

BYLAWS 18 Nov 2016

Department of Evolutionary Anthropology, Duke University

These Bylaws of the Department of Evolutionary Anthropology supplement the criteria, requirements, and schedules specified in the *Faculty Handbook* the handbook on *Procedures for Appointments, Reappointments, and Promotions in Arts, & Sciences*.

In cases of conflicting requirements, these Bylaws defer to those documents, and the Bylaws should be appropriately amended to avoid future confusion. Unless otherwise specified, the term “Dean” refers to the Dean of the Faculty of Arts & Sciences.

I. Composition of the faculty

1) Regular rank faculty

- a) The regular rank faculty of the Evolutionary Anthropology Department includes all ranks defined as regular rank in the Duke University Faculty Handbook (see also <http://admin.trinity.duke.edu/faculty-affairs/appointment-titles>). These ranks include:
 - i) **Tenure track faculty.** Tenure track faculty are those with the titles of Assistant Professor, Associate Professor, and Professor of Evolutionary Anthropology. Tenure track faculty are appointed by the Dean.
 - ii) **Regular rank, non-tenure track faculty.** Regular rank, non-tenure track faculty are those with the titles of Professor of the Practice (Assistant, Associate and Full), Research Professor (Assistant, Associate, and Full), Lecturer and Senior Lecturer. Regular rank, non-tenure track faculty are appointed by the Dean.

2) Non-regular rank faculty

- a) Non-regular rank faculty, whether paid or unpaid, are appointed by the Department Chair and with the majority vote of the regular rank faculty. Non-regular rank faculty include Adjunct Professors [SAP1] (Assistant, Associate, or Full), Visiting Professor (Assistant, Associate, or Full), Instructor, Visiting Lecturer, Lecturing Fellow, Visiting Scholar, and Research Scientist. For a full list see <http://admin.trinity.duke.edu/faculty-affairs/appointment-titles>.

II. Meetings of the Faculty.

- 1) **Ordinary Meetings.** Ordinary faculty meetings are those in which general business of the Department is discussed and acted upon. All regular rank faculty, emeritus faculty, non-regular rank faculty, and post-doctoral researchers in Evolutionary Anthropology may attend Ordinary Meetings. In addition, a graduate student representative may attend, and faculty with regular rank secondary appointments may attend. Discussions associated with cases of appointment, renewal, promotion or tenure of faculty are not part of ordinary faculty meetings, except in the case of courtesy faculty appointments (e.g., Adjunct appointments); only regular rank faculty will be involved in discussions of regular (non-courtesy) faculty appointments (see Restricted Meetings, below). Ordinary

faculty meetings are normally held during the fall and spring semesters of the academic year, while classes are in session. Meetings should not be scheduled at alternative times except when time-sensitive issues make holding them unavoidable. Meetings are held when called by the Chair upon at least five days' notice. Tentative meeting times are decided annually but modified as needed to advance the department's goals. The Chair prepares the agenda, circulates it in advance of the meeting, and convenes the meeting. All decisions are recorded in written minutes. Minutes shall be taken by a staff member to be determined by the Chair. Minutes of open meetings are filed in the Assistant to the Chairs office and made available to the faculty through an electronic venue and by request.

