Chapter IV
Personnel Guidelines and Procedures

Introduction

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

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

A. The Faculty Personnel Committee

1. Membership

   The Committee shall consist of six faculty members that are either tenured, or at the Associate Professor or Professor rank in the Forensic track, two from each division, who will serve staggered three-year terms. Members of the Faculty Personnel Committee will forego applying for a sabbatical leave 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. Any serving member of the Committee who wishes to apply for promotion during his or her term of service on the Committee would be replaced for the academic year in which his or her case was being considered. (Code, Ch. 1, Art. IV, Sec. 1.) The President and the Provost and Dean of the Faculty will sit as ex-officio, non-voting members. The Chair of the Committee will be elected annually by and from its voting members.

2. Recusal

   In faculty personnel decisions, the College seeks to avoid all possible questions about the participation in the personnel review process of any persons who, by virtue of a close personal relationship to a candidate for reappointment, tenure, and/or promotion, may have a conflict of interest or whose participation in the process may appear to introduce a conflict of interest.
If any member of the Faculty Personnel Committee has any concern about his or her capacity to exercise impartial and fair judgment regarding a faculty member under review for reappointment, tenure, and/or promotion, that member must recuse him or herself from the Committee's deliberations regarding that candidate. In addition, sitting members and members-elect of the Faculty Personnel Committee may not write letters of recommendation for any faculty member currently under review by this body. The Provost and Dean of the Faculty may discuss the issue of recusal with any member of the Faculty Personnel Committee.

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

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

3. Duties

It is the responsibility of the 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 he or she has anything to add for the committee's consideration.

4. General Procedures

a. At the beginning of each academic year, the Provost and Dean of the Faculty will provide the 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 his designee. An evident breach of confidence by a member of the Committee shall result in that person being dropped from the Committee.

h. The recommendations of the 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 he or she will usually be considered for tenure in the fourth year. If the person has been hired at the rank of professor, he or she will be considered for tenure in the second year.

2. Informal Review of Untenured Tenure-Track Faculty (04/20/2011) (First informal reviews during the 2011-2012 academic year)

a. An informal review of untenured tenure-track faculty during each of their initial three-year appointments.

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

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

Toward the conclusion of the fall semester of the second year of an initial three-year contract, after consulting with the faculty members who participated in the review, the ADFD will convene a meeting with
the candidate in order to communicate the substance of the completed review to the candidate. At the discretion of the candidate, an appropriate third-party observer of the candidate’s choosing (e.g., mentor, departmental colleague, or division chair) may attend this meeting as well. Following that meeting, the ADFD will compose a summary of the review in the form of a confidential letter sent to the candidate, including specific recommendations for improved performance in light of the formal criteria of evaluation outlined in the Faculty Handbook, as well as any response the candidate may voice to these recommendations. The ADFD will retain a copy of this letter in confidence for reference during the second informal review. The candidate may choose to address specific aspects of this letter in preparing third-year contract renewal materials for the Faculty Personnel Committee, but is neither expected nor required to do so.

b. To institute an additional informal review in the second semester of the fourth year of employment in order to provide timely feedback in anticipation of the tenure review, which is typically conducted in the first semester of the sixth year of employment.

The second informal review will follow the same procedures as the first informal review. In preparing the second informal review letter, the ADFD will consult the candidate’s prior informal review letter.

3. Contract Renewal

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

4. Guidelines for Time in Ranks

a. The following periods of time in rank constitute a norm for consideration of promotion rather than a fixed period of time. (Code, Ch. 1, Art. IV Sec. 2.)

   i. from assistant professor to associate professor: at time of tenure decision.
ii. from associate professor to professor: 8 years.

iii. from a previous negative decision to promote: 2 years 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 the Faculty Handbook.

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

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

C. Criteria for Evaluation (Code Ch. 1, Art. IV, Sec. 4A)

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

1. Excellence in Teaching

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

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

a. Scholarly competence and familiarity with current developments in one’s field;

b. Thorough course planning and preparation for individual classroom, laboratory, and/or studio sessions;

c. Effective pedagogical techniques, which may include lecture presentations, discussion leadership, laboratory instruction and tutorial guidance;

d. Thorough, fair and timely review and evaluation of student work;

e. Availability to and effective guidance of students, particularly to those assigned as advisees, enrolled in one’s classes, and/or with whom the candidate collaborates on research activities.

