

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. 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. Duties

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

3. 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 should meet with all candidates (as a group) early in the fall semester before their evaluations to orient them to the procedures.
- 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 two 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 two-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.

Instructors or lecturers 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. 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 second year after their initial appointments. If this review is successful, the Committee will recommend that the individual be given a two-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 fourth 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 contract.

3. Guidelines for Time in Ranks

The following periods of time in rank constitute a norm for consideration of promotion rather than a fixed period of time.

- 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.

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.

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

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. Professional activity 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 evaluate scholarly or creative work deemed to be professionally appropriate to each candidate's field, recognizing the variety of possible forms.

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.

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.

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.

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. 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. 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 in two years to begin gathering the necessary course evaluations.
- 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.

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. A candidate for tenure or promotion to professor will provide the names of three established scholars, artists, or performers in the candidate's field outside of the College who have agreed to write letters concerning the candidate's professional activity. The Personnel Committee will send the reviewers a letter explaining what information is desired and asking that they include a current vita along with their assessment of the candidate's professional activity. The candidate will submit the materials to be reviewed by the external reviewers to the Office of the Provost and Dean of the Faculty and these materials will be sent to the external reviewers at the same time as the letter from 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:
 - 1) budget management and accounting procedures
 - 2) 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:
 - 1) 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?
 - 2) What has been the quality of the candidate's contributions in administrative assignments?
 - 3) Has the candidate been an active recruiter?
 - 4) Has the candidate been active in local, regional, or national professional organizations?
 - 5) Has the candidate engaged in activities which increase his or her knowledge or expertise in areas beneficial to the forensics program at Whitman?
 - 6) Does the candidate's expertise fit the evolving needs and interests of Whitman students?

F. The Decision for Tenure, Promotion, and Contract Renewal Cases

- 1. If a negative decision is recommended by the Personnel Committee, or the vote is closely divided, the candidate will be notified in writing by the President, or his or her designate, of the recommendation and the nature of the discussion which preceded it.

2. 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.
3. The President shall recommend to the Board of Trustees such action as in his or her best judgment appears appropriate, taking into account and reporting whether the ballot of the Personnel Committee is clearly positive, clearly negative, or closely divided.

G. Review Procedures for Tenure, Promotion, and Contract Renewal Cases

1. 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, he or she may request that the Provost and Dean of the Faculty appoint an investigating committee to determine whether the decision was the result of adequate consideration in terms of the relevant standards of Whitman College as expressed in these procedures and the criteria for evaluation.
2. 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:
 - a. Senior and junior rank shall be determined according to total length of service with the College.
 - b. Senior members will be selected first.
 - c. No members of the original Personnel Committee will be included.
 - d. 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.
3. The Review Committee shall not substitute its judgment on the merits for that of the Personnel Committee. If the Review Committee believes 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.

H. 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.
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 statement from the faculty member about teaching, professional activity and service to the College in the preceding five-year period and about plans for the future.
3. The Provost and Dean of the Faculty will invite all departmental colleagues to send letters to him/her regarding the candidate's performance in the areas of teaching, professional activity, and service to the department, College and community.
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, 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.
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.

I. 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 fifth year of teaching, all Lecturers 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 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.

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 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 eight semesters 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 four years or since the last review.

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 each year.

J. 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.