- 2) **Restricted Meetings.** *Restricted meetings* are those in which the following topics are discussed: (i) appointment, renewal, promotion, or tenure of faculty; (ii) appointment and renewal of non-regular faculty, (iii) graduate students admissions, and (iv) graduate student progress meetings (except when others invited to provide input). Only regular rank faculty members may attend and vote at meetings on faculty appointments (excluding courtesy appointments). Only tenure-track faculty may attend meetings and vote on reappointments, promotion, or tenure for other tenure-track faculty. Only regular rank faculty above the rank of the candidate being considered may attend meetings and vote on renewal, promotion, and tenure, as determined by University regulations. Renewal of the rank of Professor of the Practice and Research Professor shall be considered by all individuals at the rank of Full Professor. Details of the procedures governing these meetings are given in Section 4 below.
- 3) **Voting privileges and procedures.**
 - a) Only faculty with a primary or joint appointment in Evolutionary Anthropology and regular rank status are full voting members of the department who may vote on all business of the department at department faculty meetings.
 - b) Non-Evolutionary Anthropology faculty members appointed to a departmental or interdepartmental committee may vote within that committee on the committee recommendations.
 - c) Voting with regard to reappointment, promotion and tenure is determined by University regulations and section II.2 of this document..
 - d) In accordance with the Duke University Faculty Handbook, the Chair may vote in ordinary business matters, but in all appointment, promotion, renewal and tenure cases, the chair votes only in the case of a tie.
 - e) Approval of motions requires a majority vote of the faculty in attendance. A quorum requires greater than one-half of the voting faculty that are currently in residence (*i.e.*, not away on leave).

III. Administration of the department.

1) The Chair.

- a) **Appointment.** The Chair is appointed by the Dean of the Faculty of Arts and Sciences after consultation with the Provost and President. The Dean of the

Faculty of Arts & Sciences shall solicit advice from each member of the regular departmental faculty before making the appointment.

- b) **Term.** The term of the Chair is determined by University policy, and is, except in the case of an external appointment, normally for three years. Normally the Chair serves no more than two consecutive terms, and before reappointment, the Dean shall consult with the faculty as above.
- c) **Duties.**
 - i) The Chair is the official link between the department and the administration of the University. In this capacity the Chair, after consultation with the regular rank faculty, presents departmental needs, objectives, and evaluations of achievement to the Dean, and keeps colleagues informed of University policy. Under appropriate circumstances, a faculty member selected by the Chair is expected to function in the Chair's place and has full authority to do so.
 - ii) The Chair prepares the annual budget proposal for presentation to the Dean, and oversees the expenditure of departmental funds. The Chair evaluates the faculty and makes recommendations on salary increases to the Dean.
 - iii) After consultation with the teaching faculty and with the Directors of Graduate and Undergraduate Studies, the Chair determines the scheduling of courses, teaching assignments, and teaching loads.
 - iv) The Chair is responsible for submitting nominations for Director of Graduate Studies and Director of Undergraduate Studies to the appropriate dean.
 - v) The Chair appoints all departmental committees, with the Dean's approval when required.
 - vi) Departmental recommendations concerning appointment, promotion, retention, and termination of faculty members are sent by the Chair to the Dean. The Chair is responsible for ensuring that all departmental recommendations for Appointment, Tenure and Promotion follow University policy as specified in the Procedures for Appointment, Reappointments and Promotions and Tenure in Arts and Sciences. The Dean writes the official letters on these matters.

2) The Director of Graduate Studies.

- a) **Appointment and Term.** Appointment of the Director of Graduate Studies is made by the Dean of the Graduate School upon the Chair's recommendation. The term of office is normally three years and is renewable.
- b) **Duties.**
 - i) The Director of Graduate Studies (DGS) is the liaison officer between the Department and the Office of the Graduate School. The DGS keeps the faculty and graduate students of the Department informed of Graduate School regulations and policies, and advises the Dean of the Graduate School concerning the Department's graduate programs.

- ii) The DGS is the registration advisor for the graduate students. S/he approves doctoral committees and passes them on to the Dean of the Graduate School. S/he approves the scheduling of all M.A. and Ph.D. examinations.
- iii) The DGS prepares, in consultation with the Chair, the annual budget request for Graduate Award funds and other University funds supporting graduate students.
- iv) The DGS serves on the Curriculum Committee, which considers both the graduate and the undergraduate curricula.
- v) The DGS carries out the Department's official correspondence with prospective and current graduate students.
- vi) The DGS chairs the Graduate Affairs/Admissions Committee, and leads the Department in assessing graduate school applicants to the department.

