

FACULTY HANDBOOK



June 30, 2019

WHITMAN COLLEGE FACULTY HANDBOOK
Reflects Faculty Meetings through May 2019

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Preamble

Mission of the College

Situated within the rich and complex landscape and history of the Walla Walla Valley, Whitman College provides a rigorous liberal arts education of the highest quality to passionate and engaged students from diverse backgrounds. Whitman students develop their intellectual and creative capacities in a supportive scholarly community that prioritizes student learning within and beyond our classrooms. We help each student translate their deep local, regional, and global experiences into ethical and meaningful lives of purpose.

Non-Discrimination Policy

Whitman College has a strong commitment to the principle of nondiscrimination in all its forms. In its admission, educational and employment practices, programs, and activities, Whitman College does not discriminate on the basis of race, color, sex (including pregnancy and parenting status), gender, gender identity or expression, genetic information, sexual orientation, religion, age, marital status, national origin, disability, veteran status, or any other basis prohibited by the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973 and applicable federal, state, or local laws.

Harassment and Civility

Whitman College is committed to providing a learning and working environment characterized by mutual respect and fair treatment among all its constituents. An essential component of this environment is a strong ethic and practice of equality, acceptance and nondiscriminatory interactions. Harassment and discrimination on the basis of race, color, sex, gender, gender identity, sexual orientation, religion, age, marital status, national origin, disability, veteran's status, or any other basis prohibited by College policy or by state or federal laws is unacceptable and will not be tolerated. A complete copy of the Whitman College Grievance Policy can be found on-line at: <https://www.whitman.edu/dean-of-students/grievance-policy>.

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. Faculty are encouraged to bring concerns about harassment and civility to their department chairs, elected faculty leaders, or members of the administration. Most concerns can

be effectively resolved through informal conversation, and any formal investigation into conduct by faculty will adhere to the College's commitment to academic freedom and freedom of speech as outlined in the [Grievance Policy](#).

Smoking

It is the policy of Whitman College that students, faculty, staff, and visitors to the campus are entitled to live, study, and work in areas that are free of smoke. In accordance with this policy and Washington State law, smoking in any form, including tobacco or electronic cigarettes, is prohibited inside any building on the Whitman College campus and is prohibited within 25 feet of any entrance, exit, window, or ventilation intake of any Whitman College campus building.

While the State of Washington has legalized recreational use of marijuana, under Washington law, marijuana is not allowed in public spaces and smoking is not allowed within 25 feet of any building on campus. Possession of marijuana is still a violation of federal law. Given that the campus is considered a public space, use of marijuana on campus is still a violation of state law. In addition, Whitman does not wish to risk student access to federal financial aid and loans by violating federal law. Therefore, marijuana is banned on campus.

Statement on Consensual Relationship

(Faculty Code CH II, Art II 05/20/2011)

Faculty are entrusted with advising students, judging their work, assigning grades, and making recommendations for further study and/or employment. One's ability to perform these duties is seriously jeopardized by questions about intent, fairness, or favoritism. It is therefore unacceptable for faculty to have romantic or sexual relationships with students, except when the relationship pre-dates either the student's initial enrollment in courses at Whitman College or the faculty member's initial appointment and the faculty member holds no supervisory or evaluative role over the student. Relationships that may appear consensual, even those that do not involve a supervisory or evaluative role, may in fact constitute or develop into a violation of the College's [Grievance Policy](#).

The possible harm of such relationships can extend beyond the immediately involved parties, as they may generate a perception of unfair treatment and interfere with the ability of other students to work comfortably and effectively. Therefore, faculty are expected to remove themselves from any activity or evaluative role that could reward or punish individuals because of a prior or current romantic relationship. In such cases, the faculty member must work either with the relevant Division Chair or with the Provost and Dean of Faculty to devise an alternative evaluation mechanism. Failure to do so is inconsistent with the AAUP's

evaluation mechanism and the AAUP's (2009) statement on professional ethics. Such a violation could reasonably constitute cause for dismissal under CH I, Art III, Sec 4 of the Faculty Code. Faculty should be aware, moreover, that the power differential involved in faculty/student relations is complex, that students also evaluate faculty: students' formal evaluations of faculty members are taken seriously by the college as a factor in assessing teaching, and students can also approach the Provost and Dean of the Faculty, the Dean of Students, or the Board of Review with complaints or concerns about a faculty member's professional conduct.

Similar power differentials may also render it inappropriate for faculty to have romantic or sexual relationships with staff over whom they have supervisory authority. Relationships that may appear consensual, even those that do not involve a supervisory role, may in fact constitute or develop into a violation of the College's [Grievance Policy](#). In any of these situations, faculty may find it difficult to argue that a relationship was fully consensual.

Statement on Diversity

Diversity, equity, and inclusion are core values at Whitman College. The college strives to have and support a student body, staff and faculty that represent the diversity of our world: gender identity, sexuality, race, ethnicity, national origin, socioeconomic class, disability, religion, spirituality and age cohort.

We seek to foster an inclusive learning environment in which members draw from different intellectual traditions to engage with and challenge one another through studied, thoughtful, and respectful dialogue and debate.

We aspire to become a place where all community members experience difference every day, where diversity is supported and woven throughout our cultural fabric: our values, our behavior, our culture. Our mission focuses on educating engaged students from diverse backgrounds and experiences in a college community where everyone can participate fully in the life of the college and experience a genuine sense of belonging.

Education is a common good that ultimately serves the entire society; therefore, access is a moral imperative. Diverse learning contexts are known to provide transformative educational experiences. An inclusive environment at Whitman that nurtures the development of the ability to work effectively across difference will prepare our students for life after Whitman. We believe that through an innovative rigorous liberal arts curriculum, we can educate all students and prepare them to serve in various fields and sectors and to contribute to a rapidly changing, multicultural and globalized world. Our graduates will be ready to work with others

for the common good. See Whitman College website:
<https://www.whitman.edu/campus-life/diversity/policies-and-statements>.

Americans with Disabilities Act

The Americans with Disabilities Act protects people with disabilities. Students who have disabilities documented in the Academic Resource Center (ARC) should be provided with accommodations recommended by the ARC. Faculty who have concerns about accommodations modifying the fundamental nature of their course may discuss these concerns with the Assistant Director of Access and Disability Support Services.

Inclusion of Trans* Persons Policy

This policy was adopted by the faculty April 19, 2017
<https://www.whitman.edu/Documents/policies/Inclusion-of-Trans-Persons-Policy.pdf>

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:

- Supplementary details concerning the implementation of general statements in the Faculty Code, such as procedures for making appointments of new faculty and guidelines for promotion and tenure;
- Policies and procedures which are not matters of faculty legislation, such as fringe benefits and administrative services and policies on faculty and student research;
- 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

The allocation of existing tenure-track positions is at the discretion of the President, in consultation with the Provost and Dean of the Faculty and the Committee of Division Chairs. When an existing tenure-track position is vacated for any reason, barring unusual circumstances, by November of the year preceding the academic year in which a search is anticipated, the chair of the affected department should submit to the Provost and Dean of the Faculty in electronic form a proposal justifying retention of that position.

Following consultation with the Committee of Division Chairs, the Provost and Dean of the Faculty will make a recommendation to the President as to the appropriate response. Possible responses include acceptance; modification; rejection; postponement; in the case of an existing tenure-track line, reallocation to another department or teaching area; or elimination of the position in question. The Board of Trustees is notified of these recommendations at its February meeting and final approval happens in May.

2. Position Description and Advertisement

Specific guidelines for conducting tenure-track searches can be found on the PROVOST-DOF CLEo site in the “[Searches](#)” folder.

Tenure-track positions are filled by means of national search. The advertisement will be posted by the Office of the Provost and Dean of the Faculty to *HigherEdJobs.com*, *The Chronicle of Higher Education*, appropriate professional journals, and other venues (all ads are on-line). Typically, ads will be posted no sooner than 60 days before the deadline for submission of applications and no later than 40 days.

3. Search Committee / Vetting Applications

When the position is advertised, the Provost and Dean of the Faculty appoints a search committee. The committee shall consist of all tenure-track faculty and Senior Lecturers (if applicable) in the department (with the exception of the member being replaced) as well as the appropriate division chair. After consultation with the department chair, the Provost and Dean of the Faculty will appoint additional members including, but not necessarily limited to, one faculty member from outside the relevant division. Like the

division chair, this faculty member is a full participant in all stages of the search and has equal voice in all deliberations.

The Department Chair, or a designate, serves as chair of the search committee 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. (Faculty Code, CH I, Art II Sec 1.A)

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 curriculum vitae and cover letter. (Faculty Code, CH I, Art II Sec 1.B)

In reviewing the dossiers of applicants, the search committee should make every effort to identify qualified candidates from traditionally underrepresented groups. After reviewing all applications, search committees are required to engage in a careful and complete preliminary interview with each candidate it anticipates recommending for an on-campus interview, whether that takes shape as an interview at a professional conference, a Zoom conversation, a conference call, or some other means. At least two members of a search committee must participate in this interview.

Finally, once preliminary interviews are completed, the search committee should recommend to the Provost and Dean of the Faculty in writing five or six finalists for on-campus interviews. The top three candidates should be unranked and the remaining candidates (4-6) should be ranked.

After review, the Provost and Dean of the Faculty authorizes the chair of the search committee to arrange on-campus interviews in consultation with the Provost's office. The Provost and Dean of the Faculty's office will assist in arranging accommodations and travel.

4. On-Campus Interviews

The number of candidates invited for a campus visit ranges from two to four. Candidates will spend at least two full days on campus during which they:

- meet every member of the department and search committee. (Faculty Code, CH I, Art II Sec 2.)

- are interviewed by the Provost and Dean of the Faculty and possibly the President. (Faculty Code, CH. I, Art II Sec 2.)
- make two presentations, one that is 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, at an hour which permits as many interested faculty and students as possible to attend. (The chair of the search committee should make clear to candidates in advance the nature of the presentation they are expected to give. (Faculty Code, CH I, Art II Sec 2))
- have an opportunity to meet with students.

The College provides funds for transportation, 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 preference list. This student input will take either the form of a single statement from a student committee or statements from individual students. (Faculty Code, CH I, Art II Sec 3.A.)

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. (Faculty Code, CH I, Art II Sec 3.B.)

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

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, administrative support, 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, A-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 Faculty 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 their 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 their 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 Faculty 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. Non-Tenure-Track Teaching Appointments

(Faculty concurrence 03/05/2008)

Specific guidelines for conducting searches for a visiting position can be found in the "Searches" folder, on the PROVOST-DOF [CLEo site](#).

The College employs faculty in several types of non-tenure-track teaching appointments: Lecturers and Senior Lecturers; Visiting Instructors and Visiting Assistant Professors; Adjunct Instructors and Senior Adjunct Instructors,

Adjunct Assistant Professors and Senior Adjunct Assistant Professors; and Studio Music Instructors. The titles reflect distinctions among ongoing vs. temporary appointments, full- vs. part-time appointments, attainment of terminal degree, and promotion status. These appointments may be used for replacing sabbaticals, for responding to enrollment pressures, 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 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.

1. Lecturers

Lecturer positions are long-term, full-time positions that resulted from ongoing curricular needs. Lecturers are not eligible for tenure and are employed on yearly renewable appointments. Lecturers are usually not required to have the terminal degree in their fields, although an appropriate Master's 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. Lecturers may, but are not required, to do service over and above that specified at point of hire. However, if a Lecturer intends to seek eventual promotion to the rank of Senior Lecturer, a modest demonstration of extra service to the College is expected (e.g., departmental service or student advising or participation in a college-wide working group). Professional scholarship is not a requirement for continuation of the appointment or for promotion.

The College is under no obligation to renew the appointment of an individual in a Lecturer position. 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 appointment 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. will have access to a Professional Development Allowance (PDA) to support professional development activities.
- c. are eligible to participate in Convocation and Commencement exercises.
- d. may attend department, division and faculty meetings but are not eligible to vote therein.
- e. will typically not serve on appointed committees and 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.
- g. typically perform modest departmental service as specified at point of hire (e.g. participation in activities for students, such as journal clubs, seminars, etc.)

2. Senior Lecturers

Senior Lecturers are members of the full-time continuing faculty who have been promoted from Lecturer. They have proven themselves to be dedicated, excellent teachers over the course of at least four years of full-time teaching (see [CH IV-G.1.b](#)). They are not eligible for tenure and are usually appointed to five-year terms. They are usually not required to have the terminal degree in their fields, although an appropriate Master's Degree will usually be required.

The College is under no obligation to renew the appointment of an individual in a Senior Lecturer position. 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 appointment. Subsequent appointments, typically five years, may be offered by agreement among the Provost and Dean of the Faculty, the Division Chair, the

department, and the Senior Lecturer. In addition to teaching courses within their host department, Senior Lecturers are expected to engage with the broader academic program of the College. Some examples of broader engagement include pre-major advising; service on appointed committees; contributions to departmental or college-wide activities; and/or effective guidance of students outside the classroom. Professional scholarship is not a requirement for continuation of the appointment.

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 Lecturers:

- a. are eligible to serve as academic advisers.
- b. will have access to a Professional Development Allowance (PDA) to support professional development 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 department, division, and faculty and vote therein.
- e. are eligible to serve on appointed committees and on elected committees and in elected offices.
- f. may have appointments that extend beyond the fifth year of service to the College.

3. Visiting Assistant Professors and Visiting Instructors

Visiting positions are usually full-time, one-year positions that are designed to fill temporary vacancies in the curriculum due to factors such as tenure-track faculty sabbatical leaves, vacancies of tenure-track positions prior to the conduct of a search for a long-term replacement, course reductions or leaves of absence, or unusual enrollment pressures.

Departments and programs, based on anticipated needs for the following year, apply for visiting positions annually and submit requests every fall, in late October. Visiting positions are usually filled through a national search, although there may be a time-sensitive case where someone locally or regionally might have the qualifications and expertise; in this case the

position would not be advertised, but there will typically be a formal interview with the hiring department.