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

2. Excellence in Professional Activity

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

Several modes of professional activity are considered in the evaluation of professional activity, but the most important mode is evidence of the candidate’s engagement in the intellectual life of his/her field of study beyond the boundaries of the campus community.
While all items on the list below are valuable, the first is necessary:

a. Research and writing that appear in peer-reviewed publications, noteworthy performances or exhibitions, or other appropriate peer-reviewed professional activities in the candidate's field(s) of study. External reviews by recognized experts in the candidate's discipline of productions or exhibits occurring at Whitman shall qualify as peer-reviewed measures of professional activity;

b. Peer-reviewed publication in related areas, including but not limited to, matters of pedagogy and curricular design;

c. Non-peer reviewed publications and professional activity as defined in (a) and (b) above;

d. Active involvement in professional organizations;

e. Participation in professional meetings and conferences, including presentations made with student co-authors;

f. The writing and submission of proposals for external grants.

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

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

3. Service to the College

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

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

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

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

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

D. Collection of Information

The primary responsibility for the collection of information lies with the candidate. Specific requirements for the preparation of these materials are available in the Faculty Personnel Committee folder on the PROVOST/DOF CLEo site.

1. In addition to those letters requested by the candidate, the Provost and Dean of the Faculty will invite all tenure-track departmental colleagues (other than those who are retired or are participating in the Salary Continuation Plan) to send letters to the Personnel Committee regarding the candidate's performance. (Code Ch. 1, Art. IV, Sec. 4A.) The Provost and Dean of the Faculty or the Committee also may deem it appropriate to solicit letters from other individuals who are qualified to comment on the contributions of the candidate in any of the three areas of review. The Provost and Dean of the Faculty shall notify the candidate of the source of any letter in his or her file before that letter is considered by the Faculty Personnel Committee.

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 the candidate to describe his or her activities that demonstrate excellence in teaching. In the statement the candidate should provide his or her definition of excellent teaching. Based on this definition, the candidate is responsible for describing how he or she has worked to achieve excellence as a teacher. Excellence can take many forms including, but not limited to, the trials of new pedagogical techniques, the creation of supplementary teaching materials, the design of courses, or the integration of scholarship with teaching. In addition, the candidate should assess his or her instructional activities. Possible means of assessment include student feedback. Finally, this statement should contain the candidate’s response to student course evaluations or prior personnel committee evaluations.

c. A completed and signed Release of Information Form, supplied by the Office of the Provost and Dean of the Faculty, releasing student evaluations 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 the Faculty will obtain web-based and hard copy evaluations noted on the form from the Registrar’s Office. Evaluations from a variety of courses representing the range of the candidate’s teaching activities will be expected. The standard form provided by the College will be used; however, the candidate may append his or her own questions (quantitative or written) to the form if appropriate to a particular course. To facilitate the collection of such information, the Provost and Dean of the Faculty should remind those faculty members due for evaluation to begin gathering the necessary course evaluations. The Faculty Personnel Committee will receive a document from the Registrar’s Office listing all courses taught, and their enrollments, for the pertinent preceding two year period as well as a copy of the Completed Release of Information Form that lists all courses released to the Committee.

d. Class materials (e.g., syllabi, reading lists, examinations).

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

For the letter writer to be familiar with the teaching philosophy and objectives of the candidate under review, he or she might meet in advance with the candidate to discuss these matters. The candidate might also provide the letter writer with background about the courses to be evaluated, including earlier versions of the syllabus, if it has been taught more than once and if it has changed significantly.

Guidelines for letter writers can be found in the Faculty Personnel Committee folder on the PROVOST/DOF CLEo site.

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

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

g. Appropriate evidence of professional activity (e.g., publications, papers delivered at professional meetings, letters of review, external evaluations of productions and exhibits).

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

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

The Provost and Dean of the Faculty will review the final list of external reviewers and in consultation with the 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 his or her file
before that letter is considered by the Faculty Personnel Committee. (4/17/13)

3. The Provost and Dean of the Faculty will provide:
   a. The candidate's past annual faculty activity reports since the last review.
   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 him or her of that recommendation. In that letter, the Provost and Dean of the Faculty will explain to the faculty member that he or she has two weeks, as indicated in Ch. I, Art. III, Sec. 6C of the Faculty Code, to request that a review committee be appointed if the faculty member alleges that the recommendation against tenure, promotion, or renewal by the 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. 6C of the Faculty Code, the review committee will “determine whether the decision was the result of adequate consideration in terms of the relevant standards of Whitman College as expressed in the current procedures and criteria for evaluation.” The Review Committee shall not substitute its judgment on the merits for that of the 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 his or her 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. (Code Ch. 1, Art. IV, Sec. 5A.) (08/08/02)