3) The Director of Undergraduate Studies in Evolutionary Anthropology.

- a) **Appointment and Term.** Appointment of the Director of Undergraduate Studies (DUS) is made by the Dean of Academic Affairs of Trinity College upon the Chair's recommendation. The term of office is normally three years and is renewable.

b) Duties.

- i) The Director of Undergraduate Studies serves as the liaison among the Evolutionary Anthropology majors, the Department, and the Office of Trinity College. The DUS keeps the Department faculty informed of policies affecting the undergraduate programs and courses, and advises the Dean of Trinity College concerning the Department's undergraduate programs and courses.
- ii) The DUS advises the Chair on the scheduling and teaching of undergraduate courses.
- iii) In consultation with the Chair, the DUS appoints advisers for undergraduate Evolutionary Anthropology majors, supervises the registration process for undergraduate courses, and monitors their progress towards and completion of the major requirements.
- iv) The DUS supervises administration of the honors programs for departmental majors.
- v) The DUS acts for the Department in approving course credits and equivalence for courses taken away from Duke.
- vi) The DUS serves *ex officio* as chair of the Curriculum Committee, which considers both undergraduate and graduate curricula. The DUS consults with the DGS in considering graduate curricular issues (section III,2.b.iv above).
- vii) The DUS advises and aids the Chair in putting together data and materials relevant to undergraduate mission during reviews of the department.

4) Departmental committees.

- a) **Ad Hoc Committees.** The Chair will appoint ad hoc committees to deal with matters as necessary.
- b) **Curriculum Committee.** The Curriculum Committee is chaired by the Director of Undergraduate Studies and will oversee all aspects of the graduate and undergraduate curriculum, the requirements of the undergraduate major, and all other aspects of undergraduate affairs. The Committee is appointed by the Chair on the recommendation of the Director of Undergraduate Studies. Any recommendation for change in curriculum, major or policy regarding undergraduates will be brought to the regular faculty for a vote.
- c) **Graduate Affairs/Admissions Committee.** The Graduate Affairs/Admissions Committee (GAC) is appointed by the Chair on the recommendation of the Director of Graduate Studies but any interested member of the graduate faculty may attend and vote. It is chaired by the Director of Graduate Studies. The decisions about which graduate applicants to interview, and then which candidates will be offered admission, are made during two separate discussions of the Department's graduate faculty. Additionally, at the behest of the Chair or Director of Graduate Studies, the GAC may be called upon to oversee other aspects of the graduate program, including admissions, graduate funding, graduate student policy, and requirements. Any recommendation regarding any policy change will be brought to the regular faculty for a vote and final decision.
- d) **Other Standing Committees.** The chair will decide on other long-term (multi-year) standing committees necessary for departmental functions. Examples may include a computing committee, a collections committee, and a seminar committee.

4) Appointments, Retention, and Promotions of Regular Rank Faculty

- 1) **General criteria.** Decisions about appointment, retention, and promotion of regular rank faculty (including tenure track and non-tenure track) shall be based on assessment of scholarly accomplishments and promise, excellence in teaching, and service to the department, the University, and the scientific community. Procedures are largely determined by the Faculty Handbook and the Procedures for Appointment, Reappointments and Promotions and Tenure in Arts and Sciences (see <https://provost.duke.edu/faculty-resources/faculty-handbook/> and <http://admin.trinity.duke.edu/faculty-affairs/policies-procedures>). Policies below briefly summarize University policy, and specify departmental procedures where relevant. However, University policy, and changes to university policy, supersede any statement contained in these Departmental By-laws. Additionally, if at any stage of the procedures described below, a faculty member finds themselves in a position that could constitute a conflict-of-interest due to a professional or personal association (e.g., spouse, offspring, sibling, former advisee, or advisor),, they are expected to recuse themselves from discussions and deliberations concerning the candidate in question.