Visiting faculty are required to have the terminal degree in their field by December of the academic year their teaching appointment begins, and they are usually expected to be willing to take on independent study students and participate in senior capstone experiences as part of their duties. They normally do not participate in campus-wide service. Visitors may choose to continue their scholarly work while at Whitman, but there is no requirement for them to do so. In the most typical scenario, a visitor will teach full-time and hold the terminal degree in a particular field, in which case they would be a Visiting Assistant Professor. There have (rarely) been Visiting Instructors (who teach full-time but do not hold the terminal degree).

In accordance with standards set by the AAUP, visiting positions have a term limit of five years. In the event that a continuing need for staffing is identified, the department or program can request the creation of a tenure-track position or a Lecturer position.

An initial visiting appointment is usually the result of a national search, in which the department and the Division Chair 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, or their designee, 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 appointment of an individual in a visiting position. If the department would like to rehire an individual for an additional year, the Chair of the Department will make a recommendation to the Provost and Dean of the Faculty, or their designee, in the annual request for non-tenure-track positions. The Provost and Dean of the Faculty will have the final authority to extend the appointment 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 Assistant Professors and Visiting Instructors:

- a. may have specific fund allocations to support teaching and research activities (contract travel).
- b. do not normally serve as academic advisers.

- c. are eligible to participate in Convocation and Commencement exercises.
- d. may attend department, division, and faculty meetings but are not eligible to vote therein.
- e. may not serve on appointed or 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.
- g. typically perform departmental service as specified at point of hire (e.g. service on senior oral exam panels, supervision of one or two independent study students, etc.)

4. Adjunct Assistant Professors and Adjunct Instructors

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 appointments. 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 Master's Degree will usually be required. Adjunct faculty may, but are not required, to do service. However, if an adjunct faculty member intends to seek eventual promotion to the rank of Senior Adjunct Assistant Professor or Senior Adjunct Instructor, a modest demonstration of service to the College over and above course instruction is expected (e.g., departmental service or student advising or participation in a college-wide working group). There is no expectation of scholarly activity in order to retain an adjunct position or to be promoted. There is no expectation of taking on independent study projects with students, nor of taking part in senior assessments in the major. Adjunct teaching appointments are made by the Provost and Dean of the Faculty upon recommendation of the Chair of the Department. A national search is not required for such appointments.

The College is under no obligation to renew the appointment of an individual in an Adjunct Instructor or Adjunct Assistant Professor position. If a 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 appointment. 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 Assistant Professors and Adjunct Instructors:

- a. may apply for 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. may attend faculty, division, and department meetings but are not eligible to vote therein.
- e. will typically not serve on appointed committees and 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.

5. Senior Adjunct Assistant Professors and Senior Adjunct Instructors

Senior Adjunct Instructors and Senior Adjunct Assistant Professors are faculty who have been promoted from Adjunct Instructor and Adjunct Assistant Professor, respectively. After promotion, they will retain their title, regardless of teaching load, for any semester that they teach at the College. Senior Adjunct faculty are not eligible for tenure and are typically employed on yearly renewable appointments. In addition to teaching courses within their host department, Senior Adjunct Instructors and Senior Adjunct Assistant Professors are expected to engage with the broader academic program of the College. Some examples of broader engagement include pre-major advising; service on appointed committees; contributions to departmental or college-wide activities; and/or effective guidance of students outside the classroom. Professional scholarship is not a requirement for continuation of the appointment.

The College is under no obligation to renew the appointment of an individual in a Senior Adjunct position. If the department would like to rehire an individual for an additional year, the Chair of the Department will make a recommendation to the Provost and Dean of the Faculty, or their designee, in the annual request for non-tenure-track positions. The Provost and Dean of the Faculty will have the final authority to extend the appointment for an

additional year. 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 and Senior Adjunct Instructors:

- a. are expected to serve as academic advisers.
- b. will have access to a Professional Development Allowance (PDA) to support professional development 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 department, division, and faculty and vote therein.
- e. are eligible to serve on appointed committees and on elected committees and in elected offices.
- f. may have appointments that extend beyond the fifth year of service to the College.

6. Studio Music Instructors

Studio Music Instructors are individuals whose primary responsibility is teaching applied music lessons. Studio Music Instructors 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 Studio Music Instructors, 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 on the tenth day of classes 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.

Studio Music Instructors:

- a. are eligible to participate in Convocation and Commencement exercises.
- b. may have appointments that extend beyond the fifth year of service to the College.

D. Non-Tenure-Track Teaching Appointments in SSRA

(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: Adjunct Instructors, Senior Adjunct Instructors, 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, equipment, and computer support deemed appropriate to meet their teaching and coaching obligations. They are not eligible for sabbatical leaves, nor are they permitted to participate in the Salary Continuation Plan (SCP).

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 Senior Adjunct Instructors in SSRA

Adjunct Instructors and Senior Adjunct Instructors in Sports Studies, Recreation, and Athletics (SSRA) are individuals whose teaching appointments in SSRA for a given year are less than full-time (Senior Adjunct Instructors in SSRA are individuals who have been promoted from Adjunct Instructor in SSRA ([see CH IV-H.1](#))). They are not eligible for tenure and are employed on yearly renewable appointments. Adjunct Instructors and Senior Adjunct Instructors in SSRA are not required to have the terminal degree in their fields. Adjunct teaching appointments in SSRA are made by the Provost and Dean of the Faculty upon recommendation of the Director of Athletics. A national search is not required for such appointments.

The College is under no obligation to renew the appointment of an individual holding an adjunct position. If the SSRA Department would like to rehire an individual in an adjunct appointment for an additional term, the Director of Athletics 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 appointment.

Adjunct Instructors and Senior Adjunct Instructors in SSRA:

- a. may receive departmental funding to support teaching activities

- b. are not eligible to vote in faculty, division, or department meetings and may not serve on elected faculty committees nor in elective faculty offices.
- c. may have appointments that extend beyond the fifth year of service to the College.

2. Instructors in SSRA

Instructors in SSRA are members of the full-time instructional staff and are head coaches whose appointments resulted from national searches. Instructors are not eligible for tenure and are employed on yearly renewable appointments. Instructors are usually appointed with an appropriate Master's degree, though experience can serve in lieu of an advanced degree in exceptional cases. Instructor appointments in SSRA are made by the Provost and Dean of the Faculty upon recommendation of the Director of Athletics, in consultation with the search committee.

The College is under no obligation to renew the appointment of an individual holding an Instructor position in SSRA. If the SSRA Department would like to rehire an individual in an Instructor appointment for an additional term, the Director of Athletics 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 appointment.

Instructors will coach the varsity sport for which they are responsible and are exempt from additional course load.

Instructors in SSRA:

- a. are eligible to serve as academic advisers.
- b. will have access to a Professional Development Allowance (PDA) to support coaching and professional development activities.
- c. are eligible to participate in Convocation and Commencement exercises.
- d. are not eligible to vote in division or faculty meetings, but may vote in SSRA department meetings.
- e. may not serve on elected faculty committees nor in elective faculty offices, but may serve on appointed committees.

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

3. Lecturers in SSRA

Lecturers in SSRA are members of the full-time continuing instructional staff and are head coaches. Usually they have been promoted from Instructor in SSRA; in exceptional cases, an individual might be appointed directly into a Lecturer in SSRA position. They are not eligible for tenure and are employed on renewable appointments, typically for three years. Lecturers are usually appointed with an appropriate Master's degree, although in unique cases, significant experience may serve in lieu of an advanced degree. Lecturer appointments in SSRA are made by the Provost and Dean of the Faculty upon recommendation of the Director of Athletics. In the event an individual is appointed directly into a Lecturer position, the candidate will be selected from a national pool in consultation with the search committee.

The College is under no obligation to renew the appointment of an individual holding a Lecturer position in SSRA. If the SSRA Department would like to rehire an individual in a Lecturer appointment for an additional term, the Director of Athletics 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 appointment.

Lecturers in SSRA are expected to teach two course credits (typically one activity course per semester) in addition to their head coaching duties in the SSRA Department. Lecturers planning for eventual promotion to Senior Lecturer of SSRA should be cognizant of the need to gradually increase their level of participation and leadership in the areas of departmental and/or College and/or professional service and/or administration over time, and should note the requirement for an appropriate Masters' degree for the title of Senior Lecturer.

Lecturers in SSRA:

- a. are eligible to serve as academic advisers.
- b. will have access to a Professional Development Allowance (PDA) to support coaching and professional development activities.
- c. are eligible to participate in Convocation and Commencement exercises.
- d. are not eligible to vote in division or faculty meetings, but may vote in SSRA Department meetings.

- e. may not serve on elected faculty committees nor in elective faculty offices, but may serve on appointed committees.
- f. may have appointments that extend beyond the fifth year of service to the College.

4. Senior Lecturers in SSRA

Senior Lecturers in SSRA are members of the full-time continuing instructional staff and are head coaches. Individuals holding this title have been promoted from Lecturer in SSRA. They are not eligible for tenure, and may be employed for renewable terms, typically of five years. Senior Lecturers are required to have an appropriate Master's degree in their field. Senior Lecturer appointments in SSRA are made by the Provost and Dean of the Faculty upon recommendation of the Director of Athletics.

The College is under no obligation to renew the appointment of an individual holding a Senior Lecturer position. If the department would like to rehire an individual in a Senior Lecturer position for an additional term, the Director of Athletics 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 appointment, typically for a five-year term.

Senior Lecturers in SSRA are expected to teach at least two course credits (typically one activity course per semester), as well as contribute significantly to service and/or administration within the SSRA department and/or the College and/or in professional organizations (e.g. serving on a working group, task force or other appointed committee).

Senior Lecturers in SSRA:

- a. are eligible and encouraged to serve as academic advisers.
- b. will have access to a Professional Development Allowance (PDA) to support coaching and professional development 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, as well as on elected committees and in elected offices.

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

E. Visiting Endowed Professorships

The Edward F. Arnold Professorship provides for a one-semester or one-year appointment of distinguished senior faculty in an academic discipline. The Eric and Ina Johnston Professorship provides for a one-semester or one-year appointment 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.

F. 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 updated 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 their 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.

G. 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.

The College may provide Emeritus Faculty with a number of benefits that include continued association with the appropriate academic department or program and affiliation with the College for the purpose of seeking research funding from foundations or other grant sources. 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.

H. 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.

Please consult with Human Resources for guidelines regarding staff positions.

Chapter III - Compensation

A. Salaries and Annual Reviews

Compensation for full-time faculty is based on a five-course teaching load, other professional activity, and service requirements according to their position. Annual salaries for full-time faculty are paid in twelve equal installments on the last weekday of each month. Faculty in part-time positions are paid for specific teaching assignments and their compensation thus varies depending on teaching load.

Each year, every individual engaged in ongoing teaching appointments must submit an annual activity report. This form summarizes the individual's contributions in the areas of teaching, professional activity, and service during the previous year and is used by the Provost and Dean of the Faculty for annual reviews to set salary levels. Division chairs review the activity reports for faculty in tenure-track positions (for which there are more established expectations for professional activity and service) and Associate Deans review activity reports of faculty in non-tenure track appointments. Activity reports are also used by the Faculty Personnel Committee and/or the Committee of Division Chairs during personnel reviews.

The Provost and Dean of the Faculty makes the final determination of salaries. The following items factor into the Provost's decision:

1. The size of the budget for faculty salaries (determined by the Board of Trustees in February);
2. Annual activity reports;
3. Recommendations by the Division Chairs and Associate Deans;
4. The results of deliberations by the Faculty Personnel Committee;
5. Special awards, such as Garrett Fellowships;
6. Time in rank and/or years of service;
7. Disparities in salary that may call for equity adjustments.

Faculty in visiting appointments who have been approved for renewal are typically contacted in January or February by the Associate Dean for Faculty Development. The Provost's Office notifies continuing members of the faculty

about salary decisions between March and May. After the initial appointment, faculty in full-time positions receive an annual salary letter. Faculty in visiting or part-time positions receive a new appointment letter each year outlining the rate of pay and approved teaching load per semester.

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. Maternity and Family Leave

1. Non-Tenure-Track Faculty

Faculty not in tenure-track positions who have taught for at least two semesters at Whitman are eligible for the College's short-term-disability plan (see [CH III-E below](#)). That plan recognizes the medically necessary physical recovery time after giving birth and treats pregnancy as any other short-term disabling medical condition. The standard short-term disability leave for the birth of a child within the academic year is six-weeks coverage of all classes. The Provost, not the faculty member, is responsible for finding another faculty member to teach the classes missed.

For pregnancy or childbirth resulting in additional complications, the period of leave, either before or after the birth of the child, may be increased as documented as medically necessary by a physician. For example, a C-section birth typically is certified for eight weeks of short-term disability leave and doctor-ordered bed rest may require additional leave. Births that take place outside of the academic calendar year will be accommodated under this policy as deemed medically necessary. For example, the birth may occur toward the end of the summer but the recovery period may extend into the beginning of the fall semester.

Although non-tenure-track faculty are not eligible for paid family leave, in accordance with federal and state law, faculty with at least two semesters of teaching at Whitman may request an unpaid leave to provide additional time to care for a newborn or for ill family members. (Washington State law allows for 18 weeks of unpaid leave by combining a standard 6-week disability leave for childbirth (more in other circumstances) and 12-week family leave. Details on Washington Department of Labor and Industries website.)

Faculty serving on committees or performing other departmental or College service (e.g. Senior Lecturers and Senior Adjunct Assistant Professors) can request a release from these responsibilities.

Faculty without two prior semesters of teaching (e.g. a visiting faculty member in their first year at Whitman) are not eligible for paid leave. However, other arrangements to cover the faculty member's classes can be made in consultation with the Provost.

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.

2. Tenure-Track Faculty

a. Maternity Leave

Women in tenure-track positions who have taught at least two semesters at Whitman have a range of maternity leave options, enabling them to request a reduction in course load to account both for medical conditions related to the birth and for time needed to care for the newborn. In addition to a reduction in course load, the faculty member may request release from committee work. Women in the first year of their appointment do not meet the eligibility requirements of either the Short-term Disability Plan or the Family Leave Plan, but may discuss with the Provost options that might be available according to their circumstances.

