g. The deliberations and conclusions of the Personnel Committee shall be held in confidence to be communicated to others, including the candidate, only by the President or his designate. An evident breach of confidence by a member of the Committee shall result in that person being dropped from the Committee.
  - h. The recommendations of the Personnel Committee will be sent to the Provost and Dean of the Faculty and the President along with a summary of its conclusions in each case. A single copy of the written record will be retained in the President's confidential file, and the remaining copies will be destroyed.
- B. Tenure-Track Positions

1. Initial Appointment and the Probationary Period

Initial appointments at the rank of assistant professor, associate professor, or professor are for a term of three academic years. In the case of professor, the tenure decision must be made by the end of the initial appointment. Upon expiration of the initial three-year term, appointments at these professorial ranks are renewable, subject to the tenure decision in the case of professor, and to the provisions of the Constitution. Except in the case of an initial appointment to the Faculty, all appointments at the rank of professor shall be for indefinite tenure.

Initial appointments to the faculty, except appointments at the rank of assistant, associate, or professor are appointed for the term of one academic year. Their appointments shall be renewed only by re-appointment for one academic year.

Persons holding the rank of professor, associate professor or assistant professor may be given indefinite tenure by special vote of the Board of Trustees at any time but any such faculty who have not been given indefinite tenure prior to the end of their sixth year of service shall at that time be notified in writing whether they will be given indefinite tenure at the beginning of their seventh year of service; and in the event that indefinite tenure not be given, such persons shall be entitled to a seventh year of service but shall not be continued in service of the College beyond the end of their seventh year.

At the time of initial appointment to a tenure-track position, the Provost and Dean of the Faculty will indicate in writing the year the faculty member will be considered for tenure by the Faculty Personnel Committee. This will usually be in the sixth year, unless the faculty member has at least four years of teaching experience at the college level, in which case he or she will usually be considered for tenure in the fourth year. If the person has been hired at the rank of professor, he or she will be considered for tenure in the second year.

2. Informal Review of Untenured Tenure-Track Faculty (04/20/2011) (First informal reviews during the 2011-2012 academic year)
  - a. An informal review of untenured tenure-track faculty during each of their initial three-year contracts.

Like the present Personnel Committee review conducted during the first semester of the third year of an initial three-year contract, this review will involve a conscientious assessment of the candidate's teaching, scholarship, and service. Unlike the review conducted by the Personnel Committee, however, this review will be purely advisory and diagnostic in nature.

Early in the first semester of the second year of an initial three-year contract, the Associate Dean of the Faculty (ADF) will provide an explanation of the process and purpose of this informal review to the candidate. In consultation with the candidate, the ADF will identify at least two tenured faculty members, at least one of whom is a member of the candidate's department, who will each visit a minimum of two class sessions taught by the faculty member under review. In addition, the ADF and the faculty member under review will discuss and come to agreement about what other materials will best serve the purposes of this review. Although none of the following is required, possible materials might include a current curriculum vitae, course syllabi and/or other appropriate pedagogical materials, student evaluations, annual activity reports, evidence of professional activity, and assessments submitted by members outside the candidate's department. These materials will also be reviewed by the tenured faculty members participating in this process.

Toward the conclusion of the fall semester of the second year of an initial three-year contract, after consulting with the faculty members who participated in the review, the Associate Dean of the Faculty will convene a meeting with the candidate in order to communicate the substance of the completed review to the candidate. At the discretion of the candidate, an appropriate third-party observer of the candidate's choosing (e.g., mentor, departmental colleague, or division chair) may attend this meeting as well. Following that meeting, the ADF will compose a summary of the review in the form of a confidential letter sent to the candidate, including specific recommendations for improved performance in light of the formal criteria of evaluation outlined in the *Faculty Handbook*, as well as any response the candidate may voice to these recommendations. The ADF will retain a copy of this letter in confidence for reference during the second informal review. The candidate may choose to address specific aspects of this letter in

preparing third-year contract renewal materials for the Personnel Committee, but is neither expected nor required to do so.

- b. To institute an additional informal review in the second semester of the fourth year of employment in order to provide timely feedback in anticipation of the tenure review, which is typically conducted in the first semester of the sixth year of employment.
    - i. The second informal review will follow the same procedures as the first informal review. In preparing the second informal review letter, the Associate Dean of the Faculty will consult the candidate's prior informal review letter.
3. Contract Renewal

Tenure-track faculty who have not been hired at the rank of professor will be reviewed by the Personnel Committee early in the fall of the third year after their initial appointments. If this review is successful, the Committee will recommend that the individual be given a three-year extension of his or her contract. If his or her initial appointment specified a six-year probationary period before the tenure decision, the faculty member will be reviewed for contract renewal a second time early in the fall of his or her sixth year. The Personnel Committee will tender its recommendations regarding reappointment or non-reappointment of such faculty in a timely enough manner so that the faculty member and his or her department can be notified by November 1. If a faculty member is not reappointed, no terminal one-year contract will be awarded. This applies only in cases of contract renewal. A faculty member who has been denied tenure will receive a terminal one-year appointment.

4. Guidelines for Time in Ranks

- a. The following periods of time in rank constitute a norm for consideration of promotion rather than a fixed period of time. (Code, Ch. 1, Art. IV Sec. 2.)
  - i. from assistant professor to associate professor: at time of tenure decision.
  - ii. from associate professor to professor: 8 years.
  - iii. from a previous negative decision to promote: 2 years.
- b. A recommendation for promotions will be based upon positive accomplishments, not merely upon time served and an absence of serious deficiencies. Account may be taken of time in rank at another institution, but not necessarily on a year-for-year basis.

A faculty member on a tenure-track appointment may apply for an extension of the normal six-year period prior to review for tenure because of personal illness, child care, care of a seriously ill or injured person, or other factors beyond the faculty member's control that significantly hinder the

performance of the usual range of duties associated with being a successful faculty member, i.e., teaching, scholarship, and service.

The length of the extension will be based upon an assessment of the degree to which these factors interfere with the normal responsibilities of the faculty member. The granting of such extensions does not increase the expectations for teaching, professional activity, and service, as specified in the Faculty Handbook.

Extensions may be granted in one year increments up to a total of two years, although these years need not be consecutive.

- c. Any tenure-track member of the faculty, regardless of length of time in rank, may request of the Provost and Dean of Faculty that he or she may be evaluated for promotion to the next rank. He or she may also be nominated for such consideration by his or her department chair, division chair, the Provost and Dean of the Faculty, or the President.

C. Criteria for Evaluation (Code Ch. 1, Art. IV, Sec. 3A)

The following are the specific criteria the Personnel Committee will use in the evaluation process. More generally, the Committee will also try to assess the overall value of the candidate's contributions to Whitman's mission as an undergraduate, residential, liberal arts college.

1. Excellence in Teaching

Excellence in teaching is the most important criterion for faculty excellence, necessary but not in itself sufficient for retention and advancement. Whitman faculty members must continually strive for excellence in teaching. Excellence in teaching should be consistently apparent with successive appointments and be clearly evident at such key points as the granting of tenure and promotion to the rank of professor. The Personnel Committee will be guided by high standards of evaluation in this category, while simultaneously recognizing that diverse pedagogical approaches can result in excellent teaching.

All of the following items are essential to meet the criterion:

- a. Scholarly competence and familiarity with current developments in one's field;
- b. Thorough course planning and preparation for individual classroom, laboratory, and/or studio sessions;
- c. Effective pedagogical techniques, which may include lecture presentations, discussion leadership, laboratory instruction and tutorial guidance;
- d. Thorough, fair and timely review and evaluation of student work;
- e. Availability to and effective guidance of students, particularly to those assigned as advisees, enrolled in one's classes, and/or with whom the candidate collaborates on research activities.

In evaluating the candidate's achievements with respect to these items, the Personnel Committee will consider the candidate's written statement, peer and student evaluations, and the quality of course materials. Contributions to General Studies 145/146/245, along with course development and interdisciplinary teaching are valued and meritorious aspects of teaching. In reviewing student evaluations of teaching, the committee pays particular attention to patterns in student responses. Pre-major and major academic advising will be expected to reflect excellence, as will other non-classroom work related to student learning, such as supervision of independent studies, senior thesis work, and independent research with students.

## 2. Excellence in Professional Activity

Professional activity and growth ranks second to excellence in teaching in the evaluation of faculty. Progress in professional activity should be consistently apparent with successive appointments. Research and writing that appears in peer-reviewed publications, noteworthy performances or exhibitions, or other appropriate peer-reviewed professional activities in the candidate's field(s) of study are necessary at such key points as the granting of tenure and promotion to the rank of professor. The Personnel Committee will evaluate scholarly or creative work deemed to be professionally appropriate to each candidate's field, recognizing the variety of possible forms. (10/07/09)

Several modes of professional activity are considered in the evaluation of professional activity, but the most important mode is evidence of the candidate's engagement in the intellectual life of his/her field of study beyond the boundaries of the campus community.

While all items on the list below are valuable, the first is necessary:

- a. Research and writing that appear in peer-reviewed publications, noteworthy performances or exhibitions, or other appropriate peer-reviewed professional activities in the candidate's field(s) of study. External reviews by recognized experts in the candidate's discipline of productions or exhibits occurring at Whitman shall qualify as peer-reviewed measures of professional activity;
- b. Peer-reviewed publication in related areas, including but not limited to, matters of pedagogy and curricular design;
- c. Non-peer reviewed publications and professional activity as defined in (a) and (b) above;
- d. Active involvement in professional organizations;
- e. Participation in professional meetings and conferences, including presentations made with student co-authors;
- f. The writing and submission of proposals for external grants.

The Personnel Committee will also consider activities, such as the development of new areas of expertise in the discipline, that may not bring the candidate into the larger intellectual dialogue of his or her field, as well as interdisciplinary professional activities. The judgment of the Committee will not be based solely on the quantity of the candidate's professional activity, but also will consider its quality, breadth, and contributions to the candidate's teaching and the mission of the College. The Personnel Committee will consider the candidate's written statement, letters from the candidate's peers both within and without the College, and direct examples of the candidate's professional activity.

Statements of discipline-specific scholarship guidelines, prepared by individual departments in consultation with the Committee of Division Chairs, can be located at <http://www.whitman.edu/content/provost/development>. These statements are intended to serve as resources for candidates for contract renewal, tenure, and promotion; for those writing letters on behalf of candidates; and for the Personnel Committee as it reviews materials submitted by candidates. These guidelines neither replace nor modify in any way the criteria of evaluation indicated in the Faculty Handbook.

### 3. Service to the College

Service to the College outside of classroom-related activities and professional activity is essential in a small liberal arts college if programs of the College are to develop, and the College is to be well governed. While evidence of service to the college is expected of all candidates applying for tenure and promotion, non-tenured members of the faculty should concentrate on developing their records as teacher/scholars.

Evidence of conscientious college service should be clearly apparent at such key points as the granting of tenure and promotion. Significant contributions to college service, as defined below, are expected for promotion to the rank of professor.