2) **Initial appointments of regular rank faculty.**

a) **The search committee.**

- i) When the Dean of Arts & Sciences has authorized a faculty search (tenure track or non-tenure track), the chair will lead a discussion of the search at a faculty meeting. At this time, potential “interested faculty” will identify themselves, and members of the department will suggest potential search committee chairs and members. The Departmental Chair will, as possible, use these suggestions in constituting the search committee and appointing the search committee chair (recognizing that some individuals may not be available to serve and that all search committees must be approved by the Dean). In addition, the Department will identify critical priorities in the search regarding subfield, teaching needs, diversity, collaboration, etc.
- ii) The search committee will have a minimum of 5 members. To the extent that is possible, the membership will balance the specific field expertise with appropriate departmental breadth. After the search committee's composition has been approved by the Dean, the search committee will draft an advertisement for departmental and decanal approval, solicit names of suitable candidates, place advertisements in suitable professional journals, gather information on candidates, ensure that all University regulations with regard to faculty searches are met, and periodically keep the faculty informed on the progress of the search. Where appropriate, a faculty member outside the department may be appointed to the search committee; any outside member will be in addition to a minimum of 4 members from the department and will be invited to, but may not vote in, the departmental faculty meeting.
- iii) The committee is charged with assessing the applications and presenting to the department a long list (~15-25 but with no strictly prescribed number) of candidates that they circulate to the department. After this process, the search committee will make all applications available to all regular rank faculty members. A subsequent meeting of regular rank faculty produces a short list for interviews. The long list should be distributed at least one week prior to this (or any) faculty meeting that considers the applications.
- iv) Decisions about which candidates to interview are made by majority vote of the regular rank faculty.
- v) The chair of the search committee is responsible for preparing a report (with the rest of the committee's help) as specified by the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences.

- b) **Departmental action regarding searches for regular rank faculty.** After candidates have been interviewed, the department as a group will fully consider the candidates, assess recommendations of the search committee, and proceed to a decision about potential offers. Decisions regarding potential offers will be

made by majority vote; the final vote may be preceded by a straw poll to facilitate discussion and reduce the number of candidates where needed. The final vote must include at least three quarters of regular rank faculty. Faculty may attend this meeting remotely via Skype or conference call. Faculty votes may occur via email. After the vote at the faculty meeting, there will be an overnight vote the second night after the faculty meeting. The Chair does not vote except in the case of tie.

- c) If the appointment also requires tenure consideration, a separate meeting of tenure-track faculty with appointments at or above the rank being considered will be held; the individual must be supported by a majority of this group; the Chair does not vote except in the case of a tie. Appropriately ranked faculty members who are not present at the discussion may submit separate comments on the appointment and vote on the candidate's tenure case via email.
 - d) If the candidate is to be appointed with tenure, a separate meeting and dossier regarding tenure is prepared following general University regulations).
 - e) The Chair is responsible for transmitting departmental recommendations, following procedures specified by University policy. Appointments are made by the Dean.
- 3) **Tenure track appointments: Initial re-appointment of tenure-track Assistant Professors.** Eligible faculty shall consider renewal at a restricted meeting to be held during the year preceding the last year of the initial term. An ad hoc review committee appointed by the Chair, and approved by the Dean, shall collect data concerning the candidate's performance; the committee shall present their findings and recommendation concerning renewal to the faculty, as specified in the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences.
- 4) **Tenure track appointments: Promotion to Associate Professor.**
- a) **Initiation of the process.**
 - i) All aspects of the decision-making process must be completed no later than the end of the year preceding the last year of the final term appointment (normally the end of the 6th year of the appointment). However, the Department may consider promotion at any earlier time. The dates for submission of dossiers to the Dean are specified in the *Faculty Handbook* and the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences. For appointments that end on June 30th of a given year, complete dossiers, including CVs and interest statements, should be submitted to the department by the candidate on or before June 30 two full years prior to the end of the appointment (note that a tenure decision is made prior to the beginning of the last year of the appointment).
 - ii) The Chair appoints, with the Dean's approval, an ad hoc review committee that collects the data on the candidate and prepares a written

report as specified in the *Faculty Handbook* and the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences. The candidate is informed by the Chair that the review is in progress and is requested to provide a current c.v. and other relevant information. He or she is given the names of the members of the review committee. A dossier on the candidate is prepared by the review committee and the chair of the department.

