

Guidelines for the Department of Physical Education, Recreation and Athletics (PERA) (department organization and faculty appointments)

These guidelines describe the organization of the Department of Physical Education, Recreation and Athletics (PERA), as well as the terms of appointment of faculty in that department. The faculty covered by these guidelines are those who meet at least half of their teaching and/or coaching¹ responsibilities in the PERA department, with appointments as PERA Instructor of the Practice, PERA Assistant Professor of the Practice, PERA Associate Professor of the Practice, and PERA Professor of the Practice.

Department Organization

The chair of the department/director of athletics (chair/director) is appointed by the dean of the college and the president and has the rank of PERA full professor of the practice.

Departmental Committee

- The departmental committee consists of the chair/director and all PERA faculty who are covered by these guidelines.
- The chair/director, with approval of the majority vote of the departmental committee and of the dean of the college, may appoint department administrative officers to be ex-officio members of the committee.
- The chair/director serves as chair of the departmental committee.
- The departmental committee has the following responsibilities:
 - Formulate the method of operation of the department;
 - Make curricular recommendations to the physical education curriculum and instruction committee;
 - Determine the courses each member of the department is to offer;
 - Decide on a mechanism for involvement in department business by students who participate in PERA teams and classes;
 - Reach an understanding of college and department policy concerning criteria for reappointment and promotion;
 - Make department decisions by consensus or majority vote.

Reappointments and Promotions (R&P) Committee

- The R&P committee consists of the chair/director, PERA full professors of the practice, and PERA associate professors of the practice in the department.
- All members of the R&P committee participate in reviews of faculty in the department for reappointment/promotion of PERA instructors of the practice, for reappointment of PERA assistant and PERA associate professors of the practice and for promotion to PERA associate professor of the practice. Only PERA full professors of the practice participate in reviews for promotion to PERA full professor of the practice and reappointment of PERA full professors of the practice.
- If there are fewer than three persons eligible to serve on the R&P committee for a particular review, the Committee on Faculty Appointments (CFA), in consultation with the chair, will appoint additional members from outside the department to bring the number up to three.
- The R&P committee makes recommendations with respect to all reappointments, promotions, and dismissals. Evaluation of a candidate's teaching and coaching includes visits by members of the R&P committee to team practices, competitions and classes. These visits serve dual purposes, as a means of evaluating performance and recommending improvement.

¹ Throughout these guidelines, the term teacher/coach refers not only to those PERA faculty who teach PE classes and coach athletics teams but also to those PERA faculty who teach PE classes and have other responsibilities such as development and implementation of wellness and recreational programs. References to coaching responsibilities have the same broad meaning.

Search Committee

- The search committee consists of at least two members of the R&P committee, one of whom serves as chair, and two members of the departmental committee, selected by the chair/director as appropriate for the specific search. A student advisory group will be utilized for all teaching/coaching searches.
- The search committee works with the chair/director to select and interview finalists for the position. The committee's recommendations are considered by the chair/director and the dean of the college in their final selection for an appointment.

Initial Appointments, Reappointments and Promotions

Initial appointments of PERA faculty are made by the dean of the college (subject to formal approval by the board of trustees), upon recommendation of the chair/director.

Reappointments and promotions are recommended to the Board of Trustees by the CFA, based on its consideration of the recommendation of the PERA R&P committee.

The terms of appointment and review schedules are outlined here. The section entitled *Guidelines for Reappointment and Promotion* provides information about criteria for reappointment and promotion as well as procedural details.

PERA Instructor of the Practice

- Initial appointment at the rank of PERA instructor of the practice requires a bachelor's degree and evidence of progress toward a master's degree. Appointment as PERA instructor of the practice is normally made for a two-year term.
- Normally, reappointment as PERA instructor of the practice is not possible. A PERA instructor of the practice who has completed the master's degree and an initial review in the fall of the second year may be reappointed for a three-year term as PERA assistant professor of the practice, to start at the beginning of the subsequent academic year.