Options for tenure-track faculty with two prior semesters include:

Short-term disability leave only: Leave from teaching during the time period deemed medically necessary and receive 100% annual salary. For example, a woman scheduled to teach two courses in the fall semester would not teach the courses for the six weeks (or whatever medically necessary period) after the birth; those classes would be taught by a replacement. It is the responsibility of the Provost, not the faculty member, to find that replacement. See the description of Short-Term

Disability in the “non-tenure-track faculty” section above or the [CH III-E](#) below.

Semester leave: One course reduction through the Family Leave Plan and one course reduction to account for short-term disability during the semester of birth. The faculty member will teach no courses one semester, and three in the other semester and receive 95% annual salary. In this way, the faculty member has no salary reduction for the first course, which is offered in lieu of replacing six or more weeks of classes for the courses they are scheduled to teach.

Reduction across semesters: One course reduction to account for short-term-disability during the semester of birth and one or more course reductions in that semester and the following semester for care of the infant under the Family Leave Plan. For example, a faculty member giving birth in the fall semester could teach 0 classes that semester and then teach only 2 classes in the spring at 75% annual salary (one course is considered short-term disability and two fall under the Family Leave Plan).

Other combinations of the Family Leave Plan and Short-Term Disability plan are possible depending on the needs of the faculty member.

All benefits are continued, although some income-based benefits (for example, TIAA) 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.

b. Family Leave Plan

Faculty in tenure-track positions who have taught for at least two semesters at Whitman are eligible for Whitman’s Family Leave Plan, which offers 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. If both parents are tenure-track faculty members employed at Whitman, they may both request leave under this plan and each parent is entitled to the same benefits.

The plan provides 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) 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.

c. Delay of the Tenure Clock and Sabbaticals

Faculty requesting family or short-term disability leave may also request a delay in the tenure-clock from the Provost and Dean of the Faculty. Delays may be granted in one-year increments up to a total of two years, although these years need not be consecutive. For example, a faculty member could delay the clock twice, one year for each child born or adopted before the time of tenure review.

Family leave semesters will count as full-time teaching semesters in determining eligibility for sabbatical leaves. Faculty originally granted a sabbatical leave during a semester in which they subsequently are granted a leave through either the Short-Term Disability plan or the Family Leave Plan may request to defer their sabbatical.

E. Short Term Disability Leave

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 them from performing their 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. Women who qualify for short-term disability in virtue of pregnancy, childbirth, or related medical conditions may also request a reduction in course load in accordance with the terms of the Family Leave Plan. 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 they act within the scope of their legitimate authority and activities for the College, providing that they have 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 their 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 and contract renewal of faculty members who are on the tenure-track as well as promotions to the senior rank for non-tenure track faculty. 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, they are not required to follow their recommendations.

A. The Faculty Personnel Committee

1. Membership

The Committee shall consist of six tenured faculty members, two from each Division, who will serve staggered 3-year terms. Members of the Personnel Committee are not eligible for a sabbatical leave or promotion to Professor for the duration of their term. 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. 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 their capacity to exercise impartial and fair judgment regarding a faculty member under review for reappointment, tenure, and/or promotion, that member must recuse themselves from the Committee's deliberations regarding that candidate. Upon election, Faculty Personnel Committee members elect should make all possible arrangements to avoid conflicts of interest; if that is not possible, then they must recuse themselves from the Committee's deliberations on that case. 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 Faculty Personnel Committee.

Should it be necessary for a current member of the Faculty Personnel Committee to recuse themselves 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 Faculty Personnel Committee to evaluate tenure-track faculty for tenure, promotion, and contract renewal, and to evaluate non tenure-track faculty for promotion to the Senior rank.

The Provost and Dean of the Faculty shall be present, but shall not participate in Faculty 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 they have 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 Faculty 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 Faculty 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 Faculty Personnel Committee.
- e. The Faculty Personnel Committee may, at its discretion, consult selected faculty members to discuss their contribution to the written record.
- f. The Faculty 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 Faculty Personnel Committee shall be held in confidence to be communicated to others, including the candidate, only by the President or their designate. An evident breach of confidence by a member of the Committee shall result in that person being removed from the Committee.
- h. The recommendations of the Faculty 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 they will usually be considered for tenure in the fourth year. If the person has been hired at the rank of professor, they will be considered for tenure in the second year.

2. Formative Review of Pre-Tenure Tenure-Track Faculty (11/04/2015)

A formative review of pre-tenure tenure-track faculty during their initial three-year appointment.

The formative review is designed to provide faculty members with conscientious, timely feedback on their teaching, scholarship, and service.

This feedback can be used to confirm the success of current practices, identify areas and strategies for improvement, and provide guidance in the preparation of the dossier for contract renewal and tenure applications. The formative review is intended for individual use; it is distinct from Personnel Committee reviews of contract renewal and tenure applications and plays no direct role in these more formal evaluations.

At the end of the first year of an initial three-year appointment, the Associate Dean for Faculty Development (ADFD) will provide information to the faculty member regarding the purpose of the formative review and the process to be followed. In consultation with the ADFD, the pre-tenure faculty member will identify at least two tenured faculty members (at least one of whom is a member of the candidate's department) who will visit a minimum of two class sessions of the pre-tenure colleague. In addition, the ADFD and the pre-tenure faculty member will discuss and come to agreement about what other sources of information will offer the opportunity for meaningful feedback in the three areas. None of the following is required, but possible materials might include a current curriculum vitae, course syllabi and/or other relevant pedagogical materials, student evaluations, annual activity reports, or evidence of professional activity. The faculty member should select those materials that, in combination, they believe will allow colleagues to provide sufficiently informed feedback.

Toward the end of the fall semester of the second year of an initial three-year appointment, after reviewing feedback from the tenured faculty members who participated in the review, the ADFD will hold a meeting with the pre-tenure colleague in order to synthesize and discuss the feedback. This meeting is also an opportunity for the pre-tenure colleague to ask questions about the criteria that guide Personnel decisions or to seek guidance on the preparation of materials for the contract renewal review. The pre-tenure colleague may invite any other party to this conversation if they choose. Following that meeting, the ADFD will contact the candidate and the two faculty reviewers informing them that the process has been completed.

After the third year of employment, the ADFD will contact the pre-tenure colleague to see what questions or concerns, if any, they might have in anticipation of the tenure review. This may be an opportunity for the pre-tenure colleague to ask, for example, about the process for developing the list of external reviewers who comment on professional activity for the purposes of the Personnel Committee tenure review. The ADFD will also assist the faculty member in arranging class visits and consultations if they wish to receive additional formative feedback at this stage.

For faculty members with either an accelerated or delayed tenure clock, the

Provost will include the formative review in discussions with the pre-tenure colleague about the timeline toward tenure and will notify the ADFD of the pre-tenure colleague's schedule or any revisions to that schedule.

3. Contract Renewal

Tenure-track faculty who have not been hired at the rank of professor will be reviewed by the Faculty 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 their contract. If their 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 their 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 their 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. (Faculty Code, CH I, Art IV, Sec 1.)
 - i. from assistant professor to associate professor: at time of tenure decision.
 - ii. from associate professor to professor: eight years.
 - iii. from a previous negative decision to promote: two years **strongly recommended**.
- 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 Faculty Code, CH 1, Art IV, Sec 3.

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 they may be evaluated for promotion to the next rank. They may also be nominated for such consideration by their department chair, division chair, the Provost and Dean of the Faculty, or the President.

C. Criteria for Evaluation

The criteria the Personnel Committee uses in the evaluation process are established by the faculty and can be found in the Faculty Code, CH 1, Art IV, Sec 3. The Faculty Personnel Committee is also guided by Discipline-Specific Guidelines that are regularly updated and found on the Provost and Dean of the Faculty website. In cases where the Faculty Code and Discipline Specific Guidelines and/or other documents are perceived to be in conflict, the language of the Faculty Code shall be used to make a final determination. *(12/07/2016)*

If there have been changes to the evaluation criteria in the Faculty Code since a candidate for tenure and promotion was hired, faculty can elect to be evaluated by the criteria in effect at time of hire or by the new evaluation criteria. If there have been changes to the evaluation criteria between the time of tenure and promotion to Associate Professor and the time of candidacy for Professor, the candidate can choose to be evaluated by the current evaluation criteria or by the evaluation criteria at the time of the last review. The candidate needs to inform the Provost at the time of submitting their file which criteria they have selected. *(12/07/2016)*

Certain teaching, research, or service activities may not clearly fit into the categories listed, such as invisible and/or typically unrecognized service. In these cases, the candidate is invited to make a case for the Faculty Personnel Committee explaining where it would best fit. The Faculty Personnel Committee will consider the candidate's argument alongside those of internal and external reviewers, where appropriate. *(12/07/2016)*

D. Collection of Information

The primary responsibility for the collection of information lies with the candidate. Faculty members planning to submit an application for tenure or promotion will find it useful to consult the CLEo site for the Provost and Dean of the Faculty, where materials relevant to the [Faculty Personnel Committee](#) are located. Each year the Faculty Personnel Committee reviews its Guidelines for the Preparation of Materials as well as Guidelines for Authors of Letters. In addition, the committee has an explanation of its evaluation procedures. The following information is also found in the Faculty Code, CH I, Art 4, Sec 4.

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.
2. The candidate will present to the Provost and Dean of the Faculty:
 - a. An updated vita.
 - b. A statement concerning the candidate's teaching and contributions to major and non-major advising. The teaching statement allows candidates to describe their activities that demonstrate excellence in teaching. In the statement candidates should provide their definition of excellent teaching. Based on this definition, candidates are responsible for describing how they have 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, candidates should assess their 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 to the Faculty Personnel Committee as part of their review. In the case of contract renewal, evaluations are required from at least 2/3 of all classes satisfying the faculty member's normal teaching load at Whitman in the preceding two years.

For decisions on the granting of tenure or promotion to Professor,

evaluations are required from at least eight of the twelve most recently taught courses satisfying the faculty member's normal teaching load at Whitman. Upon receipt of this form, the Office of the Provost and Dean of 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 their 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.

- 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, they 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/offices-and-services/provost/guidelines-and-procedures>.

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. 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, CH 1, Art IV, Sect 4.C). *(03/30/2011)*

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 they have 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 ADFD 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 ADFD.

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 Faculty 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 (January 1 of the current calendar year through review deadline date).
 - k. Any other information the candidate believes is pertinent to the review.
 - l. With the exception of letters by external reviewers solicited as part of a candidate's initial file, the Provost and Dean of the Faculty Office shall notify the candidate of the source of any letter in their file before that letter is considered by the Faculty Personnel Committee. *(04/17/2013)*
3. The Provost and Dean of the Faculty will provide:
- a. The candidate's annual faculty activity reports for the last four years.
 - b. The candidate's past review letter(s).
 - c. When appropriate, evaluations of professional activity by colleagues at other institutions.

E. 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 the faculty member of that recommendation. In that letter, the Provost and Dean of the Faculty will explain to the faculty member that they have two weeks, as indicated in CH I, Art III, Sec 7.C 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 Faculty 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.

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 Faculty 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 Faculty 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 7.C 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 Faculty 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 Faculty 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 Faculty 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 Faculty 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 Faculty 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 the President's designate, before the decision is entered into the candidate's file.

F. 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. (Faculty Code CH 1, Art IV, Sec 5.A.) *(08/08/2002)*
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. The faculty member being evaluated is responsible for submitting a current activity report. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty.
 - 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 updated 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 submit letters 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 their 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, the appropriate 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 disagrees with the assessment made by the Provost and Dean of the Faculty, the faculty member may petition the Division Chairs and the Chair of the Faculty, who will conduct an independent evaluation. Any review by the Division Chairs and Chair of the Faculty 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.

G. Evaluation and Promotion of Non-Tenure Track Faculty

1. Lecturers

a. Annual Review

Lecturers are expected to have all of their courses evaluated 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 the Associate Deans of the Faculty, and the Lecturer's department chair. Lecturers who anticipate seeking promotion to the rank of Senior Lecturer are strongly encouraged to use the annual review preceding the year when they intend to apply for promotion as an opportunity to consult with the Provost and Dean of the Faculty or the Associate Dean for Faculty Development about how to prepare the best case possible for a successful promotion bid.

The College is under no obligation to renew the appointment 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 appointment 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.

b. Promotion to Senior Lecturer

After at least four years of full-time teaching, a Lecturer may apply for promotion to the rank of Senior Lecturer as part of their next one-year review. Lecturers considering applying for promotion should notify the Provost and Dean of Faculty by August 31 of the academic year in which the promotion review will occur. The review will be conducted 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 the promotion is denied, the Lecturer will continue to be reviewed by the Provost and Dean of the Faculty (or the Provost's designee) and the department chair at least once each year, and may undergo another

review for promotion to the rank of Senior Lecturer in the fourth 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 by January 10th to be reviewed by the Personnel Committee:

- i. An updated curriculum vitae.
- ii. 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 aspects of the individual's performance as well. The individuals writing the letters should have observed at least two classes taught by the individual under evaluation.
- iii. Student evaluations for all courses taught during the preceding eight semesters or since the last review. The faculty member being evaluated is responsible for submitting their most recent evaluations. Past student evaluations will be supplied by the Office of the Provost and Dean of the Faculty.
- iv. Class materials (e.g., syllabi, student assignments, reading lists, examinations).
- v. A statement about their teaching, including course goals and student learning outcomes, in the context of the criteria for excellent teaching at Whitman College. The statement should also contain a discussion of future plans in regards to their teaching.
- vi. A statement describing the candidate's recent or planned contributions in the area of service to the College and potential broader impacts on campus.
- vii. Annual Faculty Activity Reports from each year preceding the review. The faculty member being evaluated is responsible for submitting a current activity report. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty.

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 shall notify the candidate of the source of any letter in their file before that letter is considered by the Personnel Committee.

In conducting its review, the Committee will try to assess the overall value of the candidate's contributions to Whitman's mission as an undergraduate, residential, liberal arts college. The Personnel Committee will use the standards for excellence in teaching specified in the Faculty Code, CH I, Sec 3.1. Although the service expectation of Lecturers seeking promotion to the rank of Senior Lecturer is less demanding than that of tenure-track faculty members, the same criteria (specified in Faculty Code) will be employed in their review.