The Personnel Committee will consider the quality and quantity of the candidate's college service, including

- a. Service on college committees and in faculty governance;
- b. Contributions to departmental, interdisciplinary and/or divisional activities;
- c. Initiation of programs that strengthen the capacity of the College to fulfill its mission;
- d. Assistance in other important collegiate activities, such as student recruiting and alumni affairs;
- e. Contributions to student life;
- f. Efforts to enhance the diversity, broadly defined, of the College.

- g. Participation as a mentor in the college faculty mentoring program and/or other mentoring activities.

Community service, while not a substitute for college service, will also be considered if deemed appropriate by the Committee.

#### D. Collection of Information

The primary responsibility for the collection of information lies with the candidate. Specific requirements for the preparation of these materials are available on the Provost and Dean of Faculty web site at:

<http://www.whitman.edu/content/provost/personnel>.

1. In addition to those letters requested by the candidate, the Provost and Dean of the Faculty will invite all tenure-track departmental colleagues (other than those who are retired or are participating in the Salary Continuation Plan) to send letters to the Personnel Committee regarding the candidate's performance. (Code Ch. 1, Art. IV, Sec. 4A.) The Provost and Dean of the Faculty or the Committee also may deem it appropriate to solicit letters from other individuals who are qualified to comment on the contributions of the candidate in any of the three areas of review. The Provost and Dean of the Faculty shall notify the candidate of the source of any letter in his or her file before that letter is considered by the Personnel Committee.
2. The candidate will present to the Provost and Dean of the Faculty:
  - a. An up-dated vita.
  - b. A statement concerning the candidate's teaching and contributions to major and non-major advising. The teaching statement allows the candidate to describe his or her activities that demonstrate excellence in teaching. In the statement the candidate should provide his or her definition of excellent teaching. Based on this definition, the candidate is responsible for describing how he or she has worked to achieve excellence as a teacher. Excellence can take many forms including, but not limited to, the trials of new pedagogical techniques, the creation of supplementary teaching materials, the design of courses, or the integration of scholarship with teaching. In addition, the candidate should assess his or her instructional activities. Possible means of assessment include student feedback. Finally, this statement should contain the candidate's response to student course evaluations or prior personnel committee evaluations.
  - c. A completed and signed Release of Information Form, supplied by the Office of the Provost and Dean of the Faculty, releasing student evaluations from at least 2/3 of all classes taught at Whitman in the preceding two years, in the case of contract renewal, or since the last review, in the case of a tenure decision. Upon receipt of this form, the Office of the Provost and Dean of the Faculty will obtain web-based and hard copy evaluations noted on the form from the Registrar's Office. Evaluations from a variety of courses representing the range of the candidate's teaching activities will be

expected. The standard form provided by the College will be used; however, the candidate may append his or her own questions (quantitative or written) to the form if appropriate to a particular course. To facilitate the collection of such information, the Provost and Dean of the Faculty should remind those faculty members due for evaluation to begin gathering the necessary course evaluations. The Faculty Personnel Committee will receive a document from the Registrar's Office listing all courses taught, and their enrollments, for the pertinent preceding two year period as well as a copy of the Completed Release of Information Form that lists all courses released to the Committee.

- d. Class materials (e.g., syllabi, reading lists, examinations).
- e. The names of at least three colleagues from within the college community from whom the candidate has requested letters. These letters should focus on aspects of teaching that will not be addressed by student evaluations or letters written by off-campus experts. Faculty can provide uniquely valuable information on such matters as the candidate's mastery of the field, whether the candidate's organization of the course is appropriate to the subject matter, and whether the information is provided at a level appropriate for the students of the course. Faculty comments on the candidate's class materials, including syllabi, assignments, and textbooks, as well as the pedagogical techniques implicit in the assignment and structure of the course, can be extremely useful to the evaluation process. In many cases, faculty can make insightful comments on the value of presentations, performances, and activities outside the classroom as well.

For the letter writer to be familiar with the teaching philosophy and objectives of the candidate under review, he or she might meet in advance with the candidate to discuss these matters. The candidate might also provide the letter writer with background about the courses to be evaluated, including earlier versions of the syllabus, if it has been taught more than once and if it has changed significantly. Guidelines for letter writers can be found on the Web site of the Provost and Dean of the Faculty at: <http://www.whitman.edu/content/provost/personnel>.

Visits to the classroom are an indispensable part of the review process. Letter writers should try to make at least two observations of the candidate's teaching, whether in a classroom or non-classroom setting. Letter writers might also write about team-teaching experiences and observations made during guest visits to classes. In the visit, faculty will want to determine whether the candidate's teaching philosophy and the objectives implicit in the syllabus are upheld in the actual teaching situation.

- f. The candidate's assessment of prior professional activity and its impact on the educational program of the College, and a plan for the future.

- g. Appropriate evidence of professional activity (e.g., publications, papers delivered at professional meetings, letters of review, external evaluations of productions and exhibits).
- h. (03/30/2011) Effective date: 2011-2012 Academic Year: A candidate for tenure or promotion to professor will provide a list of the names of a minimum of eight and maximum of ten established scholars, artists or performers in the candidate's field. The list will be constructed by the candidate in consultation with the candidate's department chair and the Associate Dean of the Faculty. From this list, the Provost and Dean of the Faculty will request four letters of evaluation for the candidate. (Faculty Code, Chapter 1, Article IV, Section 4, C).

For all names submitted, the candidate will provide a justification for each reviewer on the list. The candidate should disclose the nature of the relationship he/she has with the potential external reviewer. Generally, the external letter writer should have no close personal or professional relationship to the candidate; however, should this be necessary, the candidate will need to present a particularly strong argument for their inclusion. The candidate may also identify up to four of the potential external reviewers in their list of eight to ten as preferred reviewers, from which at least **three** of the final letters will be solicited.

The Provost and Dean of the Faculty will review the final list of external reviewers and in consultation with the Associate Dean of the Faculty will identify four reviewers. These four reviewers will include at least **three** reviewers from the candidate's preferred list, if preferences are provided, and will seek to balance reviewers from the various fields in which the candidate works. The Provost and Dean of the Faculty will return to the original list should additional reviewers need to be identified. In the event that all reviewers from the original list are exhausted, the Provost and Dean of the Faculty will ask the candidate to identify additional reviewers, again in consultation with the department chair and the Associate Dean of the Faculty.

The Provost and Dean of the Faculty will provide those reviewers agreeing to submit a letter of evaluation with information regarding their role in the review process and will request that reviewers submit their current C.V. along with an assessment of the candidate's professional activity. (Faculty Code Chapter 1, Article IV, Section 4,C.) The Office of the Provost and Dean of the Faculty will make available to reviewers the materials submitted by the candidate and will serve as liaison between the candidate and the reviewer for any additional materials requested by the reviewers.

It will be the responsibility of the Office of the Provost and Dean of the Faculty to ensure that letters of evaluation from outside reviewers are received in a timely manner. The Personnel Committee will not be made aware of which letters were specifically requested by the candidate and which were selected by the Provost and Dean of the Faculty. All letters

from external reviewers will be considered equally by the Personnel Committee.

The Provost and Dean of Faculty will determine the compensation to be offered to outside reviewers.

- i. A statement summarizing the candidate's service to the College or community.
  - j. A current annual faculty activity report.
  - k. Any other information the candidate believes is pertinent to the review.
3. The Provost and Dean of the Faculty will provide:
- a. The candidate's past annual faculty activity reports.
  - b. The candidate's past review letter(s).
  - c. When appropriate, evaluations of professional activity by colleagues at other institutions.

#### E. Evaluation of Faculty in the Forensics Track

1. Upon positive evaluations, the normal schedule for promotion and contract renewal in the Forensics Track is as follows:
  - a. Three two-year contracts, during which the individual will hold the title Non-Tenured Assistant Professor of Forensics.
  - b. Promotion to Non-Tenured Associate Professor of Forensics, after which the individual will receive five-year contract renewals.
  - c. After two five-year contract renewals, consideration for promotion to Non-Tenured Professor of Forensics.

In the case of a negative evaluation, the College may choose to offer an individual a terminal one-year contract, but is not obligated to do so.

2. The primary responsibility for the collection of information lies with the candidate. The criteria for evaluation of faculty in the Forensics Track is as follows:
  - a. The candidate's effectiveness at teaching and advising, and the candidate's service to the College will be evaluated. Coaching will be considered a form of teaching. The candidate will be required to submit the same supporting material as any other member of the faculty, and the same standards will be applied in evaluating the candidate's contributions.
  - b. The professional activity of the candidate will also be evaluated. A broad definition of professional activity will be used, and in particular, publication will not be a prerequisite for contract renewal or promotion.

- c. The management of the candidate's program will be evaluated, in particular, but not limited to, the following areas:
    - i. budget management and accounting procedures
    - ii. adherence to relevant forensic organization standards such as AFA, CEDA, NDT, NPDA, NPTE, and the NFC as is relevant to the tournaments involved
  - d. Faculty in the Forensics Track will be required to possess an appropriate Master's Degree.
  - e. Other questions which may be considered include:
    - i. Has the candidate demonstrated a commitment to the overall goals and values of the College with respect to the balance between curriculum and co-curriculum?
    - ii. What has been the quality of the candidate's contributions in administrative assignments?
    - iii. Has the candidate been an active recruiter?
    - iv. Has the candidate been active in local, regional, or national professional organizations?
    - v. Has the candidate engaged in activities which increase his or her knowledge or expertise in areas beneficial to the forensics program at Whitman?
    - vi. Does the candidate's expertise fit the evolving needs and interests of Whitman students?
- F. Review Procedures for Tenure, Promotion, and Contract Renewal Cases
- 1. Following its review, if the Personnel Committee offers a negative recommendation for a faculty member regarding contract renewal, tenure, and/or promotion, the Committee will communicate that recommendation in writing to the Provost and Dean of the Faculty.
  - 2. The Provost and Dean of the Faculty will communicate the negative recommendation to the President. If the President, in consultation with the Provost and Dean of the Faculty, concurs with the recommendation, the Provost and Dean of the Faculty will send a letter to the faculty member notifying him or her of that recommendation. In that letter, the Provost and Dean of the Faculty will explain to the faculty member that he or she has two weeks, as indicated in Ch. I, Art. III, Sec. 6C of the Faculty Code, to request that a review committee be appointed if the faculty member alleges that the recommendation against tenure, promotion, or renewal by the Personnel Committee or the President was the result of inadequate consideration, insufficient evidence, or procedural flaws.