2. The faculty member being evaluated is responsible for the collection of the following materials to be used by the Provost and Dean of the Faculty and the appropriate Division Chair:
   
a. Activity Reports from the five-year period preceding the review. Past activity reports will be supplied by the Office of the Provost and Dean of the Faculty. The faculty member being evaluated is responsible for submitting a current activity report.

b. Three letters from colleagues from within the institution who have observed the candidate's teaching through at least two classroom visits and are familiar with the candidate's instructional aims, organization and materials.
c. Student evaluations from two-thirds of the courses taught in the preceding four years of teaching.

d. An 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 send letters to him or her regarding the candidate’s performance in the areas of teaching, professional activity, and service to the department, College and community. The Provost and Dean of the Faculty shall notify the candidate of the source of any letter in his or her file before that letter is considered by the Provost and Dean of the Faculty and the appropriate Division Chair.

4. After consulting with the appropriate Division Chair, the Provost and Dean of the Faculty will arrange a meeting with the faculty member being reviewed, and, at the discretion of the faculty member, his or her Division Chair. In the event that the faculty member is a division Chair, that person may elect to have the Chair of the Faculty at this meeting. The meeting will provide the opportunity for the faculty member and the Provost and Dean of the Faculty to have a dialogue about the evaluation.

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

6. In the event that the faculty member and the Provost and Dean of the Faculty disagree on the outcome of the review, the faculty member may petition the Committee of Division Chairs, absent the Provost and Dean of the Faculty and the Associate Deans of the Faculty, and when the faculty member under review is a Division Chair or Chair of the Faculty, absent that person as well, who will conduct an independent evaluation. Any review by the Committee of Division Chairs will result in a written report that will be sent to the President of the College, the Provost and Dean of the Faculty and the faculty member, and will be added to the faculty member’s file. (Code Ch. 1, Art. IV, Sec. 5B.)

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

G. Evaluation of Non-Tenure Track Faculty

1. Lecturers
a. Annual Review

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

iv. Class materials (e.g., syllabi, student assignments, reading lists, examinations).

v. A statement about their teaching 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. Copies of Annual Activity Reports submitted during the preceding four years or since the last review.

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 his or her 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 following are the specific criteria the Personnel Committee will use in the evaluation process:

i. Excellence in Teaching

Excellence in teaching is the most important criterion for faculty excellence for retention and advancement at Whitman College. Whitman faculty members must continually strive for excellence in teaching. Excellence in teaching should be consistently apparent with successive appointments and be clearly evident at the time of
promotion. The Personnel Committee will be guided by high standards of evaluation in this category, while simultaneously recognizing that diverse pedagogical approaches can result in excellent teaching.

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

a) Scholarly competence and familiarity with current developments in one’s field;

b) Thorough course planning and preparation for individual classroom, laboratory, and/or studio sessions;

c) Effective pedagogical techniques, which may include lecture presentations, discussion leadership, laboratory instruction and tutorial guidance;

d) Thorough, fair and timely review and evaluation of student work;

e) Availability to and effective guidance of students, particularly to those assigned as advisees, enrolled in one’s classes, and/or with whom the candidate collaborates.

ii. Service to the College

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 will be employed in their review. These include:

a) Service on college committees and in faculty governance;

b) Contributions to departmental, interdisciplinary and/or divisional activities;

c) Initiation of programs that strengthen the capacity of the College to fulfill its mission;

d) Assistance in other important collegiate activities, such as student recruiting, outreach, and alumni affairs;

e) Contributions to student life;

f) Efforts to enhance the diversity, broadly defined, of the College;
g) Participation as a mentor in the college faculty mentoring program and/or other mentoring activities;

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

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.

2. Senior Lecturers

a. Annual Review

Student evaluations of all Senior Lecturer courses will be conducted each semester and Senior Lecturers must 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 assessed annually by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Senior Lecturer's department chair.

