

Bylaws of the Department of Biology

Duke University

I. Composition of the Faculty.

A. Regular Faculty.

The regular faculty of the Biology Department includes all ranks defined as regular rank in the Duke University Faculty Handbook. These ranks include:

Tenure-Track Faculty. The tenure-track faculty are those with the titles of Professor of Biology, Associate Professor of Biology, or Assistant Professor of Biology.

Regular rank, non-tenure track Faculty. These ranks include the titles of Research Professor (and Assistant or Associate Research Professor), Professor of the Practice (and Assistant or Associate Professor of the Practice), and Lecturer (and Senior Lecturer).

Non regular rank faculty include the titles instructor, postdoctoral associate, visiting Professor, visiting Scholar, and adjunct Professor (and Adjunct Assistant or Adjunct Associate Professor).

One key distinction between regular rank and non-regular rank faculty is that all regular rank faculty are appointed by the Dean. Non-regular rank faculty are appointed by the Chair. In Biology, all non-regular rank faculty are expected to have a "sponsor" on the regular rank faculty, and all non-regular rank faculty should be appointed for a fixed term that is renewable but automatically expires in the absence of renewal.

The General Criteria for these ranks are in accord with guidelines in the Faculty Handbook and are specified in Appendix A.

II. Meetings of the Faculty.

A. Ordinary Meetings.

Ordinary faculty meetings are those in which general business of the Department is discussed and acted upon, except for consideration of appointment, renewal, promotion or tenure of regular rank faculty. All regular rank faculty, as well as emeritus faculty and those with regular rank secondary appointments in Biology, may attend these meetings. 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.

B. Restricted Meetings.

Restricted meetings are those in which appointment, renewal, promotion, or tenure of regular rank faculty are discussed. Only regular rank faculty members may attend and vote at meetings on 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 or 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 IV below.

C. Voting privileges and procedures.

Only faculty with a primary or joint appointment in Biology and regular rank status are full voting members of the department who may vote on all business of the department at department faculty meetings. However, non-Biology faculty members appointed to a departmental or interdepartmental committee may vote within that committee on the committee recommendations. Voting with regard to reappointment, promotion and tenure is determined by University regulations and the section above (II B). 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.

Approval of motions requires a majority vote of the faculty in attendance. A quorum requires greater than one-half of the voting faculty in residence (*i.e.*, not away on leave).

III. Administration of the Department.

A. The Chair

1. 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.

2. 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.

3. Duties. The Chair is the official link between the department and the administration of the University. In this capacity the Chair, after consultation with the Associate Chair and 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, the Associate Chair is expected to function in the Chair's place and has full authority to do so.

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.

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.

The Chair is responsible for submitting nominations for Director of Graduate Studies and Director of Undergraduate Studies to the appropriate dean.

The Chair appoints all departmental committees, with the Dean's approval when required.

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.

B. The Associate Chair

1. Appointment and Term. The Associate Chair is selected by the Chair in consultation with the Dean of Natural Sciences, and formally appointed by the Dean of the Faculty of Arts and Sciences. The Dean of the Faculty of Arts & Sciences and/or Chair of Biology shall solicit advice from each member of the regular departmental faculty before making the appointment. The term of the Associate Chair is normally for three years and is renewable.

2. Duties.

A) The Associate Chair represents the Department to the university administration on the Chair's behalf if the chair is unavailable. B) The Associate Chair convenes department faculty meetings when chair is unavailable. C) The Associate Chair acts in a general advisory role to the Chair on all Departmental issues, including budgetary matters, teaching, committee assignments, and other business. D) The Associate

Chair consults with the Chair on, and occasionally is asked to prepare materials for, non-tenure-track reappointments or promotions. E) The Associate Chair directly oversees and determines all departmental space assignments, in consultation with the Chair and the Biology Manager on a regular basis. F) The Associate Chair is the faculty supervisor for Biology's Information Technology staff (the staff supervisor is the Department manager). S/he coordinates any associated faculty/ staff Computer Committee(s), though s/he may delegate that role to another faculty member as chair of the committee, with the chair's approval. G) If the Chair is out-of-town (or cannot be found), the Associate Chair sign can sign documents on the Chair's behalf. In such matters, if the Associate Chair deems it appropriate, s/he will consult with the Steering Committee for advice.