3. If the candidate submits such a request, a review committee will be formed in accordance with the following guidelines:
  - a. The Review Committee shall consist of the three most senior members and the two most junior tenured members of the full-time teaching faculty, subject to the following specifications:
    - i. Senior and junior rank shall be determined according to total length of service with the College.
    - ii. Senior members will be selected first.
    - iii. No members of the original Personnel Committee will be included.
    - iv. The Review Committee shall be chosen to assure representation of the three divisions. Following the exclusions of members of the original Personnel Committee, divisional representation on the Review Committee will be assured by passing over successive persons at the upper end of the seniority list until all three divisions are represented.
4. In conducting its inquiry, as indicated in Ch. I, Art. III, Sec. 6C of the Faculty Code, the review committee will “determine whether the decision was the result of adequate consideration in terms of the relevant standards of Whitman College as expressed in the current procedures and criteria for evaluation.” The Review Committee shall not substitute its judgment on the merits for that of the Personnel Committee.
5. If the Review Committee concludes that adequate consideration was not given to the faculty member's qualifications (for tenure, promotion, or renewal), it will request reconsideration by the Personnel Committee, indicating the respects in which it believes the consideration may have been inadequate. It will direct its findings to the faculty member, with copies to the Personnel Committee, the Provost and Dean of the Faculty, and the President.
6. If the review committee believes that adequate consideration was given to the candidate's qualifications (for tenure, promotion, or renewal) by the Personnel Committee, the Committee will direct its finding to the faculty member, with copies to the Personnel Committee, the Provost and Dean of the Faculty, and the President.
7. At the close of the process indicated in 1-6 above, should the review committee find insufficient reason to return the case to the Personnel Committee for reconsideration, or should the Personnel Committee, following such reconsideration, affirm its initial recommendation, the candidate will have thirty days to respond or to discuss the matter with the President, or his or her designate, before the decision is entered into the candidate's file.

#### G. Periodic Review of Tenured Faculty

1. Each tenured faculty member shall be evaluated in every fifth year following tenure. The evaluation shall be conducted by the Provost and Dean of the

- Faculty in consultation with the faculty member's Division Chair. (Code Ch. 1, Art. IV, Sec. 5A.) (08/08/02)
2. The faculty member being evaluated is responsible for the collection of the following materials to be used by the Provost and Dean of the Faculty and the appropriate Division Chair:
    - a. Activity Reports from the five-year period preceding the review. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty. The faculty member being evaluated is responsible for submitting a current activity report.
    - b. Three letters from colleagues from within the institution who have observed the candidate's teaching through at least two classroom visits and are familiar with the candidate's instructional aims, organization and materials.
    - c. Student evaluations from two-thirds of the courses taught in the preceding four years of teaching.
    - d. An up-dated vita.
    - e. A self-assessment regarding teaching, professional activity and service to the College in the preceding five-year period as well as plans in each of these three areas for the next five-year period.
  3. The Provost and Dean of the Faculty will invite all departmental colleagues to send letters to him or her regarding the candidate's performance in the areas of teaching, professional activity, and service to the department, College and community. The Provost and Dean of the Faculty shall notify the candidate of the source of any letter in his or her file before that letter is considered by the Provost and Dean of the Faculty and the appropriate Division Chair.
  4. After consulting with the appropriate Division Chair, the Provost and Dean of the Faculty will arrange a meeting with the faculty member being reviewed, and, at the discretion of the faculty member, his or her Division Chair. In the event that the faculty member is a division Chair, that person may elect to have the Chair of the Faculty at this meeting. The meeting will provide the opportunity for the faculty member and the Provost and Dean of the Faculty to have a dialogue about the evaluation.
  5. Within three weeks of the meeting, the faculty member will receive a written letter from the Provost and Dean of the Faculty summarizing their conversation. The faculty member may respond in written form. The Provost and Dean of the Faculty's letter and any written response from the faculty member will be added to the faculty member's file for consultation in subsequent reviews.
  6. In the event that the faculty member and the Provost and Dean of the Faculty disagree on the outcome of the review, the faculty member may petition the Committee of Division Chairs, absent the Provost and Dean of the Faculty and the Associate Dean of the Faculty, and when the faculty member under review is

a Division Chair or Chair of the Faculty, absent that person as well, who will conduct an independent evaluation. Any review by the Committee of Division Chairs will result in a written report that will be sent to the President of the College, the Provost and Dean of the Faculty and the faculty member, and will be added to the faculty member's file. (Code Ch. 1, Art. IV, Sec. 5B.)

7. In the event a faculty member receives negative criticism, the College will make available faculty development opportunities that are appropriate for correcting the perceived deficiency.

#### H. Evaluation of Non-Tenure Track Faculty

##### 1. Lecturers

Lecturers are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Lecturer's Department Chair.

At the time of their fifth one-year contract renewal, which will usually take place during the spring of the fifth year of teaching, all Lecturers will be reviewed by the Personnel Committee in accordance with the process specified below. Following that review, the Personnel Committee will make a recommendation to the Provost and Dean of the Faculty as to whether the individual should be promoted to the rank of Senior Lecturer. If that recommendation is denied, the Lecturer will continue to be reviewed by the Provost and Dean of the Faculty (or his or her designee) and the Department Chair at least once each year, and will undergo another review for promotion to the rank of Senior Lecturer in the sixth semester following denial. **(05-09-2012)**

Candidates for promotion to the rank of Senior Lecturer must submit to the Office of the Provost and Dean of the Faculty the following materials to be reviewed by the Personnel Committee: **(05-09-2012)**

- a. An up-dated curriculum vitae.
- b. The names of three colleagues at Whitman from whom the individual has requested letters of reference. These letters need to address the quality of the individual's teaching, though they may address other issues as well. The individual writing the letter should have observed at least two classes taught by the individual under evaluation.
- c. Student evaluations for all courses taught during the preceding eight semesters or since the last review.
- d. A statement about teaching and plans for the future.
- e. Copies of Annual Activity Reports submitted during the preceding four years or since the last review.

- f. A statement describing the candidate's other contributions in the area of professional activity and service to the College (optional).
2. Senior Lecturers

Senior Lecturers will be reviewed in the final year of their contract period, or at other times deemed appropriate by the Senior Lecturer's department, the Chair of the Division, or the Provost and Dean of the faculty, in accordance with the procedure specified above. Senior Lecturers are expected to evaluate and submit all of their courses and an Annual Faculty Activity Report each year to the Office of the Provost and Dean of the Faculty.

3. Visiting Instructors and Visiting Assistant Professors

Visiting Instructors and Visiting Assistant Professors are expected to evaluate all their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the individual's Department Chair.

4. Adjunct Instructors and Adjunct Assistant Professors

Adjunct Instructors and Adjunct Assistant Professors who have a teaching load of less than half time are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the individual's Department Chair.

Adjunct Instructors and Adjunct Assistant Professors who have a teaching load of at least half time are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the individual's Department Chair.

At the time of their fifth one-year contract renewal, which will usually take place during the fifth year of teaching, Adjunct Assistant Professors who have had an average teaching load of at least half time over the preceding five academic years, will be reviewed by the Committee of Division Chairs in accordance with the process specified below. Following that review, the Committee of Division Chairs will make a recommendation to the Provost and Dean of the Faculty as to whether the individual should be promoted to the rank of Senior Adjunct Assistant Professor. If that recommendation is denied, the individual will continue to be reviewed by the Provost and Dean of the Faculty (or his or her designee) and the Department Chair at least once each year, and will undergo

another review for promotion to the rank of Senior Adjunct Assistant Professor in the sixth semester following denial.

Candidates for promotion to the rank of Senior Adjunct Assistant Professor must submit to the Office of the Provost and Dean of the Faculty the following materials to be reviewed by the Committee of Division Chairs:

- a. An up-dated curriculum vitae.
  - b. The names of three colleagues at Whitman from whom the individual has requested letters of reference. These letters need to address the quality of the individual's teaching, though they may address other issues as well. The individual writing the letter should have observed at least two classes taught by the individual under evaluation.
  - c. Student evaluations for all courses taught during the preceding four years or since the last review.
  - d. A statement about teaching and plans for the future.
  - e. A statement describing the candidate's other contributions in the areas of professional activity and service to the College.
  - f. Copies of Annual Faculty Activity Reports submitted during the preceding eight semesters or since the last review.
5. Senior Adjunct Assistant Professors

Senior Adjunct Assistant Professors will be reviewed in the final year of their contract period, or at other times deemed appropriate by the Senior Adjunct Assistant Professor's department, the Chair of the Division, or the Provost and Dean of the Faculty (or his or her designee), in accordance with the procedure specified above. Senior Adjunct Assistant Professors are expected to evaluate all their courses and will be expected to submit an Annual Faculty Activity Report and student evaluations each year.

I. Evaluation of Non-Tenure Track Faculty in Sports Studies, Recreation, and Athletics

1. Adjunct Instructors and Adjunct Assistant Professors in Sports Studies, Recreation, and Athletics

Adjunct Instructors and Adjunct Assistant Professors in Sports Studies, Recreation, and Athletics are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Athletic Director.

2. Instructors in Sports Studies, Recreation, and Athletics

Instructors in Sports Studies, Recreation, and Athletics are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Athletic Director.

Instructors are normally eligible for promotion to the rank of Lecturer after three years in the rank of Instructor. At the time of their third one-year contract renewal, which will usually take place during the third year of teaching, Instructors in Sports Studies, Recreation, and Athletics will be reviewed by the Athletic Director in accordance with the process specified below for their eligibility for promotion to the rank of Lecturer in Sports Studies, Recreation, and Athletics.

Following that review, the Athletic Director will make a recommendation to the Provost and Dean of the Faculty as to whether the individual should be promoted to the rank of Lecturer. If that recommendation is denied, the Instructor will continue to be reviewed by the Provost and Dean of the Faculty (or his or her designee) and the Athletic Director at least once each year, and will undergo another review for promotion to the rank of Lecturer in the fourth semester following denial.

Candidates for promotion to the rank of Lecturer in Sports Studies, Recreation, and Athletics must submit to the Office of the Provost and Dean of the Faculty the following materials to be reviewed by the Provost and Dean of the Faculty and the Athletic Director:

- a. An up-dated curriculum vitae.
  - b. The names of three colleagues at Whitman from whom the individual has requested letters of reference. These letters need to address the quality of the individual's coaching / recruiting / teaching, though they may address other issues as well.
  - c. Student evaluations for all courses taught since the last review.
  - d. A statement about coaching / recruiting / teaching and plans for the future.
  - e. A statement addressing the management of the candidate's program including budget management and accounting procedures, adherence to generally accepted safety and training standards, adherence to NCAA and Northwest Conference compliance standards
  - f. A statement describing the candidate's other contributions in the areas of professional activity and service to the College. For example, the quality of the candidate's contributions in administrative assignments (intramurals, club sports, etc.); the administration of local or national sports events; or participation in local, regional, or national professional organizations.
2. Lecturers in Sports Studies, Recreation, and Athletics

Lecturers in Sports Studies, Recreation, and Athletics are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Athletic Director.

Lecturers in Sports Studies, Recreation, and Athletics will be reviewed in the final year of their contract period, or at other times deemed appropriate by the Athletic Director or the Provost and Dean of the faculty, and must submit to the Office of the Provost and Dean of the Faculty the following materials to be reviewed by the Provost and Dean of the Faculty and the Athletic Director.

- a. An up-dated curriculum vitae.
  - b. Student evaluations for all courses taught since the last review.
  - c. A statement about coaching / recruiting / teaching and plans for the future.
  - d. A statement addressing the management of the candidate's program including budget management and accounting procedures, adherence to generally accepted safety and training standards, adherence to NCAA and Northwest Conference compliance standards
  - e. A statement describing the candidate's other contributions in the areas of professional activity and service to the College. For example, the quality of the candidate's contributions in administrative assignments (intramurals, club sports, etc.); the administration of local or national sports events; or participation in local, regional, or national professional organizations.
3. Senior Lecturers in Sports Studies, Recreation, and Athletics

The position of Senior Lecturer in Sports Studies, Recreation, and Athletics requires an administrative component, thus there are a limited number of Senior Lecturer in Sports Studies, Recreation, and Athletics positions available.