PERA Assistant Professor of the Practice

- Initial appointment at the rank of PERA assistant professor of the practice requires a master's degree (or coaching certification determined to be equivalent to a master's degree by a recognized athletics organization) and is normally made for a three-year term. (In unusual circumstances, an individual with significant previous experience may be appointed to an initial four-year term, as described below.)
- A PERA assistant professor of the practice on an initial three-year appointment is first reviewed for reappointment in the fall of the third year of the initial three-year term. If reappointed, the second appointment as PERA assistant professor of the practice is normally made for a four-year term and takes effect at the beginning of the academic year following the year of review.
- If not reappointed to a second term as PERA assistant professor of the practice, the individual's employment is terminated at the end of the academic year of review.
- A PERA assistant professor of the practice on a second appointment (four-year term) is reviewed for reappointment and promotion to PERA associate professor of the practice in the spring of the fourth year of the four-year term.
 - If reappointed and promoted, the new appointment as PERA associate professor of the practice is normally made for a five-year term and takes effect at the beginning of the academic year following the year of review. If not reappointed, the individual's contract is extended for one additional year, and employment is terminated at the end of the academic year following the year of review.

- In unusual circumstances, if an individual on a second appointment meets the standards for reappointment but not promotion to PERA associate professor of the practice, s/he may be reappointed for up to an additional two years as PERA assistant professor of the practice. The individual must be reviewed for promotion to PERA associate professor of the practice at the time of the reappointment review, no later than spring of the second additional year in rank. If reappointed and promoted, the new appointment as PERA associate professor of the practice is normally made for a five-year term and takes effect at the beginning of the academic year following the year of review. If not reappointed and/or promoted at that time, the individual's contract is extended for one additional year, and employment is terminated at the end of the academic year following the year of review.
- In unusual circumstances, an individual with a master's degree (or coaching certification determined to be equivalent to a master's degree by a recognized athletics organization) and at least three years of experience at another institution (or relevant prior experience equivalent to that of a PERA faculty member in a second term as PERA assistant professor of the practice) may be appointed to an initial four-year term as PERA assistant professor of the practice.
 - A PERA assistant professor of the practice on an initial four-year appointment is not reviewed for reappointment to a second term as PERA assistant professor of the practice. Instead, s/he is reviewed for reappointment and promotion to PERA associate professor of the practice in the spring of the fourth year of the initial four-year term. If reappointed and promoted, the new appointment as PERA associate professor of the practice is normally made for a five-year term and takes effect at the beginning of the academic year following the year of review. If not reappointed, the individual's contract is extended for one additional year, and employment is terminated at the end of the academic year following the year of review.
 - In unusual circumstances, if an individual on an initial four-year appointment meets the standards for reappointment but not promotion to PERA associate professor of the practice, he or she may be reappointed for up to an additional two years as PERA assistant professor of the practice. The individual must be reviewed for promotion to PERA associate professor of the practice at the time of the reappointment review, no later than spring of the second additional year in rank. If reappointed and promoted, the new appointment as PERA associate professor of the practice is normally made for a five-year term and takes effect at the beginning of the academic year following the year of review. If not reappointed and/or promoted at that time, the individual's contract is extended for one additional year, and employment is terminated at the end of the academic year following the year of review.
- Normally, a PERA assistant professor of the practice is considered for promotion to PERA associate professor of the practice in the spring of the fourth year of the four-year term (as described above). In the case of an exceptionally qualified candidate, the R&P may request review for early promotion, to occur no earlier than the spring of the second year of the four-year term as PERA assistant professor of the practice. Such a request should be submitted by the R&P to the provost/dean of the college; if the request is approved by the provost/dean, the promotion process proceeds as described above.

PERA Associate Professor of the Practice

- PERA faculty at this rank are eligible to be appointed to an unlimited number of five-year terms, are considered to have "senior status" and are eligible to serve on the department R&P committee.
- Initial appointment at the rank of PERA associate professor of the practice requires a master's degree (or coaching certification determined to be equivalent to a master's degree by a recognized athletics

organization) and at least seven years of experience at another institution (or relevant prior experience equivalent to that of a PERA faculty member promoted to the rank of PERA associate professor of the practice). Appointment is normally made for a five-year term.