C. The Director of Graduate Studies.

1. 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.

2. Duties. 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.

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.

The DGS prepares, in consultation with the Chair, the annual budget request for Graduate Award funds and other University funds supporting graduate students.

The DGS carries out the Department's official correspondence with prospective and current graduate students.

D. The Director of Undergraduate Studies in Biology.

1. Appointment and Term. Appointment of the Directors 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. The Associate Director of Undergraduate Studies is a non-tenure track, regular rank faculty member who is appointed the Dean of Academic Affairs of Trinity College upon the Chair's recommendation. The DUS and Associate DUS work together on all aspects of the management of the Undergraduate program.

2. Duties. The Director and Associate Director of Undergraduate Studies serve as the liaison among the Biology 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.

The DUS advises the Chair on the scheduling of undergraduate courses.

In consultation with the Chair, the DUS appoints advisers for undergraduate Biology majors and supervises the registration process for undergraduate courses.

The DUS and ADUS appoint one regular rank faculty member to serve as coordinator of undergraduate independent study students who are performing research projects with faculty not in Duke Biology.

The DUS supervises administration of the honors programs for departmental majors.

The DUS acts for the Department in approving course credits and equivalence for courses taken away from Duke.

The DUS serves *ex officio* as chair of the Undergraduate Curriculum Committee.

The DUS and the Curriculum Committee advises the Chair on teaching assignments and load.

E. Committees.

1. Ad Hoc Committees. The Chair, in consultation with the Associate Chair will appoint ad hoc committees to deal with matters as necessary.

2. Steering Committee. The Steering Committee shall serve as an executive committee to the department and be responsible for providing general advice to the chair as necessary. This committee is appointed by the chair, and shall consist of ~6 members, in addition to the Chair. The members will include the Associate Chair, the Director of Undergraduate Studies, the Director of Graduate Studies, and one untenured regular rank faculty member. Additional members will be appointed by the chair, and will be selected so that there is proper balance among the major intellectual areas of the department. The Departmental Chair will serve as chair of this committee.

3. Curriculum Committee. The Curriculum Committee is chaired by the Director of Undergraduate Studies and will oversee all aspects of curriculum, the requirements of the undergraduate major, and 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. The Curriculum Committee will advise the Chair and the Associate Chair on teaching assignments and loads.

4. The Graduate Affairs/Admissions Committee. The Graduate Affairs/Admissions Committee is appointed by the Chair on the recommendation of the Director of

Graduate Studies. It is chaired by the Director of Graduate Studies. This committee is responsible for deciding on graduate applicants to interview and offer. Additionally, at the behest of the Chair or Director of Graduate Studies, it 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.

5. Promotion Review Committee. A Promotion Review Committee consisting of Full Professors of Biology is appointed by the Chair and tasked with reviewing annual reports and other materials from tenured associate professors who have been in rank for over three years. They give a report to the chair indicating their assessment of each associate professor on whether their records are appropriate for consideration of promotion to full professor, along with a rationale for their assessment. They should also indicate areas of concern or advice that may be worthwhile for the career advancement of the associate professors. The committee chair is appointed by the department chair.

A second Promotion Review Committee consisting of the above with addition of two regular rank, non-tenure track faculty will solicit materials from regular rank non-tenure track faculty at various career stages to evaluate reappointment and/or promotion (particularly in the years that their dossiers are prepared for review by Arts and Sciences).

6. Biology Computing Committee. The primary mission of the Biology Computing Committee is to set and review information technology (IT) policies and to conduct strategic planning for departmental IT resources. It balances departmental teaching, research and enterprise needs with available resources, security concerns, and external policies. It also facilitates communication among faculty, graduate students, post-docs, staff, and departmental IT staff. The committee is chaired by the associate chair of the department, or by someone he/she appoints with approval of the department chair.