Lecturers in Sports Studies, Recreation, and Athletics being reviewed for promotion to Senior Lecturer in Sports Studies, Recreation, and Athletics must submit to the Office of the Provost and Dean of the Faculty the following materials to be reviewed by the Committee of Division Chairs, the Provost and Dean of the Faculty, and the Athletic Director:

- a. An up-dated curriculum vitae.
- b. The names of three colleagues at Whitman from whom the individual has requested letters of reference. These letters need to address the quality of the individual's coaching / recruiting / teaching, though they may address other issues as well.
- c. Student evaluations for all courses taught since the last review.
- d. A statement about coaching / recruiting / teaching and plans for the future.

- e. A statement addressing the management of the candidate's program including budget management and accounting procedures, adherence to generally accepted safety and training standards, adherence to NCAA and Northwest Conference compliance standards
- f. A statement describing the candidate's other contributions in the areas of professional activity and service to the College. For example, the quality of the candidate's contributions in administrative assignments (intramurals, club sports, etc.); the administration of local or national sports events; or participation in local, regional, or national professional organizations.

Senior Lecturers in Sports Studies, Recreation, and Athletics are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Athletic Director.

Senior Lecturers in Sports Studies, Recreation, and Athletics will be reviewed in the final year of their contract period, or at other times deemed appropriate by the Athletic Director or the Provost and Dean of the faculty, and must submit to the Office of the Provost and Dean of the Faculty the following materials to be reviewed by the Provost and Dean of the Faculty and the Athletic Director:

- a. An up-dated curriculum vitae.
- b. Student evaluations for all courses taught since the last review.
- c. A statement about coaching / recruiting / teaching and plans for the future.
- d. A statement addressing the management of the candidate's program including budget management and accounting procedures, adherence to generally accepted safety and training standards, adherence to NCAA and Northwest Conference compliance standards
- e. A statement describing the candidate's other contributions in the areas of professional activity and service to the College. For example, the quality of the candidate's contributions in administrative assignments (intramurals, club sports, etc.); the administration of local or national sports events; or participation in local, regional, or national professional organizations.

## **Chapter V**

### **Teaching Loads and Advising**

#### A. Teaching Loads

The standard teaching load in most academic departments is five courses per year. Laboratory courses in the sciences count as one-half of a course. Other exceptions may occur (e.g., in departments which offer large numbers of activity courses or 1-2 credit courses or seminars). Faculty members in departments requiring senior theses / integrative essays / research projects for their majors may count this participation toward their course load; normally this participation will not count as more than the equivalent of one course per year. Unless on sabbatical leave or leave of absence, faculty members are normally expected to teach in each semester of an academic year. Faculty on sabbatical leave or leave of absence during one semester of an academic year will be expected to teach not fewer than 2.5 courses during the other semester. (Code Ch. 1, Art. V, Sec. 1A.)

The faculty members of each department are expected to come to agreement on what constitutes their five-course responsibility consistent with fairness in the distribution of workloads, enhancement of the department's course of studies and continued excellence in the instruction of students. (Code Ch. 1, Art. V, Sec. 1A.)

If funds are available, students and, in rare cases, graduates may be hired by the College to assist instructors. However, instructors cannot relinquish any of their responsibilities to evaluate course work. The supervision of all scheduled class meetings and activities is the duty of the instructor. Students will be allowed to teach certain activity classes in the SSRA Department (e.g., Rock Climbing and Kayaking) if they receive the training appropriate to the activity as determined by the Provost and Dean of the Faculty. Faculty approval is necessary before students teach a class not previously taught by students." (Code Ch. 1, Art. V, Sec. 1B.)

Reductions of load are possible in the following circumstances:

1. The Faculty Chair and the Committee of Division Chairs may reduce their load by one course per semester provided they have the concurrence of their department.
2. Faculty given special assignments by the Provost and Dean of the Faculty or with unusual professional responsibilities may petition the Provost and Dean of the Faculty for load reduction.

In all of the above cases replacement is not automatic but must be approved by the Provost and Dean of the Faculty in consultation with the Committee of Division Chairs.

#### B. Academic Advising

Academic advising is an important element of excellent teaching at a liberal arts college. After their first year at Whitman, all faculty are expected to participate in the formal advising process which has two parts:

1. Pre-Major Advising

The Director of Academic Resources assigns an advisor to each entering first-year student, giving consideration to his or her academic interests and probable plans.

2. Major Advising

When a student declares a major, he or she acquires an advisor from that major department. Some departments assign new majors to designated faculty; other departments allow the student to choose any member of the department.

## Chapter VI Professional Development

In the interest of maintaining and enhancing both the scholarship and teaching of the faculty, the College offers an array of opportunities for professional development.

### A. Sabbatical Leave (Code Ch. 1, Art. VI, Sec. 1.)

1. All faculty who are tenure-track or in the Forensics track are eligible to apply for one of the following:
  - a. A one-semester sabbatical at 100% of salary following four years of full-time teaching; or
  - b. A one-year sabbatical after four years of full-time teaching at 82% of salary; or
  - c. A one-semester sabbatical after four semesters of full-time teaching at 82% salary.
2. Faculty on sabbatical leave or leave of absence during one semester of an academic year will be expected to teach not fewer than 2.5 courses during the other semester.
3. Non-tenured, tenure-track faculty will be eligible to apply for a second semester sabbatical during the fifth year of full-time teaching at 82% of salary.
4. One semester sabbaticals will count as no more than 2.5 courses in a faculty member's normal five course load.
5. Evaluation

Proposals will be evaluated by the Committee of Division Chairs. Sabbatical leaves are granted for projects of such a nature and magnitude that their completion is impossible while the faculty member is engaged in regular teaching obligations. Most proposals should be no longer than three pages, be comprehensible to educated individuals outside of the discipline, and begin with a summary or abstract. Though most satisfactory proposals will be scholarly in nature, curricular proposals are also acceptable. Proposals which are scholarly in nature should result in publication or equivalent presentation. All proposals should have clearly defined objectives by which their success or lack of success can be judged. Proposals should include an updated vita and a statement from the department chair as to whether or not a replacement will be necessary.

In evaluating sabbatical proposals the Committee of Division Chairs will consider several questions. Is the proposal clearly written with specific objectives? Will the project enhance the candidate's teaching and scholarship? Of what value is the project to the individual's department, the College, and its

students? What evidence is there of the likely success of the project? The most compelling evidence is the success or failure of previous sabbatical projects.

If other grants or salaries supporting the applicant's project become available, the financial obligation of the College shall not exceed the balance necessary to complete the applicant's base salary for the period of the sabbatical, plus those unusual expenses associated with the leave. Cost of living expenses will be considered a possible unusual expense on a case by case basis, as determined by the Provost and Dean of the Faculty.

The College maintains payment of its contributions for TIAA-CREF, group life, and major medical insurance during the period the faculty member is on sabbatical leave.

A faculty member returning from sabbatical is required to submit a report to the Provost and Dean of the Faculty and is expected to give a public presentation reflecting the accomplishments of the leave. It is expected that anyone granted a sabbatical leave will return to the service of Whitman College for at least two semesters with teaching responsibilities. In exceptional circumstances and when the Provost and Dean of the Faculty requests that a faculty member delay his or her sabbatical, credit may be given for the delay.

#### 6. Sabbatical replacements and scheduling

Replacements for faculty who have been approved for a sabbatical leave are not automatically granted. Once sabbaticals are authorized, the Provost and Dean of the Faculty will call for replacement requests and justifications, and in consultation with the Committee of Division Chairs, will work with departments to determine replacement needs. At that time, the Provost and Dean of the Faculty and the department chair will also work together to schedule department sabbaticals in a manner that minimizes disruptions to the department's curriculum and major program and accommodates, to the greatest extent possible, the needs of non-tenured tenure-track faculty. It is expected that one-semester sabbatical replacements will teach no fewer than 2.5 course.

#### B. Leaves of Absence

Faculty members who seek approval of an unpaid leave of absence should submit a request to the Provost and Dean of the Faculty. After soliciting from the appropriate department a statement of the anticipated impact of this leave on the academic program, the Committee of Division Chairs will offer a recommendation to the Provost and Dean of the Faculty. One semester leaves of absence will count as no more than 2.5 courses in a faculty member's normal five course load.

Under college regulations, faculty who do not yet have tenure need not return to the College at the end of their leave, nor does the College have a responsibility to retain them in their position. Upon return from a leave of absence, faculty members must teach fulltime for four consecutive semesters or four consecutive years to be eligible to apply for a one-semester or full year sabbatical, respectively. A faculty member on an

unpaid leave of absence will not receive benefits, and is not eligible to receive ASID funds.

### C. Funds for Scholarship and Instructional Development

Each tenured and tenure-track, Forensics-track, and full-time continuing member of the instructional faculty, not supported by start-up funds, contract travel, or income from endowed chairs will be provided with a Personal Development Account (PDA) each year to support teaching and research. These funds will support legitimate professional expenses (faculty travel for research/creative activity, professional meetings, journal subscriptions, memberships in professional societies, research materials - books, software, supplies). The funds may not normally be used to support student research, computer purchases, and teaching materials otherwise supported by departmental or program budgets. Details on allowable expenses can be found on the [Provost and Dean of the Faculty Website](#).

Equipment purchased with the funds will become property of the College.

Each year, additional funding will be awarded to proposals seeking support for scholarship and instructional development needs that exceed the use of the Professional Development Accounts. Such funds to assist both scholarship and instruction are available upon application to the Committee on Aid to Scholarship and Instructional Development (ASID).

The following are meant only as a general description of the possible uses of ASID funds. A more precise statement of the criteria for funding is available from the [Office of the Provost and Dean of the Faculty](#).

1. Short-term independent research, including such items as travel, food/lodging, photocopying, secretarial expenses, and expendable supplies and minor equipment. Limited wages for student assistance in support of such research will also be considered. Travel support may be requested. The fund will not support the following: books and software except in unusual, justifiable circumstances; major equipment; supplies not specific to the proposed work (e.g., paper).
2. Additional conference attendance. Faculty with accepted presentations will receive priority.
3. Formal study, other than study leading to a professional degree, in connection with a scholarly project.
4. The typing of manuscripts, preparation of figures, and other costs associated with the preparation and publication of scholarly materials. These funds must be requested; they will not be provided automatically (see additional information below). Journal page charges are usually not eligible.
5. Instructional development. Funds in this category are to be allocated in support of activities that are in direct support of the faculty member's present or potential instructional responsibilities. In making its decision, the Committee will take into account the merit of the project, the relation of the project to the ordinarily expected development and updating of courses, the availability of

funds from other sources, the use to which the applicant has put past grants, and the amount requested compared with the total amount of funds available. Thus, applicants should include sufficient justification and information for the Committee to make a reasonable decision.