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. In reviewing student evaluations of teaching, the committee pays particular attention to patterns in student responses. While not expected of non-tenure-track appointments, any research or other professional activity may be included as part of the review materials and will be considered as part of the candidate's contribution to the broader academic program of the College.

2. Senior Lecturers

a. Annual Review

Student evaluations of all courses taught by Senior Lecturers should be conducted each semester and saved for future periodic reviews (see section 2.b below). Senior Lecturers must complete an Annual Faculty Activity Report each year. The Activity Report will be submitted to the Office of the Provost and Dean of the Faculty each year and will be assessed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or their designee, and the Senior Lecturer's department chair.

b. Periodic Review

Senior Lecturers will undergo a more substantive review every fifth year following their initial appointment to the Senior rank and will be evaluated in accordance with the criteria specified above for promotion from the rank of Lecturer to Senior Lecturer. This review shall be conducted by the Provost and Dean of the Faculty or their designee, in consultation with the Senior Lecturer's division chair and department chair.

Departments wishing to retain a Senior Lecturer for an additional term should make the case for renewal in the annual course plan and staffing request during the fall of the penultimate year of the Senior Lecturer's appointment. That way, should the College not renew the appointment, the Senior Lecturer will have timely notice of the decision.

The College is under no obligation to renew the appointment of an individual in a Senior Lecturer position. If a tenure-track search is opened, an individual in a Senior Lecturer appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual.

The Senior Lecturer being evaluated is responsible for the collection of the following materials to be used by the Provost and Dean of the Faculty or their designee as well as the appropriate department and division chair:

- i. Activity Reports from each year since the most recent review. The Senior Lecturer being evaluated is responsible for submitting a current activity report. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty.
- ii. 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 aspects of the individual's performance as well. The individuals writing the letters should have observed at least two classes taught by the individual under evaluation.
- iii. Student evaluations from all of the courses taught since the last appointment review.
- iv. An updated curriculum vita
- v. A self-assessment regarding teaching, including course goals and student learning outcomes, and service to the College in the current contract period as well as future plans in each of these areas.
- vi. While not expected of this position, any research or other professional activity may be included as part of the review materials and will be considered as part of the candidate's overall contribution to the broader academic program of the College.

In addition to the letters requested by the individual, the Provost and Dean of the Faculty will invite all departmental colleagues to submit letters 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 their file before that letter is considered by the Provost and Dean of the Faculty and the appropriate division chair.

After consulting with the appropriate department and division chair, the Provost and Dean of the Faculty will arrange a meeting with the Senior Lecturer being reviewed, and, at the discretion of the Senior Lecturer, their division chair and, if requested, the appropriate department chair. The meeting will provide the opportunity for the Senior Lecturer and the Provost and Dean of the Faculty to have a conversation about the evaluation and possible renewal of the Senior Lecturer's appointment.

Within three weeks of the meeting, the Senior Lecturer will receive a written letter from the Provost and Dean of the Faculty summarizing their conversation. The Senior Lecturer may respond in written form. The Provost and Dean of the Faculty's letter and any written response from the Senior Lecturer will be added to the Senior Lecturer's file for consultation in subsequent reviews.

In the event that the Senior Lecturer and the Provost and Dean of the Faculty disagree on the content of the written letter, the Senior Lecturer may petition the Personnel Committee, who will conduct an independent evaluation absent the Provost and Dean of the Faculty. Any review by the Personnel Committee 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 Senior Lecturer, and will be added to the Senior Lecturer's file. (Faculty Code, CH 1, Art IV, Sec 5B.)

If a Senior Lecturer receives a negative review, the College may choose to not renew the Senior Lecturer's appointment. If the appointment is renewed, the College will make available faculty development opportunities that are appropriate.

3. Visiting Assistant Professors and Visiting Instructors

Visiting Assistant Professors and Visiting Instructors are expected to submit student evaluations of all their courses each semester. They may complete an Annual Faculty Activity Report but are not required to do so. These evaluations and the Activity Report are 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), the Associate Deans of the Faculty, and the individual's Department Chair. The materials may be used for the assessment of the individual's potential for reappointment, in cases where ongoing need for their expertise has been demonstrated.

4. Adjunct Assistant Professors and Adjunct Instructors

a. Annual Review

Adjunct faculty members are expected to submit student evaluations for 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), the Associate Deans of the Faculty, and the faculty member's department chair. Adjunct faculty who anticipate seeking promotion to the rank of Senior Adjunct Assistant Professor or Senior Adjunct Instructor are strongly encouraged to use the annual review preceding the year when they intend to apply for promotion as an opportunity to consult with the Provost and Dean of the Faculty or the Associate Dean for Faculty Development about how to prepare the best case possible for a successful promotion bid.

The College is under no obligation to renew the appointment of adjunct faculty. If the department would like to rehire an individual for an additional year, the chair of the department should make the case for renewal in the annual course plan and staffing request that is submitted every fall. The Provost and Dean of the faculty will have the final authority to extend the appointment for an additional year. If a tenure-track search is opened, an adjunct faculty member 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.

b. Promotion to Senior Adjunct Assistant Professor or Senior Adjunct Instructor

After at least four years of teaching half-time, an Adjunct Assistant Professor or Instructor may apply for promotion to the rank of Senior Adjunct Assistant Professor or Senior Adjunct Instructor as part of their next one-year review. Because an adjunct faculty member's load may vary from year to year (e.g., 40% one year and 60% the next), half-time may be defined as the average over a period of four or more years. If a faculty

member does not teach for a year, they may still apply for promotion (i.e. not teaching for a year does not “restart the clock.”) Individual cases may vary and faculty members considering promotion should contact the Provost and Dean of the Faculty to discuss the possibility of applying for promotion.

Adjunct faculty considering applying for promotion should notify the Provost and Dean of the Faculty by August 31 of the academic year in which the promotion review will occur. The review will be conducted by the Faculty Personnel Committee in accordance with the process specified below. Following that review, the Faculty Personnel Committee will make a recommendation to the Provost and Dean of the Faculty as to whether the individual should be promoted to the Senior rank. If the promotion is denied, the adjunct faculty member will continue to be reviewed by the Provost and Dean of the Faculty (or the Associate Deans of the Faculty) and the department chair at least once each year, and may undergo another review for promotion to the Senior rank in the fourth semester following denial.

Candidates for promotion to the Senior rank must submit to the Office of the Provost and Dean of the Faculty the following materials by January 10th to be reviewed by the Faculty Personnel Committee:

- i. An updated curriculum vitae.
- ii. 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.
- iii. Student evaluations for all courses taught during the preceding eight semesters or since the last review. The faculty member being evaluated is responsible for submitting their most recent evaluations. Past student evaluations will be supplied by the Office of the Provost and Dean of the Faculty.
- iv. Class materials (e.g., syllabi, student assignments, reading lists, examinations).
- v. A statement about their teaching, including course goals and student learning outcomes, in the context of the criteria for excellent teaching at Whitman College. The statement should also contain a discussion of future plans in regards to their teaching.

- vi. A statement describing the candidate's recent or planned contributions in the area of service to the College and potential broader impacts on campus.
- vii. Activity Reports from the five-year period preceding the review or since the last review. The faculty member being evaluated is responsible for submitting a current activity report. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty.

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 shall notify the candidate of the source of any letter in their file before that letter is considered by the Personnel Committee.

In conducting its review, the Committee will try to assess the overall value of the candidate's contributions to Whitman's mission as an undergraduate, residential, liberal arts college. The Personnel Committee will use the standards for excellence in Teaching specified in the Faculty Code, CH I, Sec 3. Although the service expectation of faculty seeking promotion to the rank of Senior Adjunct Assistant Professor or Instructor is less demanding than that of tenure-track faculty members, the same criteria (specified in Faculty Code) will be employed in their review.

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. In reviewing student evaluations of teaching, the committee pays particular attention to patterns in student responses. While not expected of non-tenure-track appointments, any research or other professional activity may be included as part of the review materials and will be considered as part of the candidate's contribution to the broader academic program of the College.

5. Senior Adjunct Assistant Professors and Senior Adjunct Instructors

a. Annual Review

Student evaluations of all courses taught by Senior Adjunct faculty should be conducted each semester and saved for future periodic reviews (see section 5.b). Senior Adjunct faculty must complete and submit an Annual Faculty Activity Report each year. The Activity Report will be reviewed by

the Provost and Dean of the Faculty (who retains the right to review all such materials), or the Associate Deans of the Faculty, and the Senior Adjunct faculty member's department chair, if applicable.

The College is under no obligation to renew the appointment of an individual in a Senior Adjunct Assistant Professor or Senior Adjunct Instructor position. If a tenure-track search is opened, an individual in a Senior appointment may choose to be a candidate for the position, but the College is under no obligation to interview or appoint that individual. If a department wishes to retain a Senior Adjunct faculty member for an additional term, the chair of the department should make a case for renewal in the annual course plan and staffing request that is submitted every fall. Typically, Senior Adjunct faculty are hired on yearly renewable appointments and are offered courses in response to curricular imperatives (e.g., ongoing enrollment pressures that cannot otherwise be met, the need to have courses taught that are required to complete a major but that cannot otherwise be offered, etc.). The Provost and Dean of the Faculty will make the final determination regarding the courses to be offered in any given year.

b. Periodic Review

Senior Adjunct faculty will undergo a more substantive review every fifth year following their initial appointment to the Senior rank and will be evaluated in accordance with the criteria specified above for promotion from the rank of Adjunct Assistant Professor or Adjunct Instructor to Senior Adjunct Assistant Professor or Senior Adjunct Instructor. This review shall be conducted by the Provost and Dean of the Faculty or their designee in consultation with the faculty member's division chair and department chair.

The Senior Adjunct Assistant Professor/Instructor being evaluated is responsible for the collection of the following materials to be used by the Provost and Dean of the Faculty as well as the appropriate department and division chair:

- i. Activity Reports from each year since the most recent review. The faculty member being evaluated is responsible for submitting a current activity report. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty.
- ii. 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

aspects of the individual's performance as well. The individuals writing the letters should have observed at least two classes taught by the individual under evaluation.

- iii. Student evaluations from all of the courses taught since the last appointment review.
- iv. An updated vita.
- v. A self-assessment regarding teaching and service to the College in the current appointment period as well as future plans in each of these areas.
- vi. While not expected of this position, any research or other professional activity may be included as part of the appointment review materials and will be considered as part of the candidate's contribution to the broader academic program of the College.

In addition to the letters requested by the candidate, the Provost and Dean of the Faculty will invite all departmental colleagues to submit letters 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 their file before that letter is considered by the Provost and Dean of the Faculty and the appropriate division chair.

After consulting with the appropriate department and division chair, the Provost and Dean of the Faculty will arrange a meeting with the Senior Adjunct Assistant Professor/Instructor being reviewed, and, at the discretion of the faculty member, their division chair and, if requested, the appropriate department chair. The meeting will provide the opportunity for the Senior Adjunct faculty member and the Provost and Dean of the Faculty to have a conversation about the evaluation.

Within three weeks of the meeting, the Senior Adjunct faculty member will receive a written letter from the Provost and Dean of the Faculty summarizing their conversation. The Senior Adjunct faculty member may respond in written form. The Provost and Dean of the Faculty's letter and any written response from the Senior Adjunct faculty member will be added to the Senior Adjunct faculty member's file for consultation in subsequent reviews.

In the event that the Senior Adjunct faculty member and the Provost and

Dean of the Faculty disagree on the content of the written letter, the Senior Adjunct faculty member may petition the Faculty Personnel Committee, absent the Provost and Dean of the Faculty, who will conduct an independent evaluation. Any review by the Faculty Personnel Committee 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 Senior Adjunct faculty member, and will be added to the Senior Adjunct faculty member's file. (Faculty Code CH 1, Art IV, Sec. 5B)

In the event a Senior Adjunct faculty member receives a negative review, the College may choose not to renew the Senior Adjunct faculty member's appointment. If the appointment is renewed, the College will make available appropriate faculty development opportunities.

H. Evaluation and Promotion of Non-Tenure Track Faculty in SSRA

1. Adjunct Instructors and Senior Adjunct Instructors in SSRA

Adjunct Instructors and Senior Adjunct Instructors in SSRA are part-time and teach activity courses in the SSRA department. They are expected to collect student evaluations of all of their courses and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Reports 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 the Associate Deans of the Faculty, and the Director of Athletics, who will make recommendations to the Provost and Dean of the Faculty regarding courses and appointment renewals for the following year. The Provost and Dean of the Faculty will be the final arbiter of course offerings and appointments for any given year.

Adjunct Instructors are normally eligible for promotion to the rank of Senior Adjunct Instructor after teaching thirty course credits. Adjunct Instructors considering applying for promotion should notify the Office of the Provost and Dean of the Faculty by August 31 of the academic year in which the promotion review will occur.

Adjunct Instructors in SSRA who are candidates for promotion to the rank of Senior Adjunct Instructor in SSRA must submit to the Director of Athletics and 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 Director of Athletics:

- a. An updated 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. The faculty member being evaluated is responsible for submitting their most recent evaluations. Past student evaluations will be supplied by the Office of the Provost and Dean of the Faculty.
- d. A statement about teaching, including course learning goals and student learning outcomes, and plans for the future.
- e. Annual Faculty Activity Reports from the years preceding the review. The faculty member being evaluated is responsible for submitting a current activity report. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty.

2. Instructors in SSRA

Instructors in SSRA are expected to evaluate the athletic programs for which they are responsible each year and complete an Annual Faculty Activity Report. 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 the Associate Deans of the Faculty, and the Director of Athletics.

Instructors in SSRA are normally eligible for promotion to the rank of Lecturer in SSRA after three years at the rank of Instructor in SSRA. At the time of their third one-year appointment renewal, which will usually take place during the third year of coaching, Instructors in SSRA will undergo an initial review by the Director of Athletics. The Director of Athletics will complete an evaluation of the candidate for promotion to Lecturer in SSRA based on accumulated accomplishments in several areas, including but not limited to program management, student experience, and performance (Appendix A).