- b) **Departmental action.** The report of the review committee is considered at one or more restricted meetings by the tenured faculty at or above the rank to be achieved by the promotion. A recommendation for promotion requires an affirmative vote of a majority of those members eligible to vote. The Chair does not vote except in the case of a tie. A straw vote will be taken at the meeting, but the formal vote shall be by overnight secret ballot. At the faculty meeting, the chair announces the outcome but not the vote count. Only individuals present at the full discussion, in person or by Skype or by conference call, may vote. However, any regular rank may submit a separate statement to the Chair, to be included in the individual's dossier and/ or presented to the faculty in attendance at the faculty meeting. Individual faculty members may also write to the AP&T Committee (or to the provost, who will refer such letters to the AP&T Committee) with regard to any case being considered by that committee. Such communications will be added to the dossier and kept confidential.
- c) The candidate may be informed of the overall outcome of the vote, but not the final vote count or any other details of the vote.
- d) **Submission to the Dean.** The Department's action is reported by the Chair to the Dean of Arts & Sciences, in accordance with general University policies as given in the *Faculty Handbook* and the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences. If the Department recommends promotion with tenure, the complete dossier is submitted through the Dean to the Provost's Committee on Appointments, Promotion, and Tenure. After the decision has been made, the Dean writes the appropriate letter to the candidate.
- e) **Tenure.** In most cases, promotion to Associate Professor will be accompanied by a recommendation for tenure. However, if an Associate Professor without tenure is being considered for tenure, then the procedures will be the same as described above for promotion to Associate Professor: tenured associate and full professors may attend the meeting and vote. The Chair does not vote except in the case of a tie.

5) Tenure track appointments: Promotion from Associate Professor to Professor.

- a) The Department may consider promotion to Professor at any time. The dates for submission of dossiers to the Dean are specified by the Dean. The procedures for review are the same as for promotion to tenure (Section 4 c above).

6) Non-tenure track appointments: Reappointment/renewal.

- a) The following procedures apply to all non-tenure track regular rank appointments. Eligible faculty shall consider renewals at restricted meetings to be held during the year preceding the last year of the term. An ad hoc review committee appointed by the Chair, and approved by the Dean, shall collect data concerning the candidate's performance; the committee shall present their findings and recommendation concerning renewal to the faculty, as specified in the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences. For renewal of Assistant Professor of the Practice, Research Assistant Professor, and Lecturer, or for promotions to higher-level non-tenured regular rank positions (i.e., Associate or Full), only faculty above the rank of the individual being considered may be present at the discussion and vote. For renewal of higher-level non-tenured regular rank positions (i.e., Associate or Full), only faculty at or above the current rank of the individual being considered may be present at the discussion and vote. The Chair does not vote except in the case of a tie. The Department's recommendation concerning renewal shall be submitted by the Chair to the Dean of Arts & Sciences, in accordance with policies as given in the *Faculty Handbook* and the Procedures for Appointments, Reappointments, Promotions and Tenure in Arts and Sciences. The recommendation of the Dean is transmitted to the Provost, who has final decision-making authority in all reappointment cases, with the exception of lecturers, whose reappointment is authorized by the Dean. Following provostial review, the Dean transmits the Provost's decision to the Chair, and the Dean writes the appropriate letter to the candidate.
- 7) **Information Given the Candidate Concerning Renewal or Promotion.**
- a) **Notice of Standards and Procedures.** Each faculty member shall be advised by the Chair early in his or her appointment of the standards and procedures employed by the Department and by the University in decisions affecting renewal, promotion, and tenure.
- b) **Opportunity to Submit Material.** The candidate shall be informed of the time when decisions affecting renewal or promotion are to be made in his/her case, and he/she shall have the opportunity to submit material pertinent to a thorough consideration of his/her circumstances.
- c) **Notice of Adverse Decision.** In the event of a decision by the Department not to recommend renewal or promotion, the faculty member shall be informed by the Chair in writing of the decision. If the faculty member requests, he/she shall be advised of the reasons which contributed to that decision after the Dean and Provost have reviewed the case. In the condition of an adverse decision at any level, a faculty member may appeal following processes discussed in the Faculty Handbook.
- 8) **Secondary and Joint Appointments.**
- a) **Secondary appointments.** A faculty member whose primary appointment is in another department may be considered by Evolutionary Anthropology's regular