#### D. International Scholarship and Research Fund

Additional funding will be available for proposals seeking support for international research and creative activities. The following activities are eligible for support:

1. International conference attendance. Faculty with accepted presentations will receive priority.
2. Short-term independent research, including such items as travel, food/lodging, photocopying, secretarial expenses, and expendable supplies and minor equipment. Limited wages for student assistance in support of such research will also be considered. Travel may be requested. The fund will not support the following: books and software except in unusual, justifiable circumstances; major equipment; supplies not specific to the proposed work (e.g., paper).
3. Formal study, other than study leading to a professional degree, in connection with a scholarly project.

#### E. Grants from External Sources

The Development Office is able to provide some advice and assistance in finding external sources of support for the whole range of academic activities. It is important to co-ordinate grant-seeking endeavors with the Development Office in order to ensure that the total college fund-raising effort is integrated.

#### F. Student/Faculty Research Awards and Other Funds

There are a number of awards which help to foster student/faculty collaborative research, especially in the summer.

##### 1. Summer Research Awards in the Sciences

There are several funding sources to support collaborative research by students with faculty members in the sciences. Some of these funds are from donations, some from endowments, and some come from internal sources. They are administered by a committee consisting of members of the Science Division not seeking funds that year. For more information, contact the Chair of the Science Division.

##### 2. Perry Scholar Program

The purpose of the Perry Scholar Program is to encourage tenure-track faculty to recruit and employ Whitman College students (typically in their sophomore or junior summers) to join them as junior collaborators in their professional scholarship and research. Non-tenure-track faculty may apply for these funds, but will be given lower priority. These funds are administered by the ASID

Committee. For more information, contact the Office of the Provost and Dean of the Faculty.

3. Abshire Awards

The Sally Ann Abshire Research Scholar Awards are awarded annually to four or five students to assist Whitman professors in their scholarly pursuits. Unlike Perry Awards, these awards are typically granted for work during the academic year. These funds are administered by the ASID Committee. For more information, contact the Office of the Provost and Dean of the Faculty.

4. Student Travel to Professional Meetings

Funds are available to assist students to attend professional meetings to present work done collaboratively with Whitman faculty members. These funds are administered by the Office of the Provost and Dean of the Faculty, and are awarded on a first-come-first-serve basis.

5. Visiting Educators and Visiting Writers Programs

This program provides an opportunity to invite scholarly speakers in the various disciplines to campus. Visiting Educators are usually faculty from other institutions. They normally receive reimbursement for travel and local expenses, and an honorarium. These funds are administered by the Committee of Division Chairs. For more information, contact the Office of the Provost and Dean of the Faculty.

6. Lectureships

The College has numerous endowed lecture series, including the Rempel Lecture (Biology), the Brattain Lecture (Physics), the Skotheim Lecture (History), the Jackson Lecture (Politics), the Kimball Lecture (Classics), the Cagley Lecture (Foreign Languages), and the Brode Lecture (Science).

G. Mentoring

In order to support faculty as they work to meet the criteria for contract renewal, tenure and promotion, the Whitman College Faculty Mentoring Program seeks to match faculty members at all ranks who desire a faculty mentor, with tenured faculty members whose institutional experience may offer clarification to the process. While the program is initially and specifically targeted toward untenured, tenure-track faculty members, it may extend to non tenure-track and post-tenure faculty members if the need is demonstrated and mentors are available. The mentorship program is not intended to replace departmental mentorship that should routinely be extended to new faculty. Instead the program offers supplemental and confidential mentorship from outside the faculty's department.

A full description of the Faculty Mentoring Program, its goals, mechanism, and statement on confidentiality can be found on the [Provost and Dean of the Faculty's CLEo site](#) in the Faculty Mentoring Program folder.

## Chapter VII Faculty Organization and Governance

### A. Governance

The faculty is charged by the Constitution and By-Laws of the College "to arrange the courses of study and to take proper measures for the government and discipline of the students." To accomplish these goals and, further, to provide a means for considering policies, guidelines, and procedures for its business, the faculty has developed a system of governance which includes regular elections of officers, establishment of committees, and election of members to serve on these committees. Below is a brief outline of the major components of this system. Full details of faculty governance are in the *Faculty Code*.

#### 1. Officers

##### a. Chair of the Faculty

The Chair of the Faculty shall be elected by the Faculty for a 3-year term and shall not be elected for a second consecutive term. He or she shall, at the time of election, be a full-time member of the Faculty. He or she may not simultaneously serve as Division Chair or be a member of the Board of Review. He or she shall maintain his or her office in one of the locations normally assigned to teaching members of the Faculty, and not in a facility devoted primarily to members of the administrative staff. He or she presides at all regular faculty meetings and at meetings of the Curriculum Committee, and is a member of the Committee of Division Chairs. Governance of Baker Faculty Center is the responsibility of the Chair of the Faculty. He or she attends meetings of the Board of Trustees, the Executive Committee of the Board of Overseers, and the Alumni Board, and also sits with the Budget Officers of the College in the President's Council.

Nominations of persons to run for the office of chair of the faculty shall be submitted to the chair of the Nominating Committee. The chair of the Nominating Committee will determine whether persons nominated are willing to stand for election, and will communicate to the faculty the names of such persons at least 72 hours prior to the faculty meeting at which the election for faculty chair is to be conducted. No nominations will be accepted from the floor of the faculty.

##### b. Secretary of the Faculty

The Secretary is elected for a two-year term. He or she is responsible for updating the Faculty Code and acts as parliamentarian.

##### c. Division Chairs

Each of the three divisions elects its own chair for a three-year term. The Chair presides at all division meetings and is a member of the Committee of

Division Chairs, the Curriculum Committee, and all tenure-track search committees in his or her division.

d. The Committee of Division Chairs

The Faculty Chair and the three Division Chairs sit with the Provost and Dean of the Faculty to form the Committee of Division Chairs, with the Provost and Dean of the Faculty acting as Chair of the Committee. The Associate Dean of the Faculty shall act as an ex-officio, non-voting member of the Committee. The Committee of Division Chairs is responsible for advising the President and the Provost and Dean of the Faculty on administrative policy of an academic nature, budgets and staffing matters affecting the Division, long-range academic planning, and any other matters referred to it by the President or the Provost and Dean of the Faculty.

Elections of Faculty Chair and Division Chairs will take place in December rather than in May. Those elected will take office on the following July 1, as specified in the Faculty Code.

2. Major Governance Committees

a. Board of Review

Charge:

To enforce faculty legislation and procedures and to approve exceptions to faculty academic regulations.

Members

Three faculty members elected for three-year, staggered terms; the Registrar as an ex-officio, non-voting member. The Chair is the faculty member holding the most senior term.

B. Departments

1. Department Chair

a. Appointment

- i. Department chairs are appointed for three-year terms.
- ii. The Provost and Dean of the Faculty seeks advice from the department members prior to making an appointment.

b. Duties

The chair conducts department meetings and administers policy determined during those meetings by the members of the department and represents the department at faculty and administrative meetings. While the chair may well handle some routine matters without consultation, such matters as budget recommendations, course schedule recommendations,

course change recommendations, or evaluation of seniors on their major examinations should be determined by the department as a whole. Normally, the chair of the department will chair the search committee for any appointments in the department.

#### List of Typical Duties

- i. Chair department meetings
- ii. Forward the department budget proposals to the Provost and Dean of the Faculty with such explanation as seems appropriate.
- iii. Administer expenditures from the department budget.
- iv. Represent the department in discussions with the Committee of Division Chairs and the administration concerning personnel changes.
- v. Represent the department in matters to be considered at the divisional level or by the faculty.
- vi. Represent the department in relations with the Registrar's Office concerning such matters as course offerings, course scheduling, enrollment limits, evaluation of transfer credits, et cetera.
- vii. Represent the department in relations with the Communications Office in connection with catalog copy.

#### 2. Departmental Budgets

Departmental budgets ordinarily include funds for student employment, services (e.g. telephone, photocopying, film and video rentals, equipment repair, service contracts) and supplies (such as paper, pens, chemicals), and capital expenditures (equipment items costing over \$500.00). Some departments will also have equipment replacement budgets for the replacement of worn out items. The department budget is controlled by the department chair; projected expenditures must be approved by him or her.

#### 3. Offices and Computers

Faculty are ordinarily assigned private offices to facilitate advising and scholarship. Although specific assignments are usually made by the division or department chair, depending upon the building, the Provost and Provost and Dean of the Faculty retains ultimate authority in the allocation of space in all academic buildings. Computing equipment, software, and network access are made available through Whitman College Technology Services. Priorities for allocation and purchase of equipment and software are determined by departments and Technology Services.

#### C. Standing Committees of the Faculty:

Below is a list of the standing and ad hoc committees established by the faculty and described in the Faculty Code.

1. Student Life Committee
2. Council on Student Affairs
3. Committee on Membership in Fraternities and Sororities
4. Grievance Committee
5. Board of Academic Advisors
6. Nominating Committee
7. Committee on Studies with Human Subjects
8. College Athletics Committee
9. Committee on Admission and Financial Aid
10. General Studies Committee
11. Off-Campus Studies Committee
12. Faculty Committee on Compensation
13. Faculty Personnel Committee
14. Governance of the Baker Faculty Center is the responsibility of the Chair of the Faculty. The Chair may consult with the Provost and Dean of Faculty and the Treasurer of the Committee.
15. Committee on Aid to Scholarship and Instructional Development (ASID)
16. Academic Information Technology Advisory Group (AITAG)
17. Library Advisory Committee
18. Curriculum Committee

D. Non-Code Committees

In addition to the code committees listed above, there are a number of other elective and appointive committees which help the College perform important functions and encourage faculty participation.

1. Pre-Medical Advising Committee

Charge:

To advise prospective medical students and assist them in applying to medical school.

Membership:

Five or six faculty appointed by the President or the Provost and Dean of the Faculty for one-year terms.

2. Bookstore Committee

Charge:

To advise the manager of the bookstore on policy concerning textbooks, trade books, supplies, and all procedures associated with operations.

Membership:

The director of the Reid Campus Center as chair, the manager of the bookstore, the Dean of Students, and the Treasurer, all ex-officio; two staff members on one-year terms and one faculty member on a three-year term appointed by the Provost and Dean of the Faculty.

3. Center for Teaching and Learning Steering Committee

Charge:

To plan programming for faculty in support of excellent teaching and oversee the Center's mission to promote a campus-wide environment that values, respects, and encourages excellent teaching.

Members:

Five or six faculty members with diverse disciplinary and pedagogical interests and representatives from the Academic Resource Center, Penrose Library, and WCTS appointed by the Associate Dean in consultation with the current steering committee.

Ad-hoc Committees may be appointed from time to time by the President or the Provost and Dean of the Faculty.

## **Chapter VIII Resignation, Retirement and Salary Continuation Plan**

### A. Resignation

It is expected that faculty resigning their appointments from Whitman College will inform the Provost and Dean of the Faculty as early in the academic year as possible and no later than October 1. Such notification is important for the continuity of the academic program and therefore a matter of fairness to students.

### B. Retirement

Traditionally the normal retirement age at the College has been 65. In accordance with federal law, the College does not have a mandatory retirement age. However, according to the By-Laws of the Constitution of the College, "The Board of Trustees shall have authority to terminate by retirement the appointment of any faculty member who by reason of mental or physical disability has become unable to perform the duties for which he or she was appointed."