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. As with the initial appointment of a faculty member to the rank of Senior Lecturer, if a department wishes to retain a Senior Lecturer for an additional term, the chair of the department, in consultation with the chair of the division, should make a recommendation to the Provost and Dean of the Faculty. The length of any given reappointment will be based on an assessment, prepared and submitted by the appropriate department chair or program director, regarding the need to retain a specific Senior Lecturer for a recommended number of years in response to anticipated 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 or his/her designee will make the final determination regarding the length of reappointment. That determination will turn not on an assessment of a candidate’s qualifications, which will be assessed via the periodic review
described below, but on the demonstrated need to retain that person in order to respond to such imperatives.

b. Periodic Review

Senior Lecturers will undergo a more substantive review every fifth year following their initial appointment 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 in consultation with the senior lecturer’s division chair and department chair. Because the length of Senior Lecturer appointments may vary between two and five years, the review may or may not coincide with the final year of a Senior Lecturer’s current appointment. Typically, the renewal of the Senior Lecturer’s appointment will occur in the spring of the year prior to the last year of the current appointment so that, should the College not renew the appointment, the Senior Lecturer will have timely notice of the decision. For example, in the case of a Senior Lecturer on a three-year appointment, the Office of the Provost and Dean of the Faculty will ask the relevant department and division chairs for a recommendation regarding reappointment during the spring of the second year of the appointment.

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 as well as the appropriate department and division chair:

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

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 from all of the courses taught since the last contract review

iv. An updated vita

v. A self-assessment regarding teaching 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 contract review materials and will be considered as part of the candidate’s contribution to the broader academic program of the College.

The Provost and Dean of the Faculty will invite all departmental colleagues to send letters to him or her regarding the candidate’s performance in the areas of teaching, professional activity, and service to the department, College and community. The Provost and Dean of the Faculty shall notify the candidate of the source of any letter in his or her file before that letter is considered by the Provost and Dean of the Faculty and the appropriate division chair.

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, his or her 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.

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, absent the Provost and Dean of the Faculty, who will conduct an independent evaluation. 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. (Code Ch. 1, Art. IV, Sec. 5B.)

In the event a Senior Lecturer receives a negative review, the College may choose not to 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 evaluate 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), or his or her designee, and the individual's Department Chair.

4. Adjunct Assistant Professors and Adjunct Instructors

a. Annual Review

Adjunct faculty members are expected to evaluate all of their courses each semester and complete an Annual Faculty Activity Report each year. These evaluations and the Activity Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the 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 his/her designee 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, 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 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, s/he 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 his or her designee) 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 four years or since the last review.

iv. Class materials (e.g., syllabi, student assignments, reading lists, examinations).

v. A statement about their teaching 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. Copies of Annual Faculty Activity Reports submitted during the preceding four years or since the last review.

Candidates may, if they wish, submit a statement describing evidence of other strengths such as engagement in professional activity. 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 Faculty 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 his or her file before that letter is considered by the Faculty 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 following are specific criteria the Faculty Personnel Committee will use in the evaluation process:

i. Excellence in Teaching

Excellence in teaching is the most important criterion for faculty retention and advancement at Whitman College. Whitman faculty members must continually strive for excellence in teaching. Excellence in teaching should be consistently apparent with successive appointments and be clearly evident at the time of promotion. The Faculty Personnel Committee will be guided by high standards of evaluation in this category, while simultaneously recognizing that diverse pedagogical approaches can result in excellent teaching.

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

a) Scholarly competence and familiarity with current developments in one’s field.

b) Thorough course planning and preparation for individual classroom, laboratory, and/or studio sessions.

c) Effective pedagogical techniques, which may include lecture presentations, discussion leadership, laboratory instruction, and tutorial guidance.

d) Thorough, fair and timely review and evaluation of student work.

e) Availability to and effective guidance of students, particularly to those assigned as advisees, enrolled in one’s classes, and/or with whom the candidate collaborates.

ii. Service to the College

Although the service expectation of adjunct faculty seeking promotion to the Senior rank is less demanding than that of tenure-track faculty members, the same criteria will be employed in their review. These include:
a) Service on college committees and in faculty governance.

b) Contributions to departmental, interdisciplinary and/or divisional activities.

c) Initiation of programs that strengthen the capacity of the College to fulfill its mission.

d) Assistance in other important collegiate activities, such as student recruiting, outreach, and alumni affairs.

e) Contributions to student life.

f) Efforts to enhance the diversity, broadly defined, of the College.

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

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

5. Senior Adjunct Assistant Professors and Senior Adjunct Instructors

   a. Annual Review

   Student evaluations of all courses taught by Senior Adjunct faculty will be conducted each semester and Senior Adjunct faculty must 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 assessed annually by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or designee, and the Senior Adjunct faculty member's department chair.