rank faculty for a secondary appointment in Evolutionary Anthropology at any time. A recommendation for such an appointment requires an affirmative vote of a majority of the voting faculty. Secondary appointments are made by the Provost on the recommendation of the Departmental Chair. Terms of appointment are generally coterminous with the appointment in the primary department; however, they may be made for specified periods, renewable for an indefinite number of terms. Faculty with secondary appointments shall be invited as non-voting participants to departmental meetings, and may serve on search committees and ad hoc promotion and tenure review committees

- b) **Joint appointments** consist of faculty whose primary appointment was made in another department, but who receive a portion of their salary from the Department of Evolutionary Anthropology. The Chair will negotiate the specific duties incumbent on an individual holding a joint appointment at the time of the appointment. In addition to all privileges accorded to all secondary faculty, faculty with joint appointments are also accorded voting privileges within department faculty meetings.

5) Appointments, Retention, and Promotions of Non-regular Rank Faculty

- 1) **General criteria.** Non-regular rank faculty, whether paid or unpaid, are appointed by the Department Chair in consultation with the regular rank faculty. Non-regular rank faculty include the titles Adjunct Professor [SAP11] (Assistant, Associate, or Full), Visiting Professor (Assistant, Associate, or Full), Instructor, Visiting Lecturer, Lecturing Fellow, Visiting Scholar, and Research Scientist.
 - a) Adjunct Professors (Assistant, Associate, and Full) either (i) hold a primary administrative appointment at Duke, (ii) hold a primary academic appointment at another university and contribute to the research mission of the department, or (iii) are independent scholars or writers, who contribute intermittently to the instructional or research mission of the department.
 - b) Visiting Professors (Assistant, Associate, and Full), Instructors, Visiting Lecturers, Lecturing Fellows, and Senior Lecturing Fellows, are individuals on leave from another institution or individuals who teach in the Department on a short-term basis.
 - c) Visiting Scholars and Research Scientist are scholars and scientists affiliated with Duke on a short-term basis or whose primary role is collaborative research with a regular rank faculty member.
- 2) **Privileges and restrictions.** Non-regular rank faculty may attend all ordinary faculty meetings but not restricted faculty meetings (see section 2, Meetings of the Faculty). They enjoy no departmental voting privileges. They may serve in an advisory capacity on departmental committees, and they may advise undergraduate majors with the approval of the regular rank faculty.

6) Ratification and Amendment of Bylaws.

These Bylaws shall be adopted by the department after discussion in three successive meetings of the faculty, with no less than a week between each meeting. Adoption requires ratification by a 2/3 vote of the regular rank faculty. Faculty who cannot attend the meetings may submit absentee votes by email.

Amendment of these bylaws shall take effect if, after being circulated at least a week in advance, they are adopted at two successive department meetings by a two-thirds majority of all regular rank faculty in residence. Faculty in residence who cannot attend the meetings may submit absentee votes. The second meeting shall be called within a month of the first. Any regular rank faculty member may propose amendments.