- A PERA associate professor of the practice is reviewed for reappointment in the spring of the fourth year of each five-year term as PERA associate professor of the practice. If reappointed for a full five-year term, the new appointment takes effect at the beginning of the second academic year following the year of review.
- It is possible for the R&P committee to recommend, and for the CFA to approve, a reappointment for a term of less than five years. Normally, such a reduced-length contract will occur only once in a PERA associate professor of the practice's years at this rank. The new reduced-length appointment takes effect at the beginning of the second academic year following the year of review. The next review for reappointment will occur in the spring of the penultimate year of the reduced-length appointment.
- If not reappointed at the time of any reappointment review, employment is terminated at the end of the academic year following the year of review.

- A PERA associate professor of the practice may be considered for promotion to PERA full professor of the practice no earlier than the spring of the ninth year as PERA associate professor of the practice, i.e. at the same time as the individual's review for a third five-year appointment. In the case of an exceptionally qualified candidate, the R&P may request review for early promotion, to occur no earlier than the spring of the seventh year as PERA associate professor of the practice. Such a request should be submitted to the dean of the college; if the request is approved by the dean, the promotion process proceeds as described in the section entitled *Guidelines for Reappointment and Promotion*. An individual who is not reviewed for promotion in the ninth year (or who is reviewed but is not promoted) may request review for promotion at a later date, normally at the time of any subsequent reappointment review.

If promoted to PERA full professor of the practice, the new appointment as PERA full professor of the practice is normally made for a six-year term and takes effect at the beginning of the academic year following the year of review (replacing the final year of the previous five-year appointment as PERA associate professor of the practice). If not promoted, the individual remains eligible for an unlimited number of five-year terms as PERA associate professor of the practice.

PERA Professor of the Practice

- PERA faculty at this rank are eligible to be appointed to an unlimited number of six-year terms, are considered to have "senior status" and are eligible to serve on the department R&P committee.
- Initial appointment at the rank of PERA full professor of the practice requires a master's degree (or coaching certification determined to be equivalent to a master's degree by a recognized athletics organization) and relevant prior service equivalent to that of a PERA faculty member promoted to the rank of PERA full professor of the practice. Appointment is normally made for a six-year term.
- A PERA full professor of the practice is reviewed for reappointment in the spring of the fifth year of each six-year term as PERA full professor of the practice. If reappointed, the new appointment takes effect at the beginning of the second academic year following the year of review.
- If not reappointed at the time of any reappointment review, employment is terminated at the end of the academic year following the year of review.

Professional Development

All faculty (except those with the rank of PERA instructor of the practice) are expected to annually engage in professional development activity and include it as a component of the activities sheet as long as s/he remains on the PERA faculty. The activity is reviewed by the R&P committee as a component of the annual assessment and represents the basis on which developmental areas of the faculty member's teaching, coaching, recruiting, department and college service and professional contributions are assessed

for subsequent evaluation and reappointment and promotion decisions. Annual professional development activities serve as an alternative to the doctoral degree and scholarly research required of faculty members in other academic departments. Funding for professional development activity is the responsibility of the faculty member, although individuals may seek assistance for these expenses from resources within the department and the college.

The professional development goals and objectives for faculty should focus on achieving specific pedagogical and coaching goals and for addressing areas needing development, as communicated through R&P annual evaluations, R&P reappointment and promotion recommendations, student evaluations, and rigorous self-evaluation. Completion of annual professional development activity does not ensure a successful reappointment/promotion review. Successful integration of new knowledge, skills and experiences into an individual's teaching, coaching and department and/or college service, achieved through professional development activity is a major factor in evaluation and reappointment/promotion recommendations.