   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. As with the initial appointment of a faculty member to the Senior rank, if a department wishes to retain a Senior Adjunct faculty member for an additional term, the chair of the department, in consultation with the chair of the division should make a recommendation to the Provost and Dean of the Faculty. 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.). Department or program chairs request that specific courses be offered to Senior Adjunct faculty in the contingent faculty request form submitted each fall. The Provost and Dean of the Faculty or his/her designee will make the final determination regarding the courses to be offered. That determination will turn not on an assessment of a candidate’s qualifications, which will be assessed via the periodic review described below, but on the demonstrated need to retain that person in order to respond to curricular imperatives. In cases where the faculty member’s expertise is specialized and the need for courses is predictable (e.g. only Professor X has specialty in this area and the three courses she teaches are an ongoing part of the curriculum for the major), a longer-term appointment may be possible. This determination is made by the Provost and Dean of the Faculty in consultation with the department chair.

b. Periodic Review

Senior Adjunct faculty will undergo a more substantive review every fifth year following their initial appointment 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 of Senior Adjunct Instructor. This review shall be conducted by the Provost and Dean of the Faculty in consultation with the faculty member’s division chair and department chair.

i. 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:

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

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 from all of the courses taught since the last appointment review.
d) An updated vita.

e) 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.

f) 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.

ii. The Provost and Dean of the Faculty will invite all departmental colleagues to send letters to him or her regarding the candidate’s performance in the areas of teaching, professional activity, and service to the department, College and community. The Provost and Dean of the Faculty shall notify the candidate of the source of any letter in his or her file before that letter is considered by the Provost and Dean of the Faculty and the appropriate division chair.

iii. 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, his or her 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.

iv. 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.

v. 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
vi. 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 of Non-Tenure Track Faculty in Sports Studies, Recreation, and Athletics

1. Adjunct Instructors and Senior Adjunct Instructors in Sports Studies, Recreation, and Athletics

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

Adjunct Instructors are normally eligible for promotion to the rank of Senior Adjunct Instructor after teaching thirty course credits. Candidates for promotion to the rank of Senior Adjunct Instructor in Sports Studies, Recreation and Athletics 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 in the preceding four years.

d. A statement about teaching, including course learning outcomes, and plans for the future.

e. Copies of Annual Faculty Activity Reports submitted during the preceding four years.

2. Instructors in Sports Studies, Recreation, and Athletics

Instructors in Sports Studies, Recreation, and Athletics 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 his or her designee, and the Director of Athletics.

Instructors are normally eligible for promotion to the rank of Lecturer after three years at the rank of Instructor. At the time of their third one-year contract renewal, which will usually take place during the third year of coaching, Instructors in Sports Studies, Recreation, and Athletics will undergo an initial review by the Director of Athletics. The Director of Athletics will complete an evaluation of the candidate for Lecturer of Sport Studies, Recreation and Athletics 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. If promotion is denied, the Instructor will continue to be reviewed by the Provost and Dean of the Faculty (or his or her designee) and the Director of Athletics at least once each year, and will undergo another review for promotion to the rank of Lecturer in the fourth semester following denial.

Candidates for promotion to the rank of Lecturer in Sports Studies, Recreation, and Athletics must submit to the 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 issues as well. The individual writing the letter should have observed at least two practices conducted by the individual under evaluation.

c. Student evaluations for all athletic programs supervised since the last review.

d. A statement about coaching, 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: 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.

3. Lecturers in Sports Studies, Recreation, and Athletics

Lecturers in Sports Studies, Recreation, and Athletics 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 Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Director of Athletics.

Lecturers are normally eligible for promotion to the rank of Senior Lecturer after two full terms (six years) at the rank of Lecturer. During the fifth year of coaching as a Lecturer in Sports Studies, Recreation, and Athletics, 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 of Sport Studies, Recreation and Athletics 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 his or her designee) 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 Sports Studies, Recreation, and Athletics will be reviewed 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 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 his or her designee, and the Director of Athletics.

Candidates for promotion to the rank of Senior Lecturer in Sports Studies, Recreation, and Athletics 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, or his or her designee:

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 and all athletic programs supervised since the last review.

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.

4. Senior Lecturers in Sports Studies, Recreation, and Athletics

Senior Lecturers in Sports Studies, Recreation, and Athletics 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 Report will be submitted to the Office of the Provost and Dean of the Faculty and will be reviewed by the Provost and Dean of the Faculty (who retains the right to review all such materials), or his or her designee, and the Director of Athletics.

Senior Lecturers in Sports Studies, Recreation, and Athletics will undergo a more substantive review in the final year of their contract 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 his/her 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 and all athletic programs supervised since the last review.

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, 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 organizations.