EFFECTIVE DATE: 18 Nov 2016

Appendix A: Guidelines for appointments and reviews of Regular rank, non-tenure track faculty.

Regular rank, non-tenure track faculty hold the Ph.D. degree and are those with the title of Professor of the Practice (Assistant, Associate and Full), Research Professor (Assistant, Associate and Full), Lecturer, and Senior Lecturer. Regular rank, non-tenure track faculty are appointed by the Dean.

- 1) **Assistant Professors of the Practice** should hold a PhD at the time of appointment.
 - a) **Criteria.** They should demonstrate the academic preparation, professional development, and activity necessary for their instructional duties in the Department. They should demonstrate the likelihood that they will continue to engage in significant professional activity in the field. Assistant Professors of the Practice should be aware that, for eventual promotion to full Professor of the Practice, there is an expectation of scholarship and innovation that leads to recognition at a national level. This could include but is not limited to external funding, publications, office in a national society and/or presentations at national meetings. More specific expectations may be laid out in each individual's MOU.
 - b) **Reappointments and promotions.** The Department may review these faculty for reappointment in their penultimate year of appointment. The review is to determine the fulfillment of the duties outlined above, service to the department, and continued professional activities and development. Publications and research, as well as teaching and service, can be taken into consideration for the review. Assistant Professors of the Practice are eligible to apply for promotion to Associate Professor of the Practice after having served two terms at the Assistant Professor level; however, regular rank faculty may nominate a candidate for promotion at any time.
 - c) **Procedures.** Procedures are governed by University policy as described in Chapter 6 of the Chairs Handbook and in Procedures for Appointments,

Reappointments and Promotions in Arts & Sciences. Review committees (appointed by the Chair after consultation with the Dean of the Faculty) will comprise regular rank faculty of rank higher than the candidate for reappointment and promotion.

2) **Associate Professor of the Practice.**

- a) **Criteria.** Basic criteria for this rank are the same as for the Assistant Professor level. In addition, candidates will have demonstrated excellence in teaching, they will have shown visible and durable initiatives in improving their teaching skills, teaching materials, and curriculum development, and they will have demonstrated continued professional development and leadership (in matters of curriculum development, methodological innovation, or scholarly contributions) beyond that expected of Assistant Professors of the Practice. Associate Professors of the Practice should be aware that, for eventual promotion to full Professor of the Practice, there is an expectation of scholarship and innovation that leads to recognition at a national level. This could include but is not limited to external funding, publications, office in a national society and/or presentations at national meetings. More specific expectations may be laid out in each individual's MOU.
- b) **Reappointments and Promotion.** The Department may review these faculty for reappointment in their penultimate year of appointment. The review is to determine the fulfillment of the duties outlined above, service to the department, and continued professional activities and development. Publications and research, as well as teaching and service, can be taken into consideration for the review. Associate Professors of the Practice are eligible to apply for promotion to full Professor of the Practice after having served two terms at the Associate Professor level; however, regular rank faculty may nominate a candidate for promotion at any time.
- c) **Procedures.** Procedures for reappointment are the same as for the Assistant Professor level except that, in addition, candidates have the right to request that the review committee solicit external evaluations.

3) **Professor of the Practice.**

- a) **Criteria.** The basic criteria are the same as for an appointment at the Associate Professor level; in addition, candidates are required to have significant published contributions (in matters of curriculum development, methodological innovation, or scholarly contributions) which will have earned them wide-spread recognition in their field.
- b) **Procedures.** Procedures for reappointment are the same as for the Associated Professor level except that when candidates are being considered for promotion to Professor of the Practice, the Department must solicit at least three external evaluations from experts in the field.

4) **Assistant Research Professors** should hold a PhD at the time of appointment.