Guidelines for Reappointment and Promotion

The major categories of performance evaluated during review for reappointment and/or promotion include teaching, coaching/recruiting, professional development, and contributions to the department, the college, and/or the profession. Evaluation of an individual's professional development is based, in part, on the successful completion of annual activity required of all faculty (except PERA instructors of the practice); see the section entitled *Professional Development* for details.

At the time of review for reappointment and/or promotion, the R&P considers the following items when making its recommendation to the CFA:

- teaching/coaching observations made during the period of the current appointment;
- annual assessments for each year of the current appointment;
- updated CV and activities sheets including professional development activity;
- unsolicited letters from students, faculty, staff and alumnae;
- student evaluation questionnaires (SEQs) from athletics and physical education classes;
- external peer evaluations (*only for review for promotion to PERA full professor of the practice, as described below*).

In addition, a faculty member being reviewed for reappointment and/or promotion should submit copies of the updated CV and activities sheets to the CFA, along with a personal statement.

Evaluation of the quality of teaching/coaching. The effectiveness of teaching/coaching is of major importance in reaching a decision on recommendation for reappointment and promotion. Striving for excellence, both in the process and the outcome of the teaching/coaching endeavor, is of paramount importance. Faculty visits to the classroom, practices or competitions are essential to evaluating such effectiveness. Since teaching does not take place solely in a classroom or at practice and/or competition but also in recruitment and retention of students, student mentoring, student leadership development, student conferences, and projects, it is important to gain an understanding and full appreciation of a candidate's approach to teaching/coaching: i.e., the goals of teaching/ coaching and the teaching methods necessary to achieve these goals. It is equally important for a faculty member to be informed about the department's expectations with regard to teaching/coaching. Student evaluation questionnaires (SEQs) and student letters are also considered important components of an evaluation of teaching/coaching effectiveness. Such evaluations and letters shall be compared to the evidence based on visits. A candidate may also submit to the R&P committee a letter regarding those aspects of her/his teaching/coaching which are not, in the normal course of events, subject to evaluation.

The following procedural steps shall be observed for visits and student evaluations:

- a. Class, practice and competition visits. Visits by at least two different members of the R&P committee shall be made during the period of an individual's current appointment.
 - Within one year preceding the date of any decision regarding reappointment as PERA assistant professor of the practice or promotion to PERA associate professor of the practice, there shall be at least three visits (including one teaching and two coaching for teacher/coaches) made by at least two different members of the R&P committee.
 - Within one year preceding the date of any decision regarding reappointment as PERA associate professor of the practice or as PERA full professor of the practice, there shall be at least two visits (including one teaching and one coaching for teacher/coaches) made by two different members of the R&P committee.

Arrangements for visits are made in advance with the faculty member (at least 48 hours in advance), taking into consideration her/his preference as to times and type of session. Prior to each visit, the visiting R&P member shall receive from the faculty member a copy of the general design and plan for the class, practice or competition being visited.

Faculty visits to a class, practice or competition are valuable as a means for suggesting improvement of teaching/coaching as well as for evaluation. Visits shall be followed promptly by an oral discussion of the visit by the visitor and the faculty member observed. A written report of the visit shall be prepared by the visitor and placed in the faculty member's departmental file. A copy shall be sent to the faculty member within two weeks of the visit. Successive evaluations shall include comparisons with former evaluations of coaching/teaching performance. It is appropriate for evaluated faculty members to file written statements in their departmental files responding both to oral and written communications. An opportunity for this response shall be given before the R&P committee meets to draw up its recommendations.

Informal faculty visits to a class, practice or competition are an additional valuable means for providing suggestions and improvement without the requirement of notification or written report. A prompt discussion of the visit and suggestions for improvement is expected. The PERA department also encourages PERA assistant professors of the practice to observe senior colleagues as another valuable means for the improvement of coaching/teaching.

- b. Student evaluations. Students enrolled in courses and participating (or competing) on athletics teams are expected to submit an evaluation form. Copies of the individual evaluations and statistical summaries of these evaluations are made available by the PERA chair/director to the teacher/coach, the R&P committee, and the CFA.