### C. Salary Continuation Plan

The Salary Continuation Plan is not a retirement or pension program. The Salary Continuation Plan (SCP) is designed to release tenure-track faculty members from their teaching obligations for 5 years at the age of 60 or 61, or for 4 years at the age of 62 or 63, at the end of which time the faculty member would retire. The major objective of these options is to provide faculty members who wish to do so the opportunity to be relieved of their teaching obligations and to provide partial compensation to those who have selected either of these options. The basic principle upon which these options are constructed is that a senior faculty member may be relieved of his or her teaching obligations at minimal net cost to the College if he or she is replaced by a faculty member at the entry rank. The faculty member who elects SCP is a continuing full-time employee of the College with no teaching obligation and is to receive partial salary and all full-time benefits (with the exceptions specified below) until the retirement age designated according to the plan selected. Faculty members in either plan will not be eligible for sabbatical leave once the chosen plan is in effect. All applications for SCP must be approved in writing by the Provost and Dean of the Faculty and the President, and must specify the employee's date of completion of SCP as well as retirement from the College.

#### 1. Eligibility

Faculty are eligible to apply for SCP at age 60 or 61 for a five-year period until retirement, or at age 62 or 63 for a four-year period until retirement. To be eligible for SCP, a faculty member must have completed 15 years of employment at the College. A faculty member who selects one of these options may not reverse his or her decision and return to teaching. Part-time teaching, at the option of the College, is possible for additional compensation at the standard per-credit rate for part-time faculty in the relevant year. Office space will be provided only if available.

## 2. Application Procedures

Faculty members who elect to apply for SCP will present formal applications to the Provost and Dean of the Faculty. Applications must be made early enough in the academic year for the department and the College to seek and appoint a suitable replacement for the person who has elected SCP. In particular, applications must be submitted before October 1.

## 3. Salary

Faculty who elect SCP will receive 50% of their full base salary annually. Salary payments will be made on the regular twelve-month basis. Yearly salary increments for those on SCP will be determined by the Provost and Dean of the Faculty.

## 4. Benefits

### a. TIAA/CREF:

Faculty who have been receiving a 10% match from the College for TIAA/CREF will receive a 20% contribution to TIAA/CREF during the five or four years of the SCP selected. The 20% may be allocated to the two agencies as the faculty member designates. Individuals may, of course, make additional contributions. The foregoing is subject to legal limits on tax-deferred income.

### b. FICA:

The College will contribute its monthly share of the FICA tax at the federally determined rate based on the actual salary amount paid to the faculty member throughout the period that SCP is held.

### c. Insurance:

The College will continue to pay premiums for life insurance, the health plan, and the dental plan, until the age selected under SCP is reached.

### d. Retirement

A faculty member who elects SCP will retire at 65, 66, or 67, according to the plan chosen. Upon retirement, SCP is terminated and the retiree will be eligible to receive the benefits which normally accrue to all persons who retire from the faculty.

### e. Death Benefit:

In the event of the death of a faculty member during SCP, his or her estate will receive salary payments for the month in which death occurs and for two succeeding months.

## 5. Re-Evaluation:

The College reserves the right to re-evaluate its position concerning the offering of SCP at any time and may adjust the option or withdraw from offering it as it deems necessary. If such adjustment should occur, those faculty members already under SCP will be continued under the specifications previously agreed upon.

#### D. Phased Retirement

Phased Retirement (PR) is designed to allow a tenure-track faculty member to reduce his or her teaching obligation to an average of 50% of full-time for a period of up to five years after the age of 60 but not beyond age 70. The major objective of this option is to provide faculty members who wish to do so the opportunity to reduce their teaching obligations over a five-year period prior to their selected age of retirement and be compensated during that period at a percentage of their base salary rather than at the part-time faculty rate. The basic principle upon which this option is constructed is that a senior faculty member may retire gradually at minimal net cost to the College, while being replaced by a faculty member at the entry rank. The faculty member who elects PR remains a tenured member of the faculty for the percentage teaching agreed upon, receiving proportionate salary and full benefits. All applications for PR must be approved by the Provost and Dean of the Faculty and the President.

#### Eligibility

Faculty are eligible to apply for PR at age 60 or beyond for a period of up to 5 years and not to extend beyond age 70. A faculty member who selects this option may not reverse his or her decision and return to full-time teaching. Continued part-time teaching, at the option of the College, is possible for additional compensation at the per-credit rate for part-time faculty in the relevant year.

#### Application Procedures

Faculty members who elect to apply for PR will present formal applications to the Provost and Dean of the Faculty. Applications must be made early enough for the department and the College to seek and appoint a suitable replacement for the person who has elected PR. In particular, applications must be submitted before October 1.

#### Salary

Faculty who elect PR will receive their full base salary annually prorated to the actual percentage teaching load they undertake each year. The teaching for the five-year period will not exceed 50% of a full-time load and the percentage load in any year will not exceed the percentage of the previous year. Annual salary increments for the five-year period of the PR will be determined by the Provost and Dean of the Faculty.

#### Benefits

##### TIAA/CREF:

Faculty who have been receiving a 10% match from the College for TIAA/CREF will continue to receive a 10% match. Individuals may, of course, make additional contributions to TIAA/CREF if they wish to do so.

**FICA:**

The College will contribute its monthly share of the FICA tax at the federally determined rate based on the actual salary amount paid to the faculty member through the period of PR.

**Insurance:**

The College will continue its payments of premiums for life insurance, the health plan, the dental plan, and the group disability plan until the age selected for retirement under PR is reached.

**Retirement:**

A faculty member who elects PR will retire at the end of the period agreed upon. Upon retirement, PR is terminated and the retiree will become eligible to receive the benefits which normally accrue to all persons who retire from the faculty. PR faculty may be employed part-time after the expiration of PR but at the option of the College, and at the per-credit rate for part-time faculty in the relevant year.

**Death Benefit:**

In the event of the death of a faculty member during PR, his or her estate will receive salary payments for the month in which death occurs and for two succeeding months.

**Reevaluation**

The College reserves the right to re-evaluate its position concerning the offering of PR at any time and may adjust the option or withdraw from offering it as it deems necessary. If such adjustment should occur, those faculty members already under PR will be continued under the specifications agreed upon.

**Chapter IX**  
**Policies on Faculty and/or Student Research**  
**(12-9-09)**

The College is strongly committed to ensuring that all research conducted by Whitman faculty and/or students be held to the highest standards of ethics and safety. The College believes in the ethical care and treatment of animal and human subjects to be used in biological, biomedical and behavioral research, and has established policies to ensure that College and national regulations are followed. These include an Institutional Animal Care and Use Committee, an Institutional Review Board, and a Responsible Conduct of Research Training Policy. In addition, through its Institutional Biosafety Committee, the College takes great care to assure that biosafety standards are followed, to ensure the health and safety of the campus. Additional information about research requirements can be found on the Whitman website under “Research Requirements and Contact Information.”

A. Animal Care and Use

All research proposals involving vertebrate animals must have their research protocol approved by the Whitman Institutional Animal Care and Use Committee (IACUC). Whitman's IACUC is approved by the federal Office of Laboratory Animal Welfare. New protocols that involve animals should be submitted to the current Chair of the Committee, who will distribute them to the members of the committee for approval.

B. Institutional Review Board

All research conducted by Whitman College faculty or students involving human participants, regardless of its funding source, must be submitted to the Institutional Review Board (IRB) for review. Details of federal guidelines for this review process can be found at: <http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.htm>

1. Definitions of Research

- a. Based on U.S. Government regulations that govern this review process, called “The Common Rule” because the same set of regulations applies to 18 different federal agencies, “RESEARCH” is defined as: “[A] systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalize-able knowledge." Activities which meet this definition constitute research for purposes of this policy, whether or not they are conducted or supported under a program which is considered research for other purposes. For example, some demonstration and service programs may include research activities.

According to “The Common Rule,” a “HUMAN SUBJECT” is defined as: “[A] living individual about whom an investigator (whether professional or student) conducting research obtains:

- i. Data through intervention or interaction with the individual, or
- ii. Identifiable “private information.”

IRB approval must be obtained prior to any data collection for research involving human participants, if the research is sponsored by the College (this includes activities undertaken as part of the instructional process); is conducted by or under the direction of any faculty, staff, or student of the College in connection with institutional responsibilities or using any property or facility of the College; or involves the use of the College's non-public information to identify or contact prospective students.

If the results of the work are meant to be published or disseminated to an unrestricted audience, or even if this is viewed as a possibility, then the work counts as research.

- b. The following activities are NOT considered research:

Surveys and interviews for the purposes of:

- i. Journalism (as protected by the freedom of the press and subject to journalistic ethics), such as polls done for the College newspaper.
- ii. Advocacy (as protected by freedom of speech), such as a campaign to get students to stop smoking.
- iii. Internal College use only, such as surveys of members of the College community where the results are made available to a limited audience within the College community; or evaluations of College faculty, programs, or services.
- iv. Classroom activities that are part of the instructional process (as protected by academic freedom). However, participation by students in any teaching activity that involves risk to the student, or is not necessary to the course of study or training in which it occurs, must be accompanied by the student's voluntary, informed consent and must be reviewed and approved by the IRB. If the instructor and/or student wish to present or publish information beyond the classroom (e.g., in a departmental colloquium or in the Undergraduate Conference), the activity is considered research and must be reviewed by the IRB in advance of the research being conducted if it involves human participants. If the activity involves the entire class, the faculty member may submit one proposal for the class. However, if each student's project is fundamentally different, then separate proposals must be submitted.
- v. Activities in which the primary purpose is specific benefit or treatment to the individuals involved such as counseling, social work, physical or psychological therapy, or psychological testing. These activities are subject to the norms of confidentiality and standards of practice of the relevant professionals.
- vi. Oral histories. Oral history interviewing activities are "not designed to contribute to generalizable knowledge and therefore do not involve research as defined by Department of Health and Human Services

(HHS) regulations at 45 CFR 46.102(d) and do not need to be reviewed by an institutional review board (IRB) (Office for Human Research Protection, 2004)“. For additional information, please see: <http://www.historians.org/Perspectives/Issues/2004/0403/0403new1.cfm>

- vii. Interviews, survey, and public observation of public officials (both elected and appointed) in their capacity as public servants.
- c. In general, the following kinds of investigations must be reviewed before data collection begins:
- i. Investigations in which the researcher creates or influences the situation in which the human subjects find themselves for the purposes of collecting information about those subjects. This includes naturalistic observational studies in which the presence of the observer may affect the situation, as well as ethnographic or participant observation studies and experimental manipulations whether in the field or the laboratory.
  - ii. Investigations in which the researcher interacts with the human subjects in order to obtain information from those subjects. Biological research in which people are measured or fluids drawn or collected obviously falls under interaction. So do questionnaire and interview research, even when the interaction is an informal conversation, the content of which will be recorded in notes at a later time.
  - iii. Investigations in which the research uses already existing data about human subjects in which the identity of the subjects is knowable from the data or the data are of such a personal nature that people might reasonably expect the data to be held in confidence. Obvious examples would be transcripts or medical records. Less clear cut examples might include email posts to a list-serve or letters written to a public person, depending on when the records are opened.