Following that review, the Director of Athletics 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 in SSRA. If promotion is denied, the Instructor in SSRA will continue to be reviewed by the Provost and Dean of

the Faculty (or the Associate Deans of the Faculty) and the Director of Athletics at least once each year, and will undergo another review for promotion to the rank of Lecturer in SSRA in the fourth semester following denial.

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

- a. An updated 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 and recruiting, though they may address other aspects of the individual's performance as well. The individual writing the letter should have observed at least two practices conducted by the individual under evaluation.
 - d. A statement about coaching, including learning goals and outcomes and their impact on student athletes, both in the context of the relevant sport and outside of it; strategies for achieving stated learning goals and their effectiveness; recruiting; plans for the future.
 - e. A statement addressing the management of the candidate's athletic program, including budget management and accounting procedures, adherence to generally accepted safety and training standards, and 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 department and College, for example: the quality of the candidate's contributions to the department (committees, working groups, etc.); the administration of local, regional or national sports events; or participation in local, regional, or national professional organizations.
 - g. Annual Faculty Activity Report for the current year (the Provost Office will provide activity reports from previous years).
3. Lecturers in SSRA

Lecturers in SSRA are expected to evaluate all of their courses and athletic programs each year and complete an Annual Faculty Activity Report. These evaluations and the Activity Reports 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 the Associate Deans of the Faculty, and the Director of Athletics.

Lecturers in SSRA are normally eligible for promotion to the rank of Senior Lecturer in SSRA after two full terms (six years) at the rank of Lecturer in SSRA. During the sixth year of coaching as a Lecturer in SSRA, an individual holding that position will undergo an initial review by the Director of Athletics. The Director of Athletics will complete an evaluation of the candidate for Senior Lecturer in SSRA based on accumulated accomplishments in several areas, including but not limited to program management, student experience, and performance (Appendix A).

Following that review, the Director of Athletics 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 promotion is denied, the Lecturer will continue to be reviewed by the Provost and Dean of the Faculty (or the Associate Deans of the Faculty) and the Director of Athletics at least once each year, and will undergo another review for promotion to the rank of Senior Lecturer in the fourth semester following denial.

Lecturers in SSRA who are being considered for promotion will be reviewed in the final year of their appointment period, or at other times deemed appropriate by the Director of Athletics and/or the Provost and Dean of the Faculty, and must submit to the Office of the Provost and Dean of the Faculty and the Director of Athletics the materials in the list that follows, to be reviewed by the Provost and Dean of the Faculty, or the Associate Deans of the Faculty, and the Director of Athletics.

- a. An updated 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, and service, though they may address other aspects of the individual's performance as well. The individual writing the letter should have observed at least two classes and/or practices taught/conducted by the individual under evaluation..
- c. Student evaluations for all courses taught during the preceding eight semesters or since the last review. The faculty member being evaluated is responsible for submitting their most recent evaluations. Past student evaluations will be supplied by the Office of the Provost and Dean of the Faculty.

- d. A statement about coaching and teaching, including learning outcomes and their impact on student athletes, both in the context of the relevant sport and outside of it; strategies for achieving stated learning goals and their effectiveness; recruiting; plans for the future.
- e. A statement addressing the management of the candidate's athletic program, including budget management and accounting procedures, adherence to generally accepted safety and training standards, and 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 department and College, for example: committees, working groups, departmental search committees, etc.; the administration of local, regional or national sports events; or participation in local, regional, or national professional organizations.
- g. Annual Faculty Activity Report for the current year (the Provost Office will provide activity reports from previous years).

4. Senior Lecturers in SSRA

Senior Lecturers in SSRA are expected to solicit student evaluations for all of their courses and athletic programs each year and save them for future periodic reviews. They should complete an Annual Faculty Activity Report each year and submit it to the Office of the Provost and Dean of the Faculty. The Activity Report will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or the Associate Deans of the Faculty, and the Director of Athletics on an annual basis.

Senior Lecturers in SSRA will undergo a more substantive (periodic) review in the final year of their appointment period, or at other times deemed appropriate by the Director of Athletics or the Provost and Dean of the Faculty, and must submit to the Director of Athletics and the Office of the Provost and Dean of the Faculty the following materials, to be reviewed by the Provost and Dean of the Faculty, or their designee, and the Director of Athletics:

- a. An updated 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, and service, though they may address other issues as well. The individual writing the letter should have observed at least two classes and/or practices taught/conducted 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 coaching and teaching, including learning goals and outcomes and their impact on student athletes, both in the context of the relevant sport and outside of it; strategies for achieving stated learning goals and their effectiveness; recruiting; plans for the future.
 - e. A statement addressing the management of the candidate's athletic program, including budget management and accounting procedures, adherence to generally accepted safety and training standards, and 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 department and College, for example: committees, working groups, oversight of facilities, managerial or advisory roles, etc.; the administration of local, regional or national sports events; or participation in local, regional, or national professional organization.
 - g. Annual Faculty Activity Report for the current year (the Provost Office will provide activity reports received for the preceding 3-years).

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. (Faculty Code, CH 1, Art V, Sec 1.A)

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. (Faculty Code, CH 1, Art V, Sec 1.A)

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." (Faculty Code, CH 1, Art V, Sec 1.B)

Reductions of load are possible in the following circumstances:

1. The Faculty Chair and the Division Chairs may reduce their load by three courses per year.
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.
3. Members of the Faculty Personnel Committee are entitled to a one-course

reduction during the Fall semester each year of their service on this body.

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. Whitman College Credit Hour Policy (05/14/2014)

This document addresses the assignment of credits to courses at Whitman College, in accord and in compliance with the U.S. Department of Education guidelines and the Northwest Commission on Colleges and Universities as follows:

Federal regulations mandate that all candidate and accredited institutions comply with the definition of the credit hour as set forth in Section 600.2, which defines the credit hour as:

Except as provided in 34 CFR 668.8(k) and (l), a credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than:*

(1) One hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or

(2) At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution, including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours. (From: Northwest Commission on Colleges and Universities, Policy on Credit Hour, November 2012)

It is not the purpose of this document to address or propose any particular correlation between course credit and faculty course load.

1. Introduction

It is important to note that while this document provides guidelines for the assignment of credits to courses, it is not with the intent to stifle creativity in pedagogy or content. According to the U.S. Department of Education, there is no implied requirement for “seat time” in defining a credit hour. Accordingly,

on a question and answer web site regarding program integrity in relation to establishing a credit hour policy, the Department of Education states that

The credit-hour definition does not dictate particular amounts of classroom time versus out-of-class student work. Further note that the definition provides that a credit hour may be for an equivalent amount of work over a different amount of time. There is no requirement that a 3-semester hour course meet 3 hours per week during a semester or a 3-quarter-hour course meet 3 hours per week during a quarter. The requirement is that the institution determine that there is an amount of student work for a credit hour that reasonably approximates not less than one hour of class and two hours of out-of-class student work per week over a semester for a semester hour or a quarter for a quarter hour. (<http://www2.ed.gov/policy/highered/reg/hearulemaking/2009/credit.html#credit>)

This document cannot foresee every possible permutation relating to mode of instruction, either currently or in the future. For example, it doesn't address online courses, hybrid courses, or credit for internships. Since these and/or other educational strategies may or may not be implemented at Whitman at some future date, this document should be viewed as a working policy for the assignment of credit hours to courses and thus be amenable to amendment.

2. Approval of Courses and Course Credit

All courses and the number of credits assigned to them will be approved by the respective department or interdisciplinary program, the appropriate Division of the College, the College Curriculum Committee, and the College faculty as a whole. Keeping in mind the following guidelines and general principles, the combination of faculty contact time and the amount of student work required for a four-credit course should be discernibly different than the faculty contact time and amount of student work required for a three-credit course, which in turn should be discernibly different than those same parameters for a two-credit course, which should be discernibly different than those required for a one-credit course.

3. Guidelines

Credit may be assigned differently depending on the type of instructional activity. Examples include:

a. Classroom

Classroom instruction is formalized instruction in which the instructor

bears primary responsibility for presenting an educational experience to students. It is recognized that this can be accomplished using any combination of instructional modes.

Generally, one credit hour is awarded for every 50 minutes of direct faculty instruction per week for the duration of a semester, with the expectation that students will work outside of class for an average of twice the amount of formal contact time over the course of a semester. Alternatively, one credit hour may involve a combination of faculty contact time and student work time that justifiably approximates not less than the above.

b. Laboratory

Laboratory instruction is instructional activity in which a faculty member is overseeing students perfecting technical skills in a laboratory or field setting by conducting experiments, doing field observation, collecting data, etc.

Generally, one credit hour is awarded for every 150 minutes of laboratory instructional time per week for the duration of a semester. If supplemented with formal out-of-class work, the number of credits awarded may be adjusted in accord with the federal definition of credit hour, pending approval through the usual channels of faculty governance.

c. Independent Study

Independent study courses are those for which extended and concentrated practice and/or study is required of the student subsequent to sessions of individualized faculty instruction. Applied music lessons and independent study arrangements would be examples.

Instructors have the obligation to assign and evaluate work in accord with the objectives and learning goals of the independent study and to personally provide the individual instruction necessary to achieve those goals and objectives. In addition, instructors are responsible for assigning credit, based on the combined faculty contact time and expected student out-of-class work time, in accord with the federal definition of credit hour.

d. Studio Experience

Studio courses typically require little to no formal out-of-class study.

Generally, one hour of credit shall be awarded for every 150 minutes per

week of instructional time for the duration of a semester. If supplemented with formal out-of-class work, the number of credits awarded may be adjusted in accord with the federal definition of credit hour, pending approval through the usual channels of faculty governance.

e. Seminar

A seminar is usually a less formalized education experience, guided by a faculty member but focused on student discussions, presentations, performances, projects, etc.

Generally, credit hours are awarded for seminar courses on the same basis as that for classroom instruction.

f. Thesis

Thesis instruction involves guided inquiry, research, data analysis, and writing at an advanced level in the field of major study. Extended and concentrated efforts in these areas are required of the student subsequent to individualized faculty instruction.

Instructors have the obligation to mentor and guide the student such that learning goals and objectives are met in this capstone experience. Instructors and/or departments are responsible for awarding credit for thesis work based on expectations for faculty and student involvement necessary to meet thesis goals and learning objectives, in accord with the federal definition for credit hour.

4. Compliance

Individual instructors are encouraged to justify and explain course credit hours on their course syllabi by clearly stating class meeting times and outlining student assignments and responsibilities. Regardless of mode of instruction, course syllabi should reflect that faculty and student involvement are consistent with the credits awarded and that courses are sufficiently rigorous to achieve the expected student learning outcomes.

Course proposals should also reflect that faculty and student involvement are consistent with proposed credit hours. Over sight of proposals for new and revised courses will occur at all levels of course approval: department, division, curriculum committee and full faculty, though primary responsibility rests with the individual instructor(s) and the relevant department(s) or program(s). Examination of course credit hours will be added to the list of items to which outside reviewers attend when conducting

department/program external reviews.

5. Periodic Review

The credit hour policy will be reviewed (and amended if needed) by the Curriculum Committee after the first year of implementation, and then as necessary, but at least every five years.

Acknowledgement and appreciation to: The Ohio Board of Regents, Directive 2010-016, March 18, 2010. Ted Strickland and Eric D. Fingerhut, for organization and language guidance; Willamette University draft credit hour policy, February 2013.

6. Credit Hour Policy Implementation Statement

a. Guidelines for standard classroom courses

- i. Standard 3-credit course: meets 150 min/week for the entire semester and involves 300 minutes of out-of-class student work per week on average over the entire semester. (This is the equivalent of 3 x 50-minute class meetings per week and 5 clock hours of out-of-class student work per week.)
- ii. Standard 4-credit course: meets 200 min/week for the entire semester and involves 400 minutes of out-of-class student work per week on average over the entire semester. [This is the equivalent of 4 x 50-minute class meetings per week and 6.67 clock hours of out-of-class student work per week.]
- iii. Note that a 4-credit course may: meet 150 min/week for the entire semester and involve ~550 minutes of out-of-class student work per week on average over the entire semester, OR some equivalent combination thereof, based on the federal definition of credit hour. [The example here indicates 3 x 50-minute class meetings per week and about 9 clock hours of out-of-class student work per week. Another example might be a class that meets 3 x 50 minutes per week for lecture and another 150 minutes per week for a lab or field experience.]

b. Notes and Example

- i. The credit hour policy is a document intended to provide guidance moving forward with respect to assigning credits to courses, with particular attention paid to fairness in student work per credit.

- ii. Current courses in the College catalog should be honestly evaluated by individual instructors. If current direct instruction time and student work time are in line with the proposed guidelines, all is well.

Example: a course meets 3 x 50 min/week and is worth 4 credits. This means that all reading, writing, research, homework, studying, presentation preparation, etc. must add up to ~9 hours student work per week per semester, on average.

If current direct instruction time and/or student workload is/are grossly out of alignment with the proposed guidelines for credit assignment, consider the following options:

- a) Reduce credits to 3 (via usual course change process: department, division, curriculum committee, faculty)
 - b) Add out-of-class experience(s) to student work hours: additional reading/papers, field trips, projects, data analysis, blogs, community based learning, etc.
 - c) Add some combination of additional out-of-class experiences with some amount of director instruction: recitation sections, tutorials, discussion sessions, etc.
- iii. The current syllabus for Whitman College's Encounters course (General Studies 145/146) was examined and determined to merit 4 course credits.

C. 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 their academic interests and probable plans.

2. Major Advising

When a student declares a major, they acquire 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.

D. Textbook Policy

The Whitman College Bookstore is an auxiliary service of Whitman College requiring that the store generate income to fully fund staff wages and benefits, student wages, services, supplies, and purchase of inventory. Profits earned by the Bookstore are a required annual contribution allocated to Whitman College's general fund and used to support such items as employee salaries/benefits, faculty research, student scholarships, and financial aid awards.

The Bookstore is committed to working in collaboration with faculty and students to meet academic needs through the adoption and purchase of course materials. In addition to locating, purchasing and shelving course materials, the Bookstore also supports faculty endeavors by promoting faculty publications and faculty sponsored events, purchasing books for lectures, and staffing some author signings.