- c. Unsolicited letters. Letters about a faculty member from students and colleagues are placed in a faculty member's file in the office of the dean of the college, and copies, with the writer's name and identifying wording deleted (if requested by the writer), are sent to the faculty member and to the chair/director for the R&P committee.

The expectations listed below for each rank are only guidelines, and satisfactory performance in any one area does not automatically ensure reappointment or promotion.

PERA instructor of the practice (for reappointment and promotion to PERA assistant professor of the practice)

- completion of master's degree;
- evidence of effective teaching and coaching;
- receptiveness to feedback and demonstrated initiative for continuous professional growth.

PERA assistant professor of the practice (for reappointment as PERA assistant professor of the practice)

- evidence of effective teaching and coaching/recruiting;
- evidence of responsibility, capability and initiative in serving the department and the college;
- evidence of participation in professional activities incorporating teaching, coaching/recruiting, and related areas;
- evidence of membership and appropriate participation in professional organizations;
- evidence of commitment to the department as a learning environment, through leadership, effective communication, cooperation, student leadership development;
- receptiveness to feedback.

PERA assistant professor of the practice (for promotion to PERA associate professor of the practice)

- continued effectiveness in all criteria listed for reappointment as PERA assistant professor of the practice;
- demonstrated knowledge in coaching, effective communication, leadership and actions of professional growth;
- recruiting competence evidenced by knowledge, organization, communication skills and student-athlete yield;
- demonstrated teaching competence and ability to communicate that knowledge effectively;
- demonstrated engagement in professional development activities;
- consistent engagement in professional organizations and activities;
- effective mentoring and student leadership development.

PERA associate professor of the practice (for reappointment as PERA associate professor of the practice)

- continued effectiveness in all criteria;
- excellence and depth in one area;
- consistent coaching success at the conference and, if appropriate, regional level;
- consistent success in recruiting, resulting in annual class yields, retention of student athletes, impact on program, and diversity of recruited student athletes;
- consistent effectiveness and leadership in professional activities;
- significant engagement in professional development activities;
- significant department leadership, including participation in the R&P committee, oversight of an athletics, physical education or recreation committee, mentoring of faculty members;
- college-wide contributions.

PERA associate professor of the practice (for promotion to PERA full professor of the practice)

- sustained effectiveness in all criteria listed for reappointment as associate professor of the practice;
- sustained coaching success;
- sustained and proven success in recruiting;
- sustained excellence in teaching, leadership and professional activities;
- diversity of experiences in rigorous professional development activities;
- positive evaluations from external reviews provided by external peer evaluators (see the section entitled *External Review for Promotion to Full Professor* for details).

PERA full professor of the practice (for reappointment)

- sustained effectiveness in all criteria;
- sustained and proven success in rigorous professional development activities;
- sustained individual presence as a coach, educator and/or technician.

External Review for Promotion to PERA Full Professor of the Practice

(See pages 10-11 for details of process and timetable)

All reappointment and promotion reviews of PERA faculty use information gathered from the internal sources noted above. The review of a PERA associate professor of the practice for promotion to PERA full professor of the practice also includes consideration of information gathered from external peer evaluators.

Selection of external peer evaluators will be made jointly by the dean of the college and the R&P committee. The candidate for promotion prepares a list with the names of individuals who s/he believes are qualified to comment on and/or evaluate her/his performance. The candidate may also provide a list of individuals s/he believes should not be asked to serve as evaluators on grounds that personal considerations would make it difficult for the individual to write an unbiased evaluation.

- The candidate submits to the R&P a list of at least four recognized professionals in his/her field who are in a position to provide an evaluation regarding the individual's professional teaching/coaching competence, collegiality, and standing in the field. The names of potential evaluators should be listed in priority order. The candidate may also prepare a list of requested non-evaluators. The candidate's lists should be presented by November 15 of the academic year of the promotion review.
- The R&P committee prepares a separate list of potential external peer evaluators.
- Using the candidate's lists (suggested evaluators and requested non-evaluators) and its own list, the R&P committee, in consultation with the dean of the college, selects three individuals to be invited to submit external peer evaluations.