What need NOT be reviewed are investigations in which secondary data without personal identifications are used (e.g., other researchers' survey data sets) or personally identifiable data that the subjects themselves made publicly available (e.g., letters to the editor).

In general, any research conducted by Whitman students on other Whitman students as part of a class does not require committee approval. Observational research conducted off-campus also does not require approval, unless the primary investigator records (video or audio) behavior. All other types of data collection require approval, including all research involving minors, and surveys of or experiments on adults (those 18 years of age or older).

## 2. IRB Criteria

The purpose of the IRB review is to protect the rights and welfare of participants in research projects. In conducting its review the IRB seeks to assure that:

- a. Risks to participants are minimized, by using procedures that are consistent with sound research design and that do not unnecessarily expose participants to risk
  - b. Risks to participants are reasonable in relation to anticipated benefits, if any, to participants, and the importance of the knowledge that may reasonably be expected to result.
  - c. Selection of volunteers is equitable.
  - d. Informed consent will be sought from each prospective participant or the participant's legally authorized representative.
  - e. Informed consent will be appropriately documented.
  - f. When appropriate, the research plan makes adequate provision for monitoring the data collected to ensure safety of participants.
  - g. There are adequate provisions to protect the privacy of the participants and to maintain the confidentiality of the data.
  - h. When some or all of the participants are likely to be vulnerable to coercion or undue influence, such as children, prisoners, pregnant women, mentally disabled persons, or economically or educationally disadvantaged persons, additional safeguards have been included in the study to protect the rights and welfare of these participants.
3. Risk

- a. What "Risks" Should You Consider?

While physical and health risks clearly need to be considered, several other categories of risk also need to be considered. One is the possibility of creating mental or emotional distress (including embarrassment to the participant). For example, asking questions about some aspects of a participant's background (e.g., "Have you ever had an abortion?") might trigger traumatic memories, and could be viewed as emotional risk.

Another category of risk is the risk of the loss of privacy. Asking very personal questions on a questionnaire or in an interview, where the investigator will be able to link the answers to the participant, constitutes a loss of privacy. In addition, there may be potential for compromise of confidentiality, if through publication of your work or inadvertent disclosure some participants could be identified with their responses.

The investigator's obligations include designing the study so that the incidence of risk and stress are minimized to the greatest degree possible, describing these risks accurately in the protocols, and minimizing the number of participants who are exposed to these risks. The investigator

must make appropriate provisions for care of the participants in the course of the study. The investigator is responsible for terminating the study if hazards or risks to participants become apparent or may be incompatible with the benefits of the study. Investigators must report to the IRB any injuries or adverse reactions associated with the study.

b. What is “Minimal Risk?”

45 CFR 46.102 (i): “Minimal risk means that the probability and magnitude of harm or discomfort anticipated in the research are not greater in and of themselves than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests.”

4. Consent

a. Why Informed Consent?

Participants must be fully informed about the nature of the research, the procedures, the risks, and the benefits, and must agree voluntarily to participate. This agreement is Informed Consent.

Every research project involving human participants must secure signed informed consent from them. If there is minimal or no risk and securing written informed consent is impossible or impractical (e.g., a telephone survey or certain observations of public behavior), the investigator may apply to have the requirement waived by the IRB.

b. Consent Procedures for Researchers Doing Qualitative Work

Section 116.d of the Federal Common Rule authorizes research with vastly different consent procedures, or no formal consent entirely, if the research is of no more than minimal risk; the change in consent procedures will not hurt the respondents; and the research could not “practicably be carried out without the waiver or alteration.” A reasonable interpretation of this section allows such normal qualitative procedures as:

i. Implied or situational consent:

where, due to the nature of the research situation, the respondent is free to converse or not with the researcher, to tell the truth or otherwise, and is free to determine the level and nature of the interaction between participant and researcher. *In many ethnographic situations the proffer of a printed form is in and of itself full of threat and danger for informants and by instilling fear and doubt creates harm instead of ensuring informed consent.* The fact of the conversation is most often the concrete proof of consent. This is of course also the case in most surveys, telephone or in person, where the researcher contacts the respondent who is free to continue the conversation or break it off and continue with their normal activities.

ii. Community consent:

the situation where some community authority must approve the research before any individual community member is asked to participate (otherwise the approached individuals may be at risk of sanction for engaging in anti-community activities).

The point is, ethnographic/qualitative respondents maintain the freedom to engage or disengage from research activities without an inappropriate and in most cases obstructive informed consent form. This of course in no way absolves the researcher from clearly stating the goals of the study and discussing with respondents the publication plans, data management and identity protection strategies as appropriate (adapted from Stuart Plattner, "Human Subjects Protections and Anthropology."

<http://www.aaanet.org/press/an/infocus/hrp/Plattner.htm>).

## 5. Exemptions

### a. Some Research Can Be Exempted from Detailed Review, but You Must Apply for Exemption

Research can be exempted from detailed IRB review if it does not involve prisoners, fetuses, minors, pregnant women, or human in vitro fertilization, and the only involvement of human participants falls under one or more of the following categories. Only the Chair of the Board (or designate) can grant exemption; investigators cannot exempt themselves, nor can they be exempted by department heads or committees.

#### i. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observations of public behavior, unless:

(a) information obtained is recorded in such a manner that human participants can be identified directly or through identifiers linked to the participants; AND

(b) any disclosure of the human participants' responses outside the research could reasonably place the participants at risk of criminal or civil liability or be damaging to the participants' financial standing, employability, or reputation

NOTE: This exemption does not apply to research with children [under age 18], except for research involving observations of public behavior when the investigator(s) do not participate in the activities being observed. Note too that this exemption is linked to anonymous record keeping.

### b. Research conducted in established or commonly accepted educational settings, involving normal educational practices, such as

#### i. research on regular and special education instructional strategies, OR

- ii. research on the effectiveness of, or the comparison among, instructional techniques, curricula, or classroom management methods.
- c. Research involving the collection or study of existing data, documents, records, pathological specimens, or diagnostic specimens, if
  - i. these sources are publicly available; OR
  - ii. if the information is recorded by the investigator in such a manner that participants cannot be identified, directly or through identifiers linked to the participants.
- c. Some Research Can Be Approved by the Chair of the IRB under “Expedited Review.” This includes Research activities that
  - i. present no more than minimal risk to human participants, and
  - ii. involve only procedures listed in one or more of the following categories, may be reviewed and approved by the Chair or designate. The categories in this list apply regardless of the age of the participants. We omit unlikely subcategories. Category (7), in bold, covers much of the research activity proposed at the College in recent years.

The expedited review procedure may NOT be used where identification of the participants and/or their responses would reasonably place them at risk of criminal or civil liability; be damaging to their financial standing, employability, insurability or reputation; or be stigmatizing, unless reasonable and appropriate protections will be implemented so that risks related to the invasion of privacy and breach of confidentiality are no greater than minimal.

#### 6. Research Categories

- a. Clinical studies of drugs and medical devices only when condition (a) or (b) is met.
  - i. Research on drugs for which an investigational new drug application (21 CFR Part 312) is not required. (NOTE: Research on marketed drugs that significantly increases the risks or decreases the acceptability of the risks associated with the use of the product is not eligible for expedited review.)
  - ii. Research on devices for which (i) an investigational device exemption application (21 CFR Part 812) is not required; or (ii) the medical device is cleared / approved for marketing and the medical device is being used in accordance with its cleared/approved labeling.
- b. Collection of blood samples by finger stick, heel stick, ear stick, or venipuncture as follows:

- i. from healthy, nonpregnant adults who weigh at least 110 pounds. For these participants, the amounts drawn may not exceed 550 ml in an 8 week period and collection may not occur more frequently than 2 times per week; or
  - ii. from other adults and children, considering the age, weight, and health of the participants, the collection procedure, the amount of blood to be collected, and the frequency with which it will be collected. For these participants, the amount drawn may not exceed the lesser of 50 ml or 3 ml per kg in an 8 week period and collection may not occur more frequently than 2 times per week.
- c. Collection of biological specimens for research purposes by noninvasive means. Examples include
- i. hair and nail clippings in a nondisfiguring manner;
  - ii. excreta and external secretions (including sweat);
  - iii. uncannulated saliva collected either in an unstimulated fashion or stimulated by chewing gumbase or wax or by applying a dilute citric solution to the tongue;
  - iv. mucosal and skin cell collection by buccal scraping or swab, skin swab, or mouth washings;
  - v. sputum collection after saline mist nebulization.
- d. Collection of data through noninvasive procedures (not involving general anesthesia or sedation) routinely employed in clinical practice, excluding procedures involving x-rays or microwaves. Where medical devices are employed, they must be cleared/approved for marketing. (Studies intended to evaluate the safety and effectiveness of the medical devices are not generally eligible for expedited review, including studies of cleared medical devices for new indications.) Examples include
- i. physical sensors that are applied either to the surface of the body or at a distance and do not involve input of significant amounts of energy into the participant or an invasion of the participant's privacy;
  - ii. weighing or testing sensory acuity;
  - iii. magnetic resonance imaging;
  - iv. electrocardiography, electroencephalography, thermography, detection of naturally occurring radioactivity, electroretinography, ultrasound, diagnostic infrared imaging, doppler blood flow, and electrocardiography;
  - v. moderate exercise, muscular strength testing, body composition assessment, and flexibility testing where appropriate given age, weight, and health of the individual.

- e. Research involving materials (data, documents, records, and specimens) that have been collected solely for non-research purposes (such as medical treatment or diagnosis). This category refers to materials that were originally collected for non-research purposes but that are now being considered for research purposes.
  - f. Collection of data from voice, video, digital, or image recordings made for research purposes.
  - g. Research on individual or group characteristics or behavior (including, but not limited to, research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices, and social behavior) or research employing survey, interview, focus group, program evaluation, human factors evaluation, or quality assurance methodologies.
  - h. Continuing review of research previously approved by the convened IRB, under certain circumstances.
7. All Other Research Requires Review by the Full IRB
- Research that does not fit into any of the above categories must be reviewed by the full IRB.
8. IRB Review of Research
- a. An IRB shall review and have authority to approve, require modifications in (to secure approval), or disapprove all research activities covered by this policy.
  - b. An IRB shall require that information given to subjects as part of informed consent is in accordance with [§46.116](#). The IRB may require that information, in addition to that specifically mentioned in [§46.116](#), be given to the subjects when in the IRB's judgment the information would meaningfully add to the protection of the rights and welfare of subjects.
  - c. An IRB shall require documentation of informed consent or may waive documentation in accordance with [§46.117](#).
  - d. An IRB shall notify investigators and the institution in writing of its decision to approve or disapprove the proposed research activity, or of modifications required to secure IRB approval of the research activity. If the IRB decides to disapprove a research activity, it shall include in its written notification a statement of the reasons for its decision and give the investigator an opportunity to respond in person or in writing.
  - e. An IRB shall conduct continuing review of research covered by this policy at intervals appropriate to the degree of risk, but not less than once per year, and shall have authority to observe or have a third party observe the consent process and the research.
9. Student Research

At Whitman College, part of the educational process includes understanding and participating in research. Consequently, we expect students to participate in the full scope of a research project, including formulating research questions, devising protocols, writing a careful description for proposed activities, carrying them out, and reporting the results. In particular, students must learn to take into account the ethical dimension of activities involved and any risks to human participants.