In order to be fiscally responsible for the operation of the Bookstore and to work in close collaboration with our faculty colleagues, we have outlined our policy on textbook adoptions. This textbook policy is designed to allow the bookstore to operate successfully on behalf of students and faculty.

1. Fall Adoption Dates:

April 15th for all previously used materials

2. Spring Adoption Date:

October 15th for all used and new materials

November 15th is the last day we can receive adoptions and guarantee that books will be on the shelf at the beginning of Spring semester classes

The dates listed are consistent with adoption dates requested by textbook buyers across the country. All textbook buyers are after the same pool of books at the same time. Adhering to these dates gives the bookstore the best chance for securing used material and for allowing faculty to consider another option if a book is unavailable. We want to have what you need in a timely fashion.

These dates allow us to process your orders for Buyback and give students roughly \$80,000 back each year. This schedule enables us to lower Whitman's

carbon footprint by consolidating shipments.

3. No Course Materials

Faculty not using course materials are asked to fill out the Bookstore adoption form and check the box indicating that no materials are required. Having this information listed alleviates student stress during opening week.

4. Ordering Course Materials

We value our status as an independent bookstore which is dependent on the on-going support of the Whitman community.

We ask that faculty use the Bookstore as the first choice in ordering materials. Students with financial aid depend on the Bookstore having required materials.

We ask that course material adoptions be via the online adoption form. In all cases where inconsistent information exists, materials will be ordered based on the ISBN provided.

A timely response is required to ensure availability of the requested materials to enable us to secure used books and to engage in outright purchasing that will allow us to lower the average cost of materials. Our savings are always passed onto the students.

5. Changes in Adoptions

All textbooks and ancillary materials, including edition choices, should be thoroughly reviewed prior to adoption to avoid any changes in course material once ordered. If a change in textbooks is requested after the order is placed, the department requesting the change in text will be responsible for all additional costs incurred, such as return freight and expedited shipping.

We request that departments assume financial responsibility for non-returnable books (out of print editions, custom print books, books that were adopted for buyback and then dropped by the faculty member, and books that must be specially sourced, such as books directly purchased from foreign countries) purchased on behalf of faculty and owned by the bookstore. The Bookstore will retain books that are used repeatedly and will sell the remaining copies, at our cost, to the department when the books are no longer adopted.

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

(Faculty Code, CH I, Art VI, Sec 1)

1. All faculty who are tenure-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 consecutive semesters of full-time teaching at 82% of semester salary (i.e. 91% of annual salary); or
 - d. Non-tenured, tenure-track faculty will be eligible to apply for a one-year sabbatical after their first three years of full-time teaching at 90% salary. (Faculty members who opt for the one-year sabbatical after their first three years will next be eligible for a one-semester sabbatical at the beginning of their eighth year, the same as if they had taken the two one-semester sabbatical options.)
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 semester salary (i.e. 91% of annual 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, group life, and major medical insurance during the period the faculty member is on sabbatical leave.

6. Return

A faculty member returning from sabbatical is required to include a detailed report in their next Annual Faculty Activity Report. Because the AFAR covers a calendar year, when reporting on the first half of an academic year sabbatical, faculty can either report on what has been done to that point or simply note the report is "to be continued" and included in the next AFAR. Any significant modifications in the plans and goals outlined in the initial proposal made over the course of the sabbatical leave should be included in this report. In addition, it is expected that a faculty member returning from sabbatical leave will 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 their sabbatical, credit may be given for the delay.

7. 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. 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
- is not eligible to receive professional development funding
- will not retain a college JP Morgan credit card

- will relinquish to WCTS their college owned technology equipment (laptop and/or desktop, iPad or tablet, etc.)

C. Expectations for Presence on Campus

1. Facilitation of a Professional and Student-centered Learning Environment

- a. Faculty are expected to hold final examinations during the times designated for their classes, according to the final exam schedule published by the Registrar's Office (Faculty Code, CH V, Art III, Sec 3.D).
- b. As indicated by the Faculty Code (CH V, Art X, Sec 1), faculty are expected to hold regularly scheduled classes in the 24 hours preceding and following vacation periods. Exceptions are granted by application to the Office of the Provost and Dean of the Faculty.
- c. Faculty are expected to hold weekly office hours on campus throughout each semester they are teaching.
- d. Faculty are expected to be present on campus such that they are reasonably available for department and other College meetings and business.

2. Professional Meeting Attendance/Participation

- a. Faculty planning to miss class days for professional obligations, including but not limited to meeting attendance and participation, should limit the total number of classes missed to no more than one instructional week per semester, e.g. two class meetings per semester for a T/TH class, three class meetings per semester for a M/W/F class, and four class meetings per semester for a four-day per week class. Days on which classes are not held are not considered part of an instructional week.
- b. Student absences resulting from participation in professional meetings with faculty members, research trips with faculty, or travel for other college-sanctioned events, are governed by the Faculty Code (CH. V, Art X, Sec 2-7).

3. Research Trips

- a. Trips involving travel for research or scholarship purposes should, whenever possible, be scheduled for a time when classes are not in session.

- b. In cases where the timing of a trip is not under the direct control of the faculty member and the trip is essential to the faculty member's research or scholarship, application should be made to the Office of the Provost and Dean of the Faculty. The Provost and Dean of the Faculty has the option of granting or denying permission.
 - c. Trips requiring more than 10 working days of class absence will not be approved under any but the most unusual circumstances.
4. Notification of Department Chairs
- a. Faculty should plan class activities to take place during their absence in order to minimize the impact on student learning. Class syllabi should be constructed with the meeting or research trips indicated so that students can better plan their semester, recognizing that in rare cases meetings or research opportunities may arise after the semester has begun.
 - b. Faculty members should notify their department Chair of the days they will be absent from class.

D. Funds for Scholarship and Instructional Development

Tenured and tenure-track faculty not supported by start-up funds or income from an endowed chair, as well as faculty with senior status will be provided with a Professional Development Allowance (PDA) to support their professional development. 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](#).

Each year, additional funding will be awarded to proposals seeking support for scholarship and instructional development needs that exceed the use of the PDA. Proposals are evaluated by the committee on Aid to Scholarship and Instructional Development (ASID), an elected faculty committee. Faculty who do not receive a PDA may apply for ASID funding to the Associate Dean for Faculty Development. Visiting faculty receive contract travel funds and are not eligible to apply for ASID funding. Details about the application process are found on the [Provost and Dean of the Faculty website](#).

E. Grants from External Sources

Faculty are encouraged to seek funding for their professional work from foundations outside of the College. Forms of support range from seminars and institutes that provide feedback from fellow scholars to travel and material costs required to conduct research. Some foundations also offer support for curricular innovation or other projects that enhance student learning. In addition, feedback on applications from the granting agency, even when the project is not funded, can provide faculty with valuable insights into their professional development planning.

The [Grants and Foundation Relations Office](#) provides advice and assistance in finding external sources of support and in developing grant narratives and budgets. It is important to coordinate grant-seeking endeavors with the Grants and Foundation Relations Office in order to ensure that the total college fund-raising effort is integrated. Faculty must submit a Proposal Development Form, which allows the Provost's Office to receive advance notice of any funding requests that may require commitments from the College, including any matching funds (for which faculty must submit a Matching Funds Request Form).

Faculty are encouraged to coordinate requests for the funding of scholarly projects with their sabbatical plans. For example, a foundation may be able to provide travel funding for a sabbatical project or make up any lost salary if a faculty member chooses a sabbatical option that does not provide 100% salary. Faculty should typically not plan to request funding for a research leave outside of their sabbatical eligibility. The funds provided by external foundations are generally insufficient to cover the salary costs of hiring replacement faculty and the additional payroll expenses the College incurs for both the Whitman faculty member and faculty replacement.

F. Student/Faculty Research Awards and Other Funds

There are a number of awards which help faculty to enhance the academic program by doing collaborative work with students or bringing speakers to campus. Some of these awards are managed by individual departments, but the majority are overseen by the Office of the Provost and Dean of the Faculty. The faculty elected ASID committee reviews applications for competitive awards. More information on these awards, including the endowments that make them possible and the application process are on the webpage of the [Office of the Provost and Dean of the Faculty](#).

1. Faculty-Student Summer Research

The purpose of the Faculty-Student Summer Research Scholarship is to make it possible for faculty to collaborate with continuing Whitman students in their professional work, allowing for a rich learning opportunity for students to gain first-hand knowledge of the methods and challenges of sustained scholarly work. These collaborative projects are expected to be of such quality that they might lead to publication, exhibition, or performance. More information is found under the [Faculty Development and Support](#) page of the Provost and Dean of the Faculty website.

2. Abshire Awards

The Sally Ann Abshire Research Scholar Awards are awarded each semester to students to assist Whitman professors in their scholarly pursuits. These awards are typically granted for work during the academic year and typically are smaller in scale than summer research awards.

3. Visiting Educators Program

This program provides an opportunity to invite scholarly speakers in the various disciplines to campus. Visiting Educators are usually faculty from other institutions. They receive reimbursement for travel and local expenses, and an honorarium. Departments that have their own endowments for speakers or for unrestricted uses are expected to use these sources of funding. Due to limited funds we are generally not able to support more than one Visiting Educator per department. Faculty should consult with your department chair and/or colleagues if you wish to bring a visiting educator during the academic year. More information may be found on the website of the Provost and Dean of the Faculty:
<https://www.whitman.edu/provost/guest-lecturers/visiting-educators>.

4. Lectureships

The College has numerous endowed lecture programs, including the Allen-Boeing Lecture (Economics), Andjelkovic Lecture (Student Engagement Center), Bierman Lecture (History), Brattain Lecture (Physics), Brode Lecture (Science), Cagley Lecture (Foreign Languages), Classical Liberalism Lecture (Economics / Environmental Studies / Politics), Groseclose Lecture (General lectureship), Hosokawa Lecture (Communications), Jackson Lecture (Politics), Kimball Lecture (Classics), Kinsinger (Dean of Students), Langlie Lecture (History / Politics), Lewis Lecture (Politics), Maxwell Lecture (Dean of Students), Perry Lecture (Economics), Rempel Lecture (Biology), Skotheim Lecture (History), Steele Lecture (Dean of Students) and the Willoughby

Lecture (Student Engagement Center). More information may be found on the website of the Provost and Dean of the Faculty:

<https://www.whitman.edu/provost/guest-lecturers/endowed-lectures>.

5. Student Travel to Professional Meetings

Funds are available to assist students to attend professional meetings to present work done collaboratively with Whitman faculty members. Students may also request funding to support their thesis research. Requests are awarded on a first-come-first-serve basis by the Associate Dean for Academic Affairs. Guidelines may be found here:

<https://www.whitman.edu/provost/faculty-development-and-support/student-research-funding>.

G. Mentoring

In order to support faculty seeking guidance as they navigate their early careers at Whitman, the College has two mentoring programs. One program is designed around the specific needs of tenure-track faculty and the other is dedicated to faculty in non-tenure-track appointments. Both programs are overseen by Whitman faculty members who match junior faculty with colleagues with significant experience. Both mentoring programs are meant to offer confidential mentorship to faculty. This mentorship supplements other forms of mentorship provided by departmental colleagues and faculty participating in the formative review process for tenure-track faculty.

Chapter VII - Faculty Organization and Governance

All members of the faculty, whether on appointment with continuous tenure or not, are expected to adhere to the standards expressed in the 2009 Statement on Professional Ethics, as adopted by the American Association of University Professors. Moreover, all members of the faculty, whether on appointment with continuous tenure or not, are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure and additions and amendments thereto formulated by the American Association of University Professors. Dismissal will not be used to restrain any member of the instructional staff in their exercise of academic freedom or rights of American citizens.

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. The Chair of the Faculty will forego applying for a sabbatical leave for the duration of their term. They shall, at the time of election, be a full-time teaching member of the Faculty. They may not simultaneously serve as Division Chair or be a member of the Board of Review. They shall maintain an 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. They preside at all regular faculty meetings and is a member of the Committee of Division Chairs. Governance of Baker Center is the responsibility of the Chair of the Faculty. They attend meetings of the Board of Trustees and the Alumni Board, and also sits with the Budget Officers of the College in the President's Cabinet.

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. They are 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 and all tenure-track search committees in their 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 Deans of the Faculty shall act as ex-officio, non-voting members 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 the Faculty Chair and Division Chair 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.

Membership

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. If no member of the committee is most senior, the chair shall be elected by and from the members.

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. More detail about the work of the department chair may be found in the [Department Chairs Handbook](#) on the PDOF website.

List of typical duties:

- Chair department meetings;
- Forward the department budget proposals to the Provost and Dean of the Faculty with such explanation as seems appropriate;
- Administer expenditures from the department budget;
- Represent the department in discussions with the Committee of Division Chairs and the administration concerning personnel changes;

- Represent the department in matters to be considered at the divisional level or by the faculty;
- 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;
- 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. The department budget is controlled by the department chair and projected expenditures must be approved by the department chair.

3. Offices and Computers

Faculty are ordinarily assigned private offices. Specific assignments are usually made by the division or department chair, depending upon the building, however the Provost and Dean of the Faculty retains ultimate authority in the allocation of space in all academic buildings.

Computer equipment, software, and network access are made available through Whitman College Technology Services (WCTS). Priorities for allocation and purchase of equipment and software are determined by departments and WCTS.

Typically computer hardware is provided upon point of hire and regularly replaced based on the WCTS replacement cycle. New, tenure track faculty members, with specialized needs beyond the standard setup can use their professional development funds to make additional purchases in consultation with WCTS-Instruction and Learning Technology.

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 (CH I, Art IX).

- Academic Information Technology Advisory Group (AITAG)
- Assessment and Accreditation Committee
- Baker Center Governing Board
- Board of Academic Advisors
- College Athletic Committee
- Committee on Academic Freedom and Due Process
- Committee on Admission and Financial Aid
- Committee on Aid to Scholarship and Instructional Development (ASID)
- Committee on Membership in Fraternities and Sororities (ad-hoc)
- Council on Academic Standards
- Council on Student Affairs
- Curriculum Committee
- Encounters Syllabus Committee
- Faculty Committee on Compensation
- Faculty Personnel Committee
- General Studies Committee
- Grievance Committee
- Institutional Review Board ([Chapter IX-B](#))
- Library Advisory Committee
- Nominating Committee
- Off-Campus Studies Committee
- Student Life 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. Health Professions Advisory Committee

Charge

To advise prospective health profession students and assist them in applying to professional schools.