7. Other Longer-Term Standing Committees. The chair, after consulting with the associate chair and the steering committee, will decide on other long-term (multi-year) standing committees necessary for departmental functions. Examples may include a computing committee, a performance review committee, and a research support infrastructure committee.

IV. Appointment, Retention, and Promotion of Regular Rank Faculty.

A. General Criteria.

Decisions about appointment, retention, and promotion of regular rank faculty shall be based on assessment of scholarly accomplishments and promise, excellence of 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. These handbooks are maintained in an up-to date condition by the Provost and Dean, and are available to all faculty online. 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 the 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, they are expected to recuse themselves from discussions and deliberations concerning the candidate in question.

B. Initial Appointments.

1. The Search Committee.

When the Dean of Arts & Sciences has authorized a faculty search, 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 the 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, at this meeting, the Department will identify critical priorities in the search regarding subfield, teaching needs, diversity, collaboration, etc.

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. The search committee will work in conjunction with the larger cohort of self-identified "interested faculty" and have the following responsibilities. Initially 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, however the 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.

After applications are received, the search committee will make all applications available to all faculty members and inform the department at least one week before faculty meetings of their recommendations. They are charged with presenting to the department 1) a list of candidates to invite for interviews, and 2) a recommendation for the final hire after campus visits of these candidates. In presenting the recommendation the search committee will provide full discussion of the selected candidates, will summarize the full consideration of the search committee and will present dissenting views. In short, the committee will present both a recommendation and a full justification for that recommendation to the faculty for approval. Additionally,

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.

2. Department Action.

The departmental members will not be asked to vote on individual candidates, but instead will be asked to endorse the recommendation of the search committee. After the chair of the search committee presents the committee's recommendation for a short list to interview at a faculty meeting, the recommendation will be discussed by the department, and a vote will be taken for or against the endorsement of this list. All regular rank faculty are eligible to vote. If a majority of the faculty in attendance does not vote in favor of the proposed interview list, the search committee will consider the feedback and reconvene to prepare a new list.

The Chair of Biology is responsible for transmitting the departmental recommendation for visits to the Dean, and ensuring that the Department is in compliance with all regulations.

The group of interested faculty members will make a commitment to have significant participation in the search (attend seminars, meet candidates, review potential short list dossiers). The search committee will consult with the interested faculty as they develop their recommendations. After all visits have been completed, the search committee (with additional input from interested faculty) will present their recommendation for making an offer or offers if appropriate (this may entail asking for more than one hire or the permission to go after one or more "alternates" should the first choice of the committee decide against accepting an offer from Duke). The department will discuss and vote on the search committee's recommendation. A recommendation for appointment requires an affirmative vote of one half of the regular rank faculty. A straw poll will be taken during the meeting, but the formal vote is by secret email ballot, held within 24 - 48 hours of the discussion. In cases where at least one-half of the department is present for discussion and the search committee's recommendation passes by at least three quarters of those present in the straw poll, a brief summary of the discussion for and against the search committee's recommendation will be circulated to the faculty (with input from those who voted both for and against the committee's recommendation), and faculty not present will be allowed to vote by email ballot. Under such circumstances the final vote must include at least three quarters of faculty in residence (*i.e.*, not away on leave).

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. Although individuals not present at the discussion may submit separate comments on the appointment, only individuals who were present at the discussion are eligible to vote on tenure recommendations.

If the candidate is to be appointed with tenure, a separate meeting and dossier regarding tenure is prepared following general University regulations (see below).

The Chair is responsible for transmitting departmental recommendations, following procedures specified by University policy. Appointments are made by the Dean.