- a) **Criteria.** Assistant Research Professors demonstrate the academic preparation, professional development, and activity necessary for their research duties in the Department. They demonstrate the likelihood that they will continue to engage in significant professional activity in the field. MOUs with Assistant Research Professors may include teaching in the department, depending on the particular agreement.
 - b) **Reappointments and Promotion.** The review is intended to determine the fulfillment of the duties outlined above, service to the department, and continued professional activities and development. Publications and research, as well as teaching if applicable, can be taken into consideration for the review. Assistant Research Professors are eligible to apply for promotion to Associate Research Professor after having served two terms at the Assistant Research Professor level; however, regular rank faculty may nominate a candidate for promotion at any time. As a general rule, Assistant Research Professors may not be appointed to more than two terms in rank.
 - c) **Procedures.** Procedures are governed by University policy as described in Chapter 6 of the Chairs Handbook and in Procedures for Appointments, Reappointments and Promotions in Arts & Sciences. Review committees (appointed by the Chair after consultation with the Dean of the Faculty) will comprise regular rank faculty of rank higher than the candidate for reappointment and promotion.
- 5) **Associate Research Professor.**
- a) **Criteria.** Basic criteria for this rank are the same as for the Assistant Research Professor level. In addition, candidates will have established research record, and they will have demonstrated continued professional development, service, and leadership beyond that expected of Assistant Research Professor. This may include a publication record comparable to a tenure-track Associate Professor, active submission and management of research proposals and collaboration with faculty and graduate students. Teaching may or may not be included in the expectations, as specified in the MOU with the candidate.
 - b) **Reappointments and Promotion.** Reappointment reviews are similar to those described for Assistant Research Professors. Faculty are eligible to apply for promotion after having served two terms at the Associate Research Professor level; however, regular rank faculty may nominate a candidate for promotion at any time.
 - c) **Procedures.** Procedures are as described for Assistant Research Professors, except that, in addition, candidates have the right to request the review committee solicit external evaluations.
- 6) **Research Professor.**
- a) **Criteria.** The basic criteria are the same as for an appointment at the Associate Research Professor level; in addition, candidates should have demonstrated excellence and leadership in research.

- b) **Procedures.** Procedures are the same as for the Associate Professor level appointments and reappointments except that, in addition, the Department must solicit at least three objective external evaluations from experts in the field.
- 7) **Lecturers** are hired to teach. There is little expectation for scholarly activity, or for administrative duties beyond those specifically associated with their teaching. Expectations for service will generally be closely linked to their teaching role.
- a) **Criteria.** A Lecturer should hold a PhD or equivalent degree (and/or an equivalent amount of professional teaching experience) at the time of the appointment, and demonstrate the academic preparation and professional development necessary for their instructional and related administrative duties in the Department, as determined by the Chair in consultation with the faculty. More specific expectations may be laid out in their MOUs.
- b) **Reappointment.** The review is intended to determine the fulfillment of the duties outlined above and service to the department and university. Publications and research may be taken into consideration for the review, if appropriate, but are not required.
- c) **Eligibility for Promotion.** Faculty are not normally considered for promotion from Lecturer to the Senior Lecturer rank before having completed two terms (i.e., at least six years and not more than 10 years) in the Lecturer rank. At the completion of two terms, lecturers may be nominated for or request consideration for promotion if they have 1) provided evidence of consistent teaching excellence and of ongoing qualitative pedagogical innovations and the positive impact of those innovations on student learning and engagement, 2) been active in local and/ or national dissemination of their pedagogical approaches, and/ or 3) contributed significant service to the department, university, and/ or profession. The Arts & Sciences policy statement on senior lecturer positions further specifies that developing standard courses on new topics alone does not qualify as the depth of pedagogical innovation that would be sought for promotion to senior lecturer.
- d) **Procedures.** Procedures are governed by University policy as described in Chapter 6 of the Chairs Handbook and in Procedures for Appointments, Reappointments and Promotions in Arts & Sciences. Reappointment or promotion review committees (appointed by the Chair after consultation with the Dean of the Faculty) will comprise regular rank faculty of rank higher than the candidate for reappointment and promotion.