

Integration of Athletics at Pomona College: The Role of Hiring and Evaluation

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The integration of coaches and athletes into the full life of the College is a core value for Pomona. It is made considerably easier by the fact that almost all of our coaches (there are currently only two exceptions) are full-time faculty members in the Department of Physical Education and Athletics (DPEA). For schools in which coaches are staff (or even part-time staff) the challenges of integrating coaches would be quite different and alternative strategies for integration would need to be explored.

One special and important challenge for Pomona College comes from the fact that our intercollegiate sports are carried out jointly with Pitzer College. Pomona-Pitzer teams include students from both campuses, and our coaches work with both admissions offices to recruit athletes. Since the management of the program is at Pomona College and the faculty hold their appointments there, we need to focus even more attention in the future on integration of the programs with Pitzer College. President Laura Trombley of Pitzer has set a strong example of support for the sports teams, and the two colleges have also recently integrated their intramural programs.

Coach/faculty members in the DPEA have multiple responsibilities on campus. In addition to serving as head coach for a sport (with accompanying responsibilities for recruiting), each such faculty member has other physical education assignments during the year. These include: serving as an assistant coach for a second sport, teaching physical education courses (which meet our college PE requirement), running fitness activities that are offered to faculty and staff, and supervising other campus programs such as intramurals. These faculty members in DPEA also serve, like other faculty members, on campus-wide committees of all types, including the promotions committee and the executive committee of the faculty. We have recently shifted the time of our College Faculty meeting from late afternoon to lunchtime on Friday, and the attendance of DPEA faculty has significantly increased.

Our Physical Education department has a set of hiring and evaluation procedures that are fully parallel to those used in any other department in the College. The one difference is that such faculty members do not have tenure, and instead serve on renewable five-year contracts.

When a position vacancy occurs in DPEA, the department requests approval for a new hire from our Faculty Position Advisory Committee. Once this is recommended, the Dean authorizes a search committee to be formed to write a job description. In the past, search committees for all faculty searches have been largely drawn from department faculty (with the addition of two students); in the future we are encouraging and expecting each committee to include a faculty member from outside the department. The committee works with the Dean and an Associate Dean through the search process. A

strategy to achieve faculty diversity through broad advertising and bringing underrepresented minorities to campus is part of every search.

Once the search committee and the Dean's Office agree on a set of finalists to bring to campus (typically three, occasionally four), campus visits are set up. Each candidate meets with other faculty, with students (in the case of DPEA with the members of the relevant varsity team), with the Dean, and with me as President. Such visits reinforce the integrated nature of our campus, and in our questions we probe the commitment of the candidate to the model of the scholar-athlete and the Division III ideals we seek to foster. At the end of the process, the search committee makes a recommendation to the department, which then moves to the Dean and President for approval. Negotiations on hiring are carried out by the Dean, in cooperation with the chair of the Department (who also serves as Athletic Director).

New faculty members are expected to have the terminal degree in their field (for DPEA, a master's degree) or a plan and timetable for completing it. Once they are on campus, they take part in all our orientation programs for new faculty. We are planning to add an explicit orientation component related to sports, as some of our (non-PE) faculty members are not familiar with the approach taken by a college like Pomona to intercollegiate athletics.

Faculty evaluation on an annual basis is carried out by the chair/AD, and reappointments to a second term as Assistant Professor, as well as promotion to Associate Professor and Professor, follow the regular procedures and timetable of the College. In each such promotion we examine contributions to scholarship, teaching, and service. Although we welcome writing and scholarship by our PE faculty (and provide sabbatical leave when needed to make it possible) there is inevitably a greater emphasis on teaching, both through coaching varsity teams and in campus PE classes. Service contributions to the broader life of the institutions are also looked at favorably by the faculty promotions committee, and these also help to foster integration. Recommendations from the Faculty Promotions Committee pass to the Cabinet (the body of full professors at the College), the President, and the Board of Trustees.

The values of integration at Pomona College permeate our system and procedures, but we are always looking for ways to expand them further. Last year, for example, the DPEA jointly sponsored a seminar with the Chemistry Department on the testing of drugs in Olympic and other sports that drew a broad and diverse audience. We also had a seminar series on "Sociology and Sport" that included one of our faculty in DPEA who had studied distance running in Kenya on a sabbatical. The year concluded with a series of student senior thesis presentations (mostly by student-athletes) on subjects connecting sports to fields ranging from economics to sociology and psychology. Good attendance by both DPEA and other faculty at all these occasions helped to foster integration of Physical Education and Athletics into the full life of our College.