C. Renewal of non-tenured Appointments.

In the case of a non-tenured, regular rank appointment (including the initial re-appointment of non-tenured, tenure-track faculty, and renewal of Professor of the Practice ranks, Research Professor ranks, and Lecturer ranks), eligible faculty shall consider renewal 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 and research assistant professor, 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. For renewal or promotion of lecturers, or renewal of senior lecturers, all regular rank faculty at associate and full ranks, as well as senior lecturers, may be present at the discussion and vote. 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. For tenure-track reappointments, the recommendation of the Dean is transmitted to the Provost, who has final decision-making authority. Following provostial review, the Dean transmits the Provost's decision to the Chair, and the Dean writes the appropriate letter to the candidate. Reappointment of research professors, professors of the practice, and lecturers is authorized by the Dean.

D. Promotion to Associate Professor.

1. Initiation of the Process.

The Department may consider promotion at any earlier time, but 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. 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).

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.

2. Department 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. A straw vote will be taken at the meeting, but the formal vote shall be by overnight secret ballot, with the Chair voting only in case of a tie. Only individuals present at the full discussion may vote, although any individual 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.

3. 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 in IV.D above for promotion to associate professor: tenured associate and full professors may attend the meeting and vote.

F. Promotion from Associate Professor to Professor.

The Department may consider promotion to Professor at any time, but the Promotion Review Committee shall review annually the status of each Associate Professor to decide whether consideration for promotion is appropriate. 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 IV.D above).

G. Information Given the Candidate Concerning Renewal or Promotion.

1. 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.

2. 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.

3. 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.

H. Secondary Appointments.

A faculty member whose primary appointment is in another department may be considered by Biology's regular rank faculty for a secondary appointment in Biology 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 Dean on the recommendation of the Departmental Chair. Terms of appointment are for specified periods of no longer than five years but are renewable for an indefinite number of terms.

"Joint" appointments consist of faculty whose primary appointment reside in another department, but who receive a portion of their salary from the Biology department. 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.

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.

V. Appointment, Retention, and Promotion of Non-Regular Rank Faculty.

A. Adjunct Positions

The title of Adjunct Professor (or Adjunct Assistant or Associate Professor) of Biology will normally be conferred by the chair, after a majority vote by the department and identification of a sponsor among the regular-rank faculty. These appointments shall be for a renewable term to be specified by the chair, typically three years.

B. Other non-regular rank positions.

Positions such as instructor, postdoctoral associates, visiting Professors, visiting Scholars (as well as all other non-regular rank faculty listed in the Faculty Handbook) shall be made by the chair, on the recommendation of a sponsoring regular rank faculty member. These shall be for a term to be specified by the chair (but under University policy for no more than three years).

VI. Ratification and Amendment of Bylaws.

These Bylaws shall be adopted by the department after discussion in two successive meetings of the faculty and ratification by a 2/3 of the regular faculty in residence. Faculty in residence who cannot attend the meetings may submit absentee votes.

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: March, 2016

Appendix A:

Regular Rank, Non-Tenure Track Faculty

Faculty at the rank of Professor (and Assistant or Associate Professor) of the Practice teach and perform administrative and scholarly activities. Administrative responsibilities for faculty of the Practice are similar to those of tenure-track faculty of similar rank.

Research Professor (and Assistant or Associate Research Professor) are not obliged to take on specific regular duties in the instructional program of the department, although they may participate in those programs by ad hoc agreement. Except for occasional service teaching, research faculty do not generally receive compensation from regular Departmental funds, but rather they are supported from external research funds. Consequently, decisions about appointments, renewal, and promotion of research faculty are based on assessment of scholarly accomplishments and promise of availability of external research funding to support their work. In the absence of sufficient external funds, Research Professors (and Assistant or Associate Professors) will be required to carry an instructional load comparable to their Professor of the Practice counterparts in exchange for salary support.

The normal term of appointment to non-tenure track regular rank faculty positions can be up to five years for Lecturer, Senior Lecturer, Assistant Research Professor, and Assistant Professor of the Practice. Terms can be made progressively longer at each higher rank, subject to the provisions of the Faculty Handbook, Appendix C. The Department must review these faculty for renewal in their penultimate year of appointment.