Letters from peer evaluators are submitted to the office of the dean of the college, which provides copies to the R&P committee. The candidate will receive copies of the evaluators' letters, with names and identifying passages deleted. Candidates may submit to the R&P committee and/or the CFA any response to the evaluations they deem appropriate.

Salary

The salary scale for PERA faculty shall be reviewed annually by the dean of the college, together with other academic salary scales. In addition, the chair/director may have available an annual amount of money to be awarded as bonuses to individual faculty.

PERA associate professor of the practice

- At the time of a review for reappointment (in the spring of the fourth year of a five-year appointment), the dean of the college may approve an additional increase above the annual increase for PERA associate professors of the practice, on the basis of the R&P recommendation, the materials submitted by the individual, and the recommendation of the chair/director. This additional increase is not automatic and will be based on exceptional performance beyond that expected for reappointment as PERA associate professor of the practice.

PERA full professor of the practice

- At the time of a review for reappointment (in the spring of the fifth year of a six-year appointment), the dean of the college may approve an additional increase above the annual increase for PERA full professors of the practice, on the basis of the R&P recommendation, the materials submitted by the individual, and the recommendation of the chair/director. This additional increase is not automatic and will be based on exceptional performance beyond that expected for reappointment as full professor of the practice.
- In the middle of a six-year appointment, the Chair/Director may recommend, and the dean of the college may approve, a merit increase above the annual increase for PERA full professors of the practice. The basis for such a special merit increase will be the individual's annual assessments for the previous three years. This additional increase is not automatic and will be based on exceptional performance beyond that expected for a PERA full professor of the practice.

Benefits

PERA faculty working half-time or greater will be eligible for benefits given to college non-union employees with comparable appointments. These benefits include health and dental insurance, participation in the College's retirement plan, and other benefits as described in the Faculty Summary of Benefits, updated regularly by the Human Resources Office. Life insurance and long-term disability insurance are available to full-time employees only.

Parental leave: PERA faculty who have been appointed to multi-year contracts are eligible for paid parental leave, as described currently in the parental leave policy for tenure-track faculty (<http://www.wellesley.edu/provost/facinfo/parentalleave>).

Support for professional activities: Support for professional activities is managed through the Physical Education, Recreation and Athletics department.

Academic Council: Full-time PERA faculty are eligible to be voting members of the Academic Council. (See Articles of Government Book 1, Article 11, Section A).

Professional development leaves: PERA associate professors of the practice and PERA full professors of the practice are eligible to apply for a six-week paid professional development leave. Such a leave is for the purpose of providing an opportunity for rigorous professional development which will contribute to professional effectiveness and to the quality of continued service to Wellesley College. An individual is first eligible for a leave after being promoted to PERA associate professor of the practice; a PERA associate professor of the practice or PERA full professor of the practice who has already taken a leave is eligible to apply for another leave in the seventh (or later) year following the previous leave.

A faculty member on leave is relieved of all obligations for a six-week department term at full salary. The six-week term of the leave may occur only during a period when a coach's sport is considered out-of-season. Faculty members not on leave are responsible, as assigned by the chair/director, for assuming the teaching responsibilities for those on leave.

An application for leave should be submitted to the chair/director and includes the following:

- the preferred six-week term for the leave;
- the general area in which professional development will be undertaken;
- the specific plan to achieve this professional development;
- the anticipated professional benefits of the leave.

Applications for a leave to be taken in term 1 or term 2 are due by October 1 of the year preceding the leave; applications for a leave to be taken in term 3 or term 4 are due by February 1 of the year preceding the leave.

The chair/director, in consultation with the R&P committee, determines whether the department envisions any difficulties in teaching the department curriculum if the leave is granted and makes a recommendation to the dean of the college. Formal approval of the leave is made by the dean.

