

## 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).