As with faculty and staff research, student research (or research practice) that involves human participants must have approval from the IRB.

Course projects whose results are to be presented only to current class members are not required to be reviewed by the IRB. However, if the instructor hopes that some student projects may produce results of high enough quality to justify public presentation (e.g., to the Whitman Undergraduate Conference or a professional conference), then all projects involving human participants should be reviewed by the IRB. A professor may submit one proposal for the entire class, if appropriate. The results of research projects involving human participants may not be presented outside a classroom setting unless the research was approved by the IRB in advance, and approval can never be given retroactively to work already done. Because federal law explicitly prohibits retroactive approval, no appeal can be made to any campus body to overturn this requirement of the policy.

#### 10. Special note regarding student thesis projects

All student theses that include human participants must be approved by the IRB before the research begins. This requirement serves 2 purposes. First, it enables all student theses to be presented publicly (e.g., at a conference, a professional publication, or filed in Penrose library). More importantly, submitting a proposal serves an educational purpose for students. Senior theses are meant to be an introduction to original research, which in graduate school and beyond, does include the process of considering the ethical implications of one's research project and submitting a proposal to an IRB.

The instructor and the IRB are responsible (i.e., liable) for ensuring that there are minimal risks, not only to the participants of the experiment, but also to the student researchers.

#### 11. Faculty Research Involving Students

Faculty who involve students in research with human participants, either as participants or as researchers themselves, have special responsibilities to those students.

- a. No one may be forced or coerced into being a research participant. When research participation as a participant is a course requirement or an opportunity for extra credit, students must be offered an equitable alternative to being a participant.

- b. The instructor should discuss ethical considerations, the nature of risks that may be involved, the role of the IRB, and what safeguards are to be used.
  - c. The instructor is responsible (i.e. liable) for minimizing risks to student researchers, as well as to the participants.
12. Special Classes of Participants

IRB's must give special consideration to protecting the welfare of particularly vulnerable participants, such as children, prisoners, pregnant women, mentally disabled persons, etc.

Vulnerability refers to the risks that researchers request their participants to undertake in relation to the ability of the participants to make fully informed consent. Populations routinely considered to be vulnerable include: children, prisoners, pregnant women, the mentally handicapped or disabled, economically or educationally disadvantaged persons, participants engaged in criminal activities, people under medical treatment for an illness relevant to the risk the researcher asks them to undertake, and participants who may risk or feel that they may risk retribution by a person with authority over them as a consequence of participation or non-participation in the study. Non-literate or non-English speaking populations may also be considered vulnerable.

Children are defined as minors in the jurisdiction in which they reside. Washington defines anyone under the age of 18 as a minor. For children to participate as participants in research, parental / guardian informed consent and the child's written informed consent or "assent" (agreement) is required in language that s/he could be reasonably expected to understand. Whitman students who are under 18 years of age are considered children under Washington law, and thus require parental consent to participate in research. Please note that the IRB acknowledges that in many contexts outside of the United States, age does not easily correlate with both cultural and legal definitions of adulthood as defined in the US. In those instances where researchers are working with different criteria for the definition of children and adults, the following clause will apply: Children are defined as minors in the jurisdiction where they reside. It is the responsibility of the researchers-applicant to provide a justification for this exemption.

Research conducted in schools must be approved by the school or the school system, first by the assistant superintendent and then by the principal; approval by an individual teacher is insufficient.

13. Required Reporting and IRB Oversight

IRB approval of a project does not end its oversight of the project:

Investigators must report any planned procedural or consent form changes to the IRB for approval. Investigators must also report to the IRB any harm that occurs to any participant, within 48 hours of its occurrence. The IRB may, as a result of the complications, withdraw its approval of the project or require the

investigator to add additional safeguards for the participants before the study can be resumed. The IRB has the authority to suspend or terminate approval of research that is not being conducted in accordance with the IRB's decisions, conditions, and requirements or that has been associated with unexpected serious harm to volunteers.

#### 14. Appointing the IRB:

In order to comply with Department of Health and Human Services directives, the members of the IRB will be appointed using the following guidelines:

- a. The IRB shall have at least five members, with varying backgrounds to promote complete and adequate review of research activities commonly conducted by the institution. The IRB shall be sufficiently qualified through the experience and expertise of its members, and the diversity of the members, including consideration of race, gender, and cultural backgrounds and sensitivity to such issues as community attitudes, to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects. In addition to possessing the professional competence necessary to review specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice. The IRB shall therefore include persons knowledgeable in these areas. If an IRB regularly reviews research that involves a vulnerable category of subjects, such as children, prisoners, pregnant women, or handicapped or mentally disabled persons, consideration shall be given to the inclusion of one or more individuals who are knowledgeable about and experienced in working with these subjects.
- b. Every nondiscriminatory effort will be made to ensure that the IRB does not consist entirely of men or entirely of women, including the institution's consideration of qualified persons of both sexes, so long as no selection is made to the IRB on the basis of gender. The IRB may not consist entirely of members of one profession.
- c. The IRB shall include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas.
- d. The IRB shall include at least one member who is not otherwise affiliated with the institution and who is not part of the immediate family of a person who is affiliated with the institution.
- e. The IRB may not have a member participate in the IRB's initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.
- f. The IRB may, in its discretion, invite individuals with competence in special areas to assist in the review of issues which require expertise

beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.

#### C. Responsible Conduct of Research Training Policy

The 2007 America COMPETES Act directs the NSF to require that all funded students and postdoctoral researchers undergo training in the responsible conduct of research (RCR). The implementation of this requirement, which became effective January 4, 2010, requires that all institutions submitting proposals to NSF must certify that they have a training plan in place for undergraduate and graduate students and postdoctoral scholars who will be supported by NSF to conduct research.

Training plans need not be submitted with the proposal, however, they must be provided for review upon request. Institutions are responsible for verifying that their undergraduate students, graduate students and postdoctoral scholars receive training.

To fulfill this RCR requirement, all NSF-funded students at Whitman are required to take the online CITI RCR tutorial in the field in which they are working. There are specific courses for the natural / biomedical sciences, social sciences, and humanities. The online tutorial can be found at:

<https://www.citiprogram.org/default.asp?language=english>

Whitman's Sponsored Programs Coordinator, will generate a list of NSF-funded student researchers each spring. Students who have not undergone RCR training will be sent a message informing them that they will need to complete the CITI course by June 30. It is estimated that the on-line training will take 7-10 hours to complete. A student does not have to complete the training in one sitting. Once a student has taken the RCR training course, his or her certification will be valid until graduation. He/she will not have to retake the course each year.

Faculty conducting NSF funded research are responsible for ensuring that their students have successfully completed the CITI RCR course. To do so, faculty mentors and student researchers must sign an RCR Training Verification form, indicating that they have completed the RCR requirement. In addition, the online CITI program generates a Certificate of Completion. Both of these forms must be submitted to the Sponsored Programs Coordinator by last business day in June. These forms will be kept on file by the Sponsored Programs Coordinator and documentation will be provided to the funding agencies if requested.

#### D. Institutional Biosafety Committee

If required by the funding agency, protocols for research conducted by faculty and/or students using Genetically Modified Organisms/Recombinant DNA must be approved by the Whitman Institutional Biosafety Committee. Not all funding agencies require institutional approval, and it is up to the applicant to determine whether his or her experiments require approval.

Most federal agencies use the National Institutes of Health guidelines, which can be found at <http://www4.od.nih.gov/oba/rac/guidelines/guidelines.html>.

If research involves recombinant DNA:

- a. Look at the required forms in the grant application. Is there one that mentions recombinant DNA safety or approval?
- b. If there's a box to check for recombinant DNA safety, contact that agency to see what you need to do.
- c. Peruse the NIH recombinant DNA rules carefully to see if your experiments are exempt from any restrictions, note what exemptions apply, and make copies of those exemptions for your files. Determine whether your experiments are exempt from institutional biosafety approval.
- d. If a funding agency requires biosafety committee approval, contact the chair of Whitman's Institutional Biosafety Committee.

## **Chapter X**

### **Spending Guidelines for Faculty using Whitman College Funds**

The following are general guidelines for faculty in their use of College funds. These guidelines pertain to College funding, which includes, but is not limited to, the use of start-up funds, ASID funds, grants from external sources, student/faculty research awards, named chair and professorships, endowments, and department or division funds.

The goal of these guidelines is to facilitate faculty research and teaching efforts while 1)complying with Internal Revenue Service and grant funding agency regulations and 2)responsibly and effectively managing the College's financial resources.

In all cases, college employees must 1) demonstrate that expenditures are necessary to the business purpose of the College, and 2) are appropriate and reasonable in nature. Without proper documentation, expenditures may be considered taxable income to the employee. The most general guideline is that expenses directly related to a faculty member's teaching or professional activity are allowed while personal expenses are not. The distinction between the two is not always obvious, and the following guidelines are intended to provide greater clarity.

#### A. Common Expenses

The following are common examples of allowable expenses:

- transportation, lodging, and meals for professional travel
- professional conference fees
- dues to professional organizations
- subscriptions to journals or other publications relevant to your teaching or research
- desk supplies for your office at the College
- compensation of student research assistants (hourly and/or stipend)
- compensation of professional editors or research assistants
- copyright fees
- books, reprints, scores, photographs, films, software, recordings and other items related to your teaching or research
- continuing education such as coursework, seminars, and workshops relevant to your teaching or research
- minor equipment such as cameras (see Ownership of Equipment below)
- entertainment for students, alumni, and other college-related events
- meals (\$50 limit per person excluding tax and gratuity)

See also the Whitman College Business Office Web site ([http://www.whitman.edu/content/business\\_office/](http://www.whitman.edu/content/business_office/)) for more detailed college policies pertaining to travel, meals, entertainment, and the use of college credit cards.

Generally, Department funds are to be used for instructional activities related to the academic program, and not for professional development purposes.

B. Reimbursement

Faculty using a College credit card must submit original itemized receipts for purchases and expenses incurred while traveling as well as receipts for supplies purchased out-of-state and on-line. Even if the intent is to reimburse the College, Whitman College funds may not be used to purchase personal items. A completed and signed IRS Form W-9 must accompany reimbursement requests for lodging payments made to an individual, landlord, or any unincorporated entity.

C. Family or Companion Expenses

College funds can only be used to pay for faculty travel. Funds cannot be used to offset the costs of having a spouse/partner or dependent travel with you.

D. Internet Connectivity Fees

The cost of connection to the internet while traveling on college business can be covered, but not for connecting from home.

E. Cell Phones

Cell phones and cell phone bills are not normally covered.

F. Home office

Whitman College funds may not be used to furnish, improve, or maintain an office at home.

G. Ownership of Equipment

Any equipment, software, or other durable resources (including computers, furniture, digital cameras, MP3 players, lab/studio tools, etc.) purchased with College and/or grant research funds are the property of Whitman College and remain so when a faculty member leaves the College.

H. Professional Development and ASID Funds

Funds available to faculty through Professional Development Accounts or Aid to Faculty Scholarship and Instructional Development (ASID) carry certain specific guidelines. These can be found on the Provost and Dean of the Faculty Web site.