

## I. Evaluation and Promotion of Non-Tenure-Track Faculty

### 1. Lecturers

#### a. Annual Review

Lecturers are expected to complete a Faculty Activity Report each year. 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 by the Associate Dean of the Faculty. Activity Reports are used annually to inform decision-making about salary increases.

#### b. Formative Review

During their second year at Whitman, the lecturer will participate in a formative review designed to provide faculty members with timely feedback on their teaching. 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 promotion to senior status. The formative review is intended for individual use and plays no role in more formal evaluations.

At the beginning of the second year after an initial 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 faculty member will identify at least two tenured faculty members (or non-tenure-track faculty with senior status) who will visit a minimum of two class sessions. At least one of the colleagues should be a member of the candidate's department. In addition, the ADFD and the faculty member will discuss what other sources of information will offer the opportunity for meaningful feedback.

Toward the end of the spring semester of the second year, after reviewing feedback from the tenured senior faculty who participated in the review, the ADFD will hold a meeting with the candidate to synthesize and discuss the feedback. The candidate 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 to inform them the process has been completed.

#### c. 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. Lecturers considering applying for promotion should notify the Provost and Dean of the Faculty by August 31st 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 FPC will make a recommendation to the Provost and Dean of the Faculty as to whether the individual should be promoted to Senior Lecturer. If the promotion is denied, it is strongly recommended that the Lecturer wait for two years before undergoing another review for promotion.

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

- i. An updated curriculum vita.
- ii. 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 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 in 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 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 Provost website, under [Personnel Review](#).

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.

- iii. 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. 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 the receipt of this form, the Office of the Provost and Dean of the Faculty will obtain electronic copies of the evaluations noted on the form from the Office of Institutional research. 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 additional questions (quantitative or written) to the form if appropriate to a particular course.
- 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 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 their file before that letter is considered by the FPC.

As with tenure-track faculty, the Faculty Personnel Committee and the Provost will use the standards for excellence in teaching specified in the [Faculty Code](#), CH. 1, Art. IV, Sec. 3.A. 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 the Faculty Code will be

employed in their review.

While not expected of non-tenure-track appointments, 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

### . Review of Rolling Appointment

Senior Lecturers hold rolling appointments, which typically continue indefinitely. In the event that a faculty member's review results in their not being retained, they will be informed by March 15 that the appointment has ceased to roll beyond the next academic year. The decision to halt the appointment will be the Provost's, in consultation with the Department Chair and Division Chair. If the appointment has ceased to roll, the subsequent academic year is considered the second year of the two-year appointment, and the Senior Lecturer's appointment ends at the end of that year.

#### a. Annual Review of Faculty Activity Report

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. Activity reports are used annually to inform decision-making about salary increases.

#### b. Periodic Review

Senior Lecturers will be evaluated every fifth year following their initial appointment to senior rank. 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.

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:

.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.

i.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.

- ii. Student evaluations from two-thirds of the courses taught in the preceding four years of teaching.
- iii. An updated curriculum vita.
- iv. 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.
- v. While not expected of this position, 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 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. 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 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 Senior Lecturer, and will be added to the Senior Lecturer's file. This information is also in the [Faculty Code](#), CH. 1, Art. IV, Sec. 5.C.

### 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. Student evaluations and the Activity Report 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 the 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. Student evaluations and the Activity Report 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.

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 half-time teaching, an Adjunct Assistant Professor or Instructor may apply for promotion to the rank of Senior Adjunct Assistant Professor or Senior Adjunct Instructor. 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, it is strongly recommended that the faculty member wait for two years to undergo another review for promotion.

Candidates for promotion to the Senior rank must submit to the Office of the Provost

and Dean of the Faculty the following materials to be reviewed by the Faculty Personnel Committee:

i. An updated curriculum vita.

ii. 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 Provost website, under [Personnel Review](#).

iii. 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. Evaluations are required from all courses taught at Whitman. Upon receipt of this form, the Office of the Provost and Dean of Faculty will obtain electronic copies of the evaluations noted on the form from the Office of Institutional Research. The standard form provided by the college will be used; however, the candidate may append additional questions (quantitative or written) to the form if appropriate to a particular course.

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 four-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 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 their file before that letter is considered by the FPC.

As with tenure-track faculty, the Faculty Personnel Committee and the Provost will use the standards for excellence in teaching specified in the [Faculty Code](#), CH. I, Art. IV, Sec. 3.A. 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 Faculty 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

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. Activity reports are used annually to inform decision-making about salary increases.

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 that recommendation in the annual request for non-tenure-track positions.

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 be evaluated every fifth year following their initial appointment to the Senior rank. 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.

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 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 Provost website, under [Personnel Review](#).

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.

- iii. Student evaluations from all the courses taught since the last 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, 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 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. 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 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 Senior Adjunct faculty member, and will be added to the Senior Adjunct faculty member's file. This information is also in the [Faculty Code](#), CH. 1, Art. IV, Sec. 5.C.