A faculty member granted a professional development leave must present a written report to the R&P committee by the end of the first six-week term of teaching following the leave. The report should describe:

- the educational components of the leave;
- the benefits of the leave for students in athletics, physical education and/or recreation.

Unpaid leaves: Unpaid leaves may be discussed with the department R&P committee on an individual basis and must be approved by the dean of the college.

Housing: PERA faculty shall be eligible for faculty housing on a renewable lease basis.

Tuition grants: PERA faculty hired on or before July 1, 2009 are eligible for the same benefits as tenured/tenure-track faculty, as described in the Faculty Handbook. PERA faculty hired after July 1, 2009, are not eligible for this benefit.

Tuition remission for dependent daughters at Wellesley: All employees who meet the eligibility requirements are eligible for tuition remission for dependent daughters at Wellesley, as described in the Faculty Handbook.

Mortgage program. PERA faculty with long-term renewable five- or six-year contracts, hired on or before July 1, 2009, are eligible for the faculty mortgage program as described at <http://www.wellesley.edu/Finance/mortgage.html>. PERA faculty hired after July 1, 2009, are not eligible for this benefit.

Process and timetable for promotion review to PERA Professor of the Practice

Note: Timetable (post November 15) is subject to change if circumstances necessitate.

September

- The R&P for a promotion review to full professor of the practice consists of at least three full professors. In a year in which a promotion review is expected, if the PERA R&P does not have three full POPs, the chair should notify the CFA that the PERA R&P committee needs outside members(s) at the full professor rank for the review.
- CFA notifies chair of appointed outside member(s).

October

- Chair communicates process, timetable, and expectations for the promotion review with R&P members

November 15 (in year of promotion review)

- Due date for candidate to submit her/his list of external (outside Wellesley College) peer evaluators to the R&P committee (refer to page 7 of PERA Guidelines). The list must include at least four recognized professionals in the field who are in a position to provide an evaluation regarding the candidate's teaching/coaching competence, collegiality, and standing in the field. The names of the potential evaluators should be listed in priority order (i.e., bracket the top two - three choices) and should indicate why they are appropriate. The candidate may also prepare a list of requested "non-evaluators" (no need to provide a rationale).

November 15 — end of November

- R&P committee prepares a separate list of potential external peer evaluators.

December — early January

- By early December, in consultation with the Provost, R&P committee (using candidate's lists and its own list) selects three individuals to be invited to submit external peer evaluations, as well as a back-up list of three evaluators to be invited in case first-choice evaluators decline.
- Provost sends email invitations to the three potential evaluators.
- Three evaluators identified by mid-January. (Evaluators given due date of end of February)

January 15

- Due date for candidate to submit promotion materials to R&P and to CFA. In addition, candidate should deliver three sets of the materials to the Provost's office for shipment to the outside evaluators. Candidate should also provide Federal Express packaging (unsealed) for the three evaluator sets. A cover letter* from the Provost will accompany the candidate's materials. Materials include:
 - activities sheet
 - CV/resume
 - PERA professional development plan
 - any relevant articles/manuscripts, etc. (if applicable)

NOTE: Candidate's personal statement is due to the CFA by January 15

End of February

- Deadline for external peer evaluators to submit letters to Provost

March 1 – 31

- R&P Committee meets to discuss promotion case and prepare recommendation(s) to the CFA.

April 1

- Due date for R&P to submit recommendation(s) to CFA

Notification to candidate of CFA's decision by end of academic year.

* Examples of areas which external peer reviewers will be asked to evaluate (will be included in the Provost's cover letter)

1. teaching and/or coaching competence
COACHING: overall record; sustained success within conference, regional or national levels; honors/awards
TEACHING: involvement in curriculum, style and strength of teaching
2. collegiality and professionalism
3. standing in the teaching and/or coaching field
4. professional service to the teaching and/or coaching field (e.g., committee service, presentations at national conferences, national governing body involvement)