Non-tenure track regular rank faculty will also work with their appointment or review committees to draft Memoranda of Understanding (MOUs) regarding expectations of their performance in research, teaching, and service within the department. These MOUs will be reviewed by all parties when reappointment is considered.

Lecturer / Senior Lecturer

Faculty at the rank of Lecturer are hired to teach and are typically expected to carry a load of one large and one small course per semester. There is little expectation for administrative service or scholarly activity.

a. **Criteria:** A Lecturer should hold a PhD or equivalent degree (and/or an equivalent amount of professional teaching experience), and demonstrate the academic preparation and professional development necessary for their instructional and 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 eight 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.

Assistant Professor of the Practice

a. **Criteria:** Assistant Professors of the Practice should hold a PhD and demonstrate the academic preparation, professional development, and activity necessary for their instructional duties in the Department. They demonstrate the likelihood that they will continue to engage in significant professional activity in the field. 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 their MOUs.

b. **Reappointment:** The review is intended to determine the fulfillment of the duties outlined above, service to the department, continued professional activities, level of scholarship and innovation.

c. **Eligibility for promotion:** Faculty are eligible to apply for promotion after having served two terms at the Assistant Professor level; however, regular rank faculty may nominate a candidate for promotion at any time. As a general rule, Assistant Professors of the Practice may not be appointed to more than two terms in rank.

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. 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.

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. Additionally, they are expected to raise their visibility outside of the university through greater levels of disseminated scholarship (e.g., publications).

b. **Procedures:** Procedures are the same as for the Assistant Professor level except that, in addition, candidates have the right to request the review committee solicit external evaluations.

c. **Eligibility for promotion:** Faculty are eligible to apply for promotion after having served two terms at the Associate Professor level; however, regular rank faculty may nominate a candidate for promotion at any time.

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, scholarly or research contributions) which will have earned them wide-spread recognition in their field. Promotion to full professor of the practice also should be reserved for those who have a long-term, high quality performance level in teaching as well as contributions to service. Ultimately, the decision to promote rests on an appropriate balance of all three of these areas.

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.

Assistant Research Professor

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.

b. Reappointment: 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 can be taken into consideration for the review.

c. Eligibility for promotion: Faculty are eligible to apply for promotion 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.

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. 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.

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 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.

b. Procedures: Procedures are the same as for the Assistant Research Professor level except that, in addition, candidates have the right to request the review committee solicit external evaluations.

c. Eligibility for promotion: 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.

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.

B. Non-Regular-rank Faculty.

The non-regular rank faculty of the Department are those with the titles Adjunct Professor of Biology, Visiting Professor of Biology, Instructor in Biology, or other titles as listed in the Faculty Handbook.

1. Criteria: These faculty, whether paid or unpaid, are appointed by the Department Chair, in consultation with the regular rank faculty when appropriate. Criteria for rank parallel those for regular rank faculty. The chair uses the following guidelines to assign the appropriate titles to non-regular rank faculty:

a. **Adjunct Assistant/Associate/Professor, Adjunct Instructor:** This title designates those who hold a primary administrative appointment at Duke, or who hold a primary academic appointment at another university, or other individuals, such as independent scholars or writers, who contribute intermittently to the instructional program of the department.

b. **Visiting Assistant/Associate/Professor, or Instructor** This title designates individuals on leave from another institution, or who teach in the Department on a short-term and temporary basis, typically one semester or one year.

2. Privileges and restrictions: Non-regular rank faculty may attend faculty meetings dealing with programmatic issues at the invitation of the chair, they enjoy no departmental voting privileges, they may serve in an advisory capacity on departmental committees, and they may advise and mentor undergraduate majors with approval of the Chair. Infrastructural support for non-regular rank faculty is expected to be at the level of a postdoctoral fellow from a Departmental Lab unless an alternate agreement is arranged through the Chair, the Business Manager and appropriate directors of the specific infrastructural units.