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.

Membership

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 for Faculty Development in consultation with the current steering committee.

4. College Collections Committee

5. General Education Working Group

6. Institutional Animal Care and Use Committee (IACUC) – see [Chapter IX, Section A](#)

7. Institutional Biosafety Committee (constituted as needed) – see [Chapter IX, Section C](#)

8. Scholars at Risk

9. Sheehan Gallery

10. Biochemistry, Biophysics and Molecular Biology (BBMB) Steering Committee

11. David Deal Endowment Steering Committee

13. Environmental Studies Steering Committee
14. Gender Studies Steering Committee
15. Global Studies Steering Committee
16. Race and Ethnic Studies Steering Committee
17. Whitman in China Steering Committee
18. Post Graduate Fellowships Committees

- Beinecke Scholarship
- British Scholarships
- Davis Projects for Peace
- Fulbright US Student Program – Teaching
- Fulbright US Student Program – Research
- Gaither Junior Fellows Program
- Goldwater Scholarship
- Knight-Hennessy Scholars Program
- Luce Scholars Program
- Truman
- Udall
- Watson

19. Whitman College Advisory Council for CTUIR Collaboration ([WCACCC](#))

The purpose of the Whitman College Advisory Council for Collaboration with the CTUIR (WCACCC) is to enable Whitman College to function as an effective long-term partner to the CTUIR on areas of common educational concern. The WCACCC shall be composed of administrators, staff, and faculty with knowledge of past collaborative initiatives with the CTUIR and with the capacity to communicate with a broad range of members of the campus community. At least one member of the President's Cabinet, one faculty member, and one student will be included in the advisory council.

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 (SCP)

A. Resignation

It is expected that faculty resigning their appointments from Whitman College will provide written notification, with an effective date, to 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. The college JP Morgan credit card will be terminated upon receipt of said resignation.

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 they were appointed."

C. Salary Continuation Plan *(04/23/2014)*

The Salary Continuation Plan (SCP) is designed to release certain approved tenured faculty members from 80% of their required responsibilities to the College while receiving 50% of their base salary at the time they enter SCP, for a period of up to five years. All applications to participate in 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 and hence retirement from the College.

A faculty member who elects to participate in SCP will retain tenured status, will continue to be regarded as a full-time employee of the College, and will receive partial salary and full-time benefits (with the exceptions specified below) until the retirement age designated according to the plan selected (see options described below). Faculty members participating in SCP will not be eligible to apply for sabbatical leaves once the chosen plan is in effect.

Faculty members participating in SCP have an ongoing employment obligation to Whitman College subject to the terms of their SCP contract. This obligation is generally considered to be inconsistent with employment elsewhere in anything other than a temporary or part-time capacity. Additionally, while on SCP,

irrespective of the form of service of the faculty member, any scholarship submitted or published is to reference the faculty member's continuing status as a member of Whitman's faculty.

1. Eligibility

To be eligible to apply for participation in SCP, a faculty member must have completed 15 years of employment at the College. A faculty member who selects either of the two options indicated below may not reverse their decision and return to full-time teaching at the College. A faculty member born on or before December 31, 1959 may choose Option #1 or Option #2, whereas faculty members born on or after January 1, 1960 may only choose Option #2.

Option #1 (for those born on or before December 31, 1959)

<u>Age</u>	<u>Years of Eligibility</u>
60	5
61	5
62	4
63	4
64	2
65	1

Option #2 (or those born on or after January 1, 1960)

<u>Age</u>	<u>Years of Eligibility</u>
62	5
63	4
64	3
65	2
66	1

2. Application Procedures

Faculty members who elect to apply to participate in SCP must present a formal request to the Provost and Dean of the Faculty no later than January 1 of the academic year prior to their anticipated final full year of teaching at the College. This deadline enables the College to search for and, if possible, appoint a suitable replacement for the person who has elected to participate in SCP (assuming the position is authorized for replacement).

Before January 31 of the year of application, barring exceptional circumstances, the Provost and Dean of the Faculty will meet with the candidate in order to develop a tentative agreement about how the faculty

member intends to fulfill their responsibilities while participating in SCP.

Approval of each application will be considered final when a faculty member and the College enter into a contractual agreement that specifies the College's obligations under SCP as well as the participant's requirements and the consequences of failing to meet these requirements (see below). Again, barring exceptional circumstances, that contractual agreement should be finalized by February 15 of the year of application.

3. Requirements of Participation in the Salary Continuation Plan

During the period when a faculty member is participating in SCP, by January 1 of each preceding academic year, they must submit to the Provost and Dean of the Faculty as part of that faculty member's Annual Faculty Activity Report a proposal indicating how they intend to fulfill the 20% workload requirement that is a condition of participation in this program. (See section 4 below.)

There are two ways of satisfying the annual 20% workload requirement in any given academic year (see below). The decision to choose one option as opposed to the other will be made in consultation with the Provost and Dean of Faculty and in light of the educational purpose of the College, as articulated in the Whitman College mission statement.

The two ways of fulfilling this requirement are as follows:

- a. A faculty member may elect to teach a single course over the course of any given year of participation in SCP. Unless previously approved by the faculty, each such course must be submitted in a timely manner for consideration via the standard approval process and must be approved by the department, the Curriculum Committee, and the faculty as a whole. For those selecting this option, a course is defined as a three or four credit lecture course, i.e., the equivalent of one course of a five course teaching load. In determining what course the applicant will teach each year, preference will be given to courses that meet a current curricular need (e.g., an introductory course that would relieve enrollment pressures either at the departmental or College level, an intermediate or advanced level course that is over-enrolled or that declared majors require in order to graduate, or an interdisciplinary or General Studies course). The teaching contribution will not normally be satisfied by a special topics course unless the applicant and the department can justify to the Provost and Dean of the Faculty that such a course is necessary as well as in the best interests of the students, the department, and the College.
- b. A faculty member may elect to complete over the course of any given year

of participation in SCP at least one-fifth of the professional activity that would normally be expected of a faculty member on a full-year sabbatical leave. This requirement may be fulfilled via completion of and/or ongoing work in any of the areas of professional activity indicated in the Faculty Code in CH I, Art IV, Sec 3.2.

In each year of participation in SCP, a faculty member may elect to switch from one way of fulfilling the workload requirement to the other. However, once a proposal has been granted final approval by the Provost and Dean of the Faculty, barring extraordinary circumstances, that choice becomes binding for the coming year.

In exceptional circumstances, the performance of service obligations may be determined by the College as satisfying the 20% workload requirement that is a condition of participation in SCP. However, there is no obligation or expectation that a faculty member on SCP will engage in any departmental or college service.

4. Annual Plan and Review

During each succeeding year of participation in SCP, by January 1, faculty members participating in SCP must submit to the Provost and Dean of the Faculty an Annual Faculty Activity Report which includes an account of the work completed during the preceding calendar year, and an indication of the participant's proposed plan to fulfill the 20% workload requirement during the following year.

The Provost and Dean of the Faculty, in consultation with the appropriate Division Chairs and department or program chair, will review the proposed plan for each year of participation in SCP and recommend its approval to the President or return it to the faculty member for revision consistent with the expectations indicated above. As a rule, final approval of any given plan will be provided by January 31 of the year in which the proposed plan is submitted.

In addition, those who select the one-course option are required to have each course evaluated by students; and, immediately following the semester in which this course was taught, those evaluations should be released to the appropriate Division Chair as well as the Provost and the Dean of the Faculty.

5. Termination for adequate cause

If it is determined as a result of an assessment of the Annual Review that a

faculty member has failed to fulfill the obligations specified in their SCP contract, this will be considered adequate cause for the Provost and Dean of the Faculty to initiate proceedings to consider termination of employment. Any allegation of such failure will be investigated and concluded in accordance with the process outlined in the Faculty Code, CH I, Art III, Sec 4 & 5.

6. Department or program affiliation

When a faculty member elects to participate in SCP, they should discuss the appropriate role for that faculty member in departmental and/or interdisciplinary program matters. Participants in SCP retain voting privileges, but may not participate in faculty searches, including tenure-track as well as one-year positions.

Should a faculty member on SCP and the departmental chair or interdisciplinary program director prove unable to come to agreement on the involvement of an SCP participant in departmental or program affairs, the appropriate division chair shall mediate in order to bring the parties to agreement. If that proves impossible, the Provost and Dean of the Faculty shall serve as the final arbiter.

7. Salary

On an annual basis, faculty members who are approved to participate in SCP will receive 50% of the full base salary, after a final salary adjustment based on the faculty member's annual activity report for the final full calendar year prior to entry. No annual salary increments will be provided during the period of participation in SCP. Salary payments will be made on a twelve-month basis.

For faculty who are committed to teaching a course in order to satisfy the 20% work requirement, at the option of the College, additional part-time teaching is possible for compensation at the standard per-credit rate. For those faculty who are committed to satisfying the 20% work requirement via the conduct of professional activity, at the option of the College, part-time teaching is possible for additional compensation at the standard per-course rate.

8. Benefits

- a. Faculty members who participate in SCP remain eligible to apply for funding from the Aid to Scholarship and Instructional Development Fund (ASID). However, they will not receive an annual Professional

Development Allowance. The ASID Committee should consider faculty members on SCP as tenured faculty who are eligible for receipt of such funds on the same footing as those applicable to all other tenured faculty members.

b. TIAA

Faculty members who have been receiving a 10% match from the College for TIAA will receive a 20% contribution to TIAA during the period of participation in SCP. Individuals may, of course, make additional contributions. The foregoing is subject to legal limits on tax-deferred income.

c. 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.

d. Insurance

The College will continue to pay premiums for life insurance, the health plan, and the dental plan, until the age selected specified in the initial SCP contract is reached. The benefits under these plans will be consistent with benefits offered other full-time faculty. The basic life insurance coverage will be based on the base SCP salary. Supplemental voluntary life insurance and long-term disability are not continued during SCP.

e. 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.

f. Tuition Remission

Faculty members who participate in SCP remain eligible to receive tuition benefits consistent with other full-time faculty.

g. Death Benefit

In the event of the death of a faculty member during SCP, their estate will receive salary payments for the month in which death occurs and for two

succeeding months.

- h. Office space will be provided to those who select the one course option. There is, however, no guarantee that an office will be located in the academic building in which the faculty member was previously located and/ or in which the course is to be taught. Those who select the professional activity option will be provided an office only if available.

9. Re-evaluation

The College reserves the right to re-evaluate the SCP policy at any time and may modify the program or terminate it if deemed necessary. If modification or terminate should occur, the faculty members already participating in SCP will continue to participate in accordance with the terms specified in the initial contract.

D. Phased Retirement

Phased Retirement (PR) is designed to allow a tenure-track faculty member to reduce their 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.

1. 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 their 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.

2. 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.

3. 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.

4. Benefits

a. TIAA

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

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 through the period of PR.

c. Insurance

The College will continue its payments of premiums for life insurance, the health plan, the dental plan, and the group disability plan, consistent with eligibility requirements of each annual plan.

d. 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.

e. Death Benefit

In the event of the death of a faculty member during PR, their 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 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.

E. Policy for Computers of Faculty Resigning, Retiring or Entering SCP

Upon resignation or retirement, or at the time a faculty member leaves the SCP program, if an individual does not have a campus office, they must return their Whitman College computer to WCTS (Whitman College Technology Services) by August 31 of the year of retirement. Individuals leaving SCP are responsible for the cost of returning their computer to the college.

1. WCTS will provide a computer and support to faculty who enter SCP. At the beginning of SCP, a faculty member will be provided a new standard issue computer, with a five-year life cycle.
2. WCTS will provide computer support to academic staff members who continue working for the college after retirement, either on a voluntary or paid basis, and who retain a campus office. WCTS requires official notification when network access is requested for these individuals. Library privileges should be arranged with the director of Penrose Library.
3. The Provost and Dean of the Faculty office will notify WCTS staff of known retirements and SCP agreements in April of each year.
4. Replacement of high-end computer equipment beyond the standard WCTS issue will be the responsibility of the faculty member's department.

Chapter IX - Policies on Faculty and/or Student Research (12/09/2009)

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: <https://www.hhs.gov/ohrp/register-irbs-and-obtain-fwaf/irb-registration/index.html>.

1. Definitions of Research

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:

- Data through intervention or interaction with the individual, or
- 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.

The following activities are NOT considered research:

- Surveys and interviews for the purposes of:
- Journalism (as protected by the freedom of the press and subject to journalistic ethics), such as polls done for the College newspaper.
- Advocacy (as protected by freedom of speech), such as a campaign to get students to stop smoking.
- 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.
- 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.

- 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.
- 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>

In general, the following kinds of investigations must be reviewed before data collection begins:

- 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.
- 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.
- 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).

Observational research conducted off-campus 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:

- Risks to participants are minimized, by using procedures that are consistent with sound research design and that do not unnecessarily expose participants to risk
- 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.
- Selection of volunteers is equitable
- Informed consent will be sought from each prospective participant or the participant's legally authorized representative
- Informed consent will be appropriately documented
- When appropriate, the research plan makes adequate provision for monitoring the data collected to ensure safety of participants
- There are adequate provisions to protect the privacy of the participants and to maintain the confidentiality of the data
- 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. Risks

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:

- 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.
- 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://stuartplattner.com/AN-human_subjects.pdf).

5. Exemptions

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.

- a. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observations of public behavior, unless:
 - information obtained is recorded in such a manner that human participants can be identified directly or through identifiers linked to the participants; AND
 - 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
 - research on regular and special education instructional strategies, OR
 - 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
 - these sources are publicly available; OR

- 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.
- d. Some Research Can Be Approved by the Chair of the IRB under “Expedited Review.” This includes Research activities that
- present no more than minimal risk to human participants, and
 - 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.
- 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.)
 - 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:

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- 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
 - 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:
- hair and nail clippings in a non-disfiguring manner;
 - excreta and external secretions (including sweat);
 - 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;
 - mucosal and skin cell collection by buccal scraping or swab, skin swab, or mouth washings;
 - 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:
- 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;
 - weighing or testing sensory acuity;
 - magnetic resonance imaging;

- electrocardiography, electroencephalography, thermography, detection of naturally occurring radioactivity, electroretinography, ultrasound, diagnostic infrared imaging, doppler blood flow, and electrocardiography;
 - 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 they 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. 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 their experiments require approval. Most federal agencies use the National Institutes of Health guidelines, which can be found at: http://oba.od.nih.gov/rdna/nih_guidelines_oba.html.

If research involves recombinant DNA:

- Look at the required forms in the grant application. Is there one that mentions recombinant DNA safety or approval?
- If there's a box to check for recombinant DNA safety, contact that agency to see what you need to do.
- 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.
- If a funding agency requires biosafety committee approval, contact the Whitman College Sponsored Programs Coordinator in Grants and Foundation Relations for guidance.

D. Responsible Conduct of Research Policy (04/23/2018)

Information for faculty, including a grants procedures manual and a policy on responsible conduct of research, can be found on the website for the [Office of Grants and Foundation Relations](#).

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) (see <http://www.nsf.gov/bfa/dias/policy/rcr.jsp>). 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. In addition, the National Institutes of Health (NIH) has declared that all institutions receiving Public Health Service funding must ensure that research trainees receive instruction in the responsible conduct of research (see http://grants.nih.gov/grants/research_integrity/index.htm). Further information can be found at the NIH's Office of Research Integrity.

Whitman College has determined that all students who are conducting federally-funded research on campus must receive instruction in the responsible conduct of research. Institutions are responsible for verifying that their undergraduate students (as well as graduate students and postdoctoral scholars) receive training.

To fulfill the RCR requirement, all research students at Whitman College are required to take an online RCR tutorial. The tutorial, provided by Ethics CORE, can be accessed here:

https://nationalethicscenter.org/index.php?option=com_rcrtutorial.

You must register as a new user, affiliate yourself with the “Whitman College RCR” group and then proceed through the online tutorial modules. The Sponsored Program Coordinator will provide further instructions. It is recommended that the students’ supervisor discuss the issues involved in the responsible conduct of research with the students and reinforce the ethical concepts taught in the modules. It is estimated that the on-line training will take 1-2 hours to complete. A student does not have to complete the training in one sitting. Once a student has taken the RCR training course, their certification will be valid until graduation. They will not have to retake the course each year.

Whitman’s Sponsored Program Coordinator will generate a list of federally-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 Ethics CORE course before they start work. The students’ faculty mentors will also be informed that their students must fulfill this requirement. The Sponsored Program Coordinator will manage the online group and ensure through the online system that students are fulfilling the RCR requirement. Through the system, the Sponsored Program Coordinator will also be able to provide documentation if necessary.

Whitman College’s Research Integrity Officer (RIO) is the Associate Dean for Academic Affairs. They have ultimate oversight on compliance with the College’s Responsible Conduct of Research and Research Misconduct procedures.

E. NSF and NIH Sexual Harassment Policies (06/05/2019)

Whitman College prohibits sexual misconduct in any form. Sexual misconduct is a broad term encompassing any unwelcome behavior of a sexual nature that is committed without consent or by force, intimidation, coercion or manipulation. Sexual misconduct can occur between persons of the same or different genders.

Sexual harassment is defined as unwelcome verbal or physical conduct of a sexual nature that is sufficiently severe or persistent or pervasive such that it unreasonably interferes with, limits or deprives someone of the ability to participate in or benefit from the College's educational programs or employment opportunities. The unwelcome behavior may be based on power differentials (quid pro quo), the creation of a hostile environment or retaliation. A single instance of sexual assault may be sufficient to constitute a hostile environment.

Whitman College's [Grievance Policy](#) covers all members of the Whitman College Community and will be used to address issues of harassment, discrimination, or violence including sex-or gender-based incidents when Whitman College is put on notice regarding such incidents.

Whitman College faculty members who serve as Principal Investigators (PIs) or co-PIs on federal grants from the National Science Foundation or National Institutes of Health are required to abide by the sexual harassment policies of those agencies. These policies can be found on college Grants and Foundation Relations web site under [NSF/NIH Sexual Harassment Policy](#).

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, funds for professional development, ASID funds, grants from internal sources, student/faculty research awards, named chair and professorships, endowments, and department or division funds. Generally, department funds are to be used for instructional activities related to the academic program and not for professional development purposes.

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

Without proper documentation, reimbursements 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.

In all cases, college employees must: 1) not have been, nor will be, reimbursed by any entity other than Whitman College; 2) demonstrate that expenditures are necessary to the business purpose of the College and are appropriate and reasonable in nature.

Note that guidelines for the use of external grant funds may differ from spending guidelines for faculty using Whitman College funds. All questions about the use of external grant funds should be directed to the Sponsored Programs Coordinator.

A. Allowable Expenses

Expenses can be generally divided into three categories: 1) those related to individual faculty professional development, 2) those related to the delivery of department curriculum or other department business, and 3) those related to college business such as committee work, recruiting or guest lectures. All should be relevant to your teaching, research or college related business.

1. Individual faculty professional development expenses may include:
 - transportation, lodging, and meals for professional travel
 - continuing education such as coursework, seminars, and workshops

- professional conference fees
- dues to professional organizations
- subscriptions to journals or other publications
- equipment or supplies specific to individual faculty professional development (including pedagogical development)
- compensation of student research assistants
- books, reprints, scores, photographs, films, software or recordings

Detailed information, including spending limits, can be found on the Provost and Dean of the Faculty website under [Professional Development Funding](#).

2. Departmental business expenses may include:

- supplies or activities directly related to courses taught in the department (these could include independent studies or regularly offered courses)
- desk supplies for faculty offices in the department
- minor equipment for shared use of a department's faculty or students
- student departmental assistants
- meals and entertainment necessary for departmental business:
 - Colleague meetings, departmental and interdepartmental, should be scheduled for times other than meals whenever possible.
 - Justification for all meal charges must include the number of diners, with the **names of individuals** (10 diners or less), or the name of the group (over 10 members), and the **business purpose** of the meeting.
 - limit of \$60 per person per meal (excluding tax and gratuity) for all dinners paid with any college funds, including endowments. The purchase of alcohol with college funds is limited to one drink per person, per meal (a 750 ml bottle of wine is considered four drinks).

More information may also be found in the [Department Chairs Handbook](#) on the Provost and Dean of the Faculty office website.

3. Other College related expenses may include:

- Recruiting expenses – dining and/or travel *see limits above
- Visiting educators or guest speakers (when entertaining visitors and guest speakers, it is not reasonable for all members of the department, program or group to attend multiple meals)
- Meals associated with faculty committee meetings (must be previously approved by the Provost Office)
- Grants (internal or external)
- Department or Program External Reviews
- For visitors (recruiting, visiting educators, guest speakers, etc.) staying at the Marcus Whitman Hotel, the complimentary hotel breakfast should be

utilized. A faculty sponsor can dine with the guest using their JPMC card.

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

B. College Credit Cards – JP Morgan Chase (JPMC)

Faculty members using a College purchasing card are required to provide their card administrator (building assistant) with appropriate documentation and information as soon as possible, but **no later than the 22nd of each month** (two days after the closing). The college requires itemized receipts for **ALL** charges. Along with receipts, the card administrator needs to know what budget to charge and **the business purpose** for every credit card charge. For meals, the number of diners is required and for meals of ten or fewer, the names of said diners.

If a faculty member fails to obtain an itemized lodging receipt, they must contact the venue and ask that a copy be provided to their card administrator. Detailed documentation, preferably in the form of an email to the card administrator, must be provided for any charge not appropriately documented by a receipt. Failure to provide appropriate documentation/information for the charges on a credit card statement within the required time frame may result in:

- Washington State sales tax deducted twice on supply purchases;
- charges applied to the default budget (typically the department budget);
- charges become taxable income to the individual cardholder.

Consistent failure to provide receipts/information to the card administrator in a timely manner, several occurrences of using the JPMC card for personal expenses, or repeated overspending of allocated funds will likely result in the faculty member losing the privilege of using a College credit card.

C. Personal Reimbursement

A completed and signed IRS Form W-9 must accompany reimbursement requests for invoices (lodging or services) from an individual, landlord, or any unincorporated entity.

Whitman College funds cannot be used to pre-pay professional development expenses that will later be reimbursed by an outside

agency or organization.

D. Family or Companion Expenses

College funds can only be used to pay for faculty travel and meals, and cannot be used to offset the cost of a spouse/partner's expenses.

E. Internet Connectivity Fees

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

F. Cell Phones

Cell phones and cell phone bills are not normally covered.

G. Home Office

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

H. Ownership of Equipment and Materials

Any equipment, software, or other durable resources (including computers, furniture, digital cameras, MP3 players, lab/studio tools, **books**, 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.

I. Departmental Meals and Entertainment

Discretion should be used when spending departmental funds for faculty/student entertainment. Only rarely should a department meeting entail food expenses. At the beginning of the academic year or semester, departments should discuss any anticipated events for students that might involve expenses such as food and come to an agreement on department resources that should be spent on student entertainment.

J. Visiting Educators

Departments that have their own endowments for guest lecturers or unrestricted endowments are expected to use those sources of funding to support visiting educators (see the section below on departmental endowment use). Departments without endowments may request funding from the Associate Dean for Faculty

Development. Requests may come at any time of the year (at least two months prior to the date of the visit involving domestic travel and five months prior for international travel) but typically only one request per department will be considered each year. For this reason, it is important for department colleagues to periodically discuss anticipated plans for requesting visitors.

K. Departmental Endowment Use

Endowment agreements range from very specific to general and unrestricted; some are quite large and generate significant yearly income.

Who owns the endowments? In all cases, endowments and income generated by them, regardless of the department, program, or individual involved, belong to the College. The “owner” of an endowment is the college officer who is responsible for the area supported by the endowment.

Obviously the individual, program or department has significant autonomy in determining the disposition of funds. However, the budget officer has final authority over such disposition.

Policy for Administering Departmental Endowments:

Departments chairs will be made aware on a regular basis of endowments designated specifically for their use; what the specified use of income is (if specified in the agreement); available income; and any other details needed to effectively use the endowment.

The Assistant in the office of the Provost and Dean of the Faculty will be kept informed by the Department Chair of how the endowment is being used.

Departments are encouraged to make regular use of endowment income to fund department expenses, faculty research, small equipment, enhanced computer capacity/software or other specific purposes. The Provost and Dean of the Faculty will reserve the right to redirect funding requests made by departments to college-wide funding sources, to departmental endowments, where necessary or appropriate.

This policy is intended to encourage wise use of endowment income, which will in turn allow existing college-wide funding opportunities to be made available to more faculty.

Chapter XI - Procedure for Recording & Tracking Informal Verbal Student Complaints (11/14/2016)

Whitman College encourages all its constituents, including students, who have academic or other complaints, to resolve them by speaking to the person directly involved with causing the complaint (or alternatively with the person who supervises that individual). In cases where that is not possible because of perceived or actual power differentials, fears of repercussion by being given lower grades, inordinate discomfort, etc., students have the option of filling out the complaint form found here: <http://whitman.edu/assist>, which is also linked within the informal student complaint document here: <https://www.whitman.edu/dean-of-students/right-to-know>.

Once submitted, the form will be sent to the Office of the Provost and Dean of the Faculty. Any necessary and appropriate action will be taken by the Provost's office to resolve the issue, and the complaint will be filed.

It is likely that some student complaints will be expressed verbally to someone in a position of authority, such as a department chair or an administrator. In cases where an administrator receives a verbal student complaint, either directly or through an indirect communication, the administrator will respond to the complainant (if known), work to resolve the issue with the person of concern, and file the complaint for record-keeping purposes on the student's behalf.

Administrators most likely to receive verbal student academic or other complaints (either directly or funneled to them through others) include (but are not necessarily limited to) the Associate Dean of Students and Title IX Administrator; the Vice President for Student Affairs and Dean of Students; the Vice President for Diversity and Inclusion; the Associate Dean for Faculty Development; the Associate Dean for Academic Affairs; and the Provost and Dean of the Faculty.

Department chairs often listen as advisors to students who simply want a sympathetic ear or who want advice on whether or not they want to approach somebody who can look into a complaint. (This situation is often the case when students see the department chair as an advisor or a mentor, rather than as a person in charge who has the ability to do something about the complaint.) Department chairs may also look into the matter in an unofficial manner. If it is the case that a student wants something done about their complaint, the department chair looks into the issue and asks the student to fill out the student complaint form. At the end of the process of looking into the issue, the department chair sends an informational email to the Provost's office (to the Assistant to the Provost and Dean of the Faculty) so that, if the student has failed to fill out the form, someone in the Provost's office can do so. The information in the email will also allow the Assistant to add the resolution of the complaint to the form. The email will not be filed in any of the faculty personnel files.

Chapter XII - Whitman College Grievance Policy

See Whitman College website at:

<https://www.whitman.edu/Documents/Policies/WC-grievance-policy-2018.pdf>

Appendix A – Athletic Director Evaluation of SSRA Personnel

SSRA Evaluation for Renewal /Promotion

Date: _____

Name and current rank: _____

Renewal: _____ **Promotion:** _____

All materials for application for renewal of Instructor, or for renewal of or promotion to Lecturer or Senior Lecturer of Sport Studies, Athletics and Recreation, as specified in the [Faculty Handbook](#), have been submitted to the office of the Provost and Dean of the Faculty, and have been reviewed by the Director of Athletics _____.

Team Evaluations

Athletic Director Evaluation

1. Program Management

a. Budget

Recommendation:

b. Recruiting

Recommendation:

c. Travel

Recommendation:

d. Practice

Recommendation:

e. General Organization

Recommendation:

2. Student Experience

Recommendation:

3. Performance

Recommendation:

4. Other Contributions

a. Courses taught:

b. Community involvement:

c. Department Service:

d. Noted by colleagues:

e. Professional Activity:

f. Other:

General Recommendation: