

# Academic Bylaws for the Department of Microbiology

Voted upon and adopted on 4/24/2017

## 1. Department Name and General Provisions.

Effective governance supports structures and practices that help to create a collegial environment and efficient procedures with which to conduct the affairs of the department. In accordance with Article 12 of the UMass-MSP Collective Bargaining Agreement (CBA), these Bylaws have been adopted by a majority vote of the faculty of the Department of Microbiology (the "Department") in the College Natural Sciences (the "College") at the University of Massachusetts Amherst (the "University" or "UMass"). Federal and state laws, UMass Trustee policies (including, but not limited to, T76-081, the Academic Personnel Policy, aka the "Red Book"), the CBA, and other established university policies will prevail in instances of conflict with these bylaws. These bylaws may not be construed to limit the rights of the Administration as preserved by Article 4 of the CBA. As required by Article 12, these bylaws are subject to review by the Administration and MSP to ensure that the bylaws do not conflict with prevailing laws, policies, and the CBA; such review must occur before the bylaws or their amendments take effect.

## 2. Faculty membership, rights, privileges, and responsibilities.

The Department's faculty (the "Faculty") includes all faculty in the Department without regard to tenure status. All members of the Faculty have both the right and duty to participate in governance of the Department, including voting on matters brought before the Faculty, except as specified otherwise below and elsewhere in these Bylaws.

- 2.1 Non-Unit Faculty. Non-unit faculty (Department Head, Associate Deans, Deans, and other non-unit administrators) may not participate as voting members in personnel actions and may not participate as members of the Faculty in promotion and tenure cases. Non-unit faculty may participate in other aspects of academic governance (such as curricular decision-making and faculty searches), provided those faculty do not have separate administrative purview over the same matters.
- 2.2 Access & Voting Rights. All bargaining-unit Faculty may have access to relevant information and, if they are also a member of the Department Personnel Committee, may deliberate on all promotion and tenure cases. All Non tenure track faculty, even at 25% FTE will be able to vote on issues that affect them.
- 2.3 Duty to Participate in Governance. Except where the composition of an individual's assigned workload would prohibit such an obligation, all members of the Faculty have a responsibility to participate in governance of the Department and in service to the Department, the School/College, and the University.
- 2.4 Rights and Duties of Faculty on Leave. Faculty on full-time paid leave (including parental leave and sabbatical leave but excluding sick leave) maintain their rights during the leave to exercise their rights to participate in the governance of the Department. Faculty on full-time paid sick leave and on full-time unpaid leave forfeit their rights of governance for the duration of such leave. Unless the leave is taken in an emergency, faculty on leave must make prior arrangements for students whose grades may be affected by the leave.
- 2.5 Graduate Faculty. Only Faculty who have been designated Graduate Faculty by the Dean of the Graduate School may deliberate and vote on graduate program and graduate curricular matters.

### 3. Committees:

#### 3.1 Standing committees

The Department maintains the following standing committees:

##### 3.1.1 Department Personnel Committee (DPC)

The DPC is responsible for making personnel recommendations to the Department Head, the College Personnel Committee, or the Senior Lecturer Promotion Committee. These personnel recommendations can include AFR reviews, reappointments, appointments, promotions, tenure, 4.2 reviews, PMYR reviews, and salary adjustments.

Members: Any full-time member of the Microbiology Department faculty can join the DPC. Voting is permitted only at or above the rank of Associate Professor, Senior Lecturer, or Research Associate Professor. There shall be a minimum of five people on the DPC; there is no upper limit. There are no ex-officio members. Students will not participate in this committee.

Chair: The Chair of the DPC should be elected by the members of the committee and should be a full time, tenured faculty member in the department. Self-nominations are allowed. Once members are nominated as candidates, voting takes place by written secret vote. All members of the DPC vote on the Chair position unless they wish to abstain or there is a conflict of interest. The nominee who has the simple majority of the votes will become the Chair. The Chair's term is for one year. There are no term limits. DPC Chair Responsibilities include: establishing confidentiality as a core value and practice of the committee; collaboration with department chair to organize the committee's work and develop a calendar for its completion; leading the committee in dividing tasks fairly and appropriately, relative to expertise; keeping the committee on schedule; making sure that members have the materials needed for completing the work of the committee; modeling civil discourse and holding the committee to that standard during discussions; editing major personnel reports and AFR comments; defining expectations and assuring standards for major decisions and votes in accordance with CBA, Redbook, and past practice in the department; recording votes needed for major personnel reviews; working with department chair to guide/advise/mentor tenure and mini-tenure review candidates regarding process and standards.

Tasks: The DPC will perform the functions assigned to it by the CBA, including reviewing the Annual Faculty Review and Evaluation of every member of the Department's Faculty; reviewing and making recommendations on all promotion and tenure applications within the Department; reviewing and making recommendations on all reappointments of tenure-track Faculty within the Department; reviewing and making recommendations on all promotions of non-tenure-system faculty; reviewing and making recommendations on all reappointments of adjunct faculty; participating in Periodic Multi-Year Review of Faculty as prescribed by the CBA; reviewing and determining Pool A allocations of merit pay among the Department's eligible Faculty as provided for by the CBA; reviewing and making recommendations for anomaly adjustments to salaries as provided for by the CBA; leading the review process for potential reappointment of the Department Head.

Confidentiality: All discussions which take place during a DPC meeting are considered confidential. The DPC will convene itself, deliberate without the Department Head, and formulate its recommendations independently.

Voting: All members of the DPC can vote on all personnel matters, unless there is a conflict of interest with that particular vote. In this case, the DPC member shall abstain from voting. Voting can be done either during a meeting by voice, or outside of a meeting by electronic methods. If any DPC member feels that a particular vote is very sensitive, voting by written secret ballot in person can be done. If any member of the DPC does not wish to vote on a matter by electronic methods and believes that a meeting should occur to discuss the matter at hand, that member can petition the DPC Chair for a meeting. There will be no proxy votes.

Quorum: A quorum necessary to conduct business shall be considered a majority of the members of the DPC.

Timing: The DPC membership will be assembled and will vote on the Chair before the academic year begins, preferably in the spring of the previous academic year. At this point, members of the DPC will also vote on the departmental representative to the College Personnel Committee.

Frequency of Meetings and Agenda: DPC meetings will be announced to all full-time members of the Microbiology Department faculty. This will enable junior faculty members to participate in a meeting to observe how personnel actions are decided (although they cannot vote). The DPC will call meetings to order when needed for particular personnel actions. Scheduling of the meeting is preferably done through a poll, such as Doodle. Other members of the DPC can petition the Chair to call a meeting. The DPC Chair will email the upcoming meeting agenda at least three working days prior to the meeting.

### 3.1.2 College Personnel Committee

Membership: All of the Department's Faculty will elect a Full Professor (with tenure) to be the Departmental representative to the College Personnel Committee (CPC).

Term of Office: The Departmental representative to the CPC shall be elected for a three-year term beginning September 1st of each year.

### 3.1.3 Undergraduate Curriculum Committee (UCC)

This committee decides on matters that directly impact the departmental undergraduate curriculum. This can include matters such as courses to be run each semester, number of credits undergraduates need to graduate, how the Integrative Experience and Junior Year Writing will be done, the determination if new classes are needed, approval of new courses or decisions on what non-major requirements are needed.

Members: Any full-time member of the Microbiology Department faculty at or above the rank of Assistant Professor or Lecturer are eligible to be part of the UCC. There shall be three to five members on the committee. The Head of the Microbiology Department is an ex-officio member. Students will not participate in this committee.

Chair: Anyone on the UCC can be nominated to be the Chair. Self-nominations are allowed. Once members are nominated, voting takes place by written secret vote or by voice vote. All members of the UCC vote on the Chair position unless they wish to abstain. The nominee who has the simple majority of the votes will become the Chair. The Chair's term is for one year. There are no term limits.

Confidentiality: All discussions which take place during a UCC meeting are considered confidential.

Voting: All members of the UCC can vote on all matters, unless there is a conflict of interest with that particular vote. In this case, the UCC member shall abstain from voting. Voting can be done either during a meeting by voice, or outside of a meeting by electronic methods. If any member of the UCC does not wish to vote on a matter by electronic methods and believes that a meeting should occur to discuss the matter at hand, that member can petition the UCC Chair for a meeting. There will be no proxy votes.

Quorum: A quorum necessary to conduct business shall be considered a majority of the members of the UCC.

Timing: The UCC membership will be assembled and will vote on the Chair before the academic year begins, preferably in the spring of the previous academic year.

Frequency of Meetings and Agenda: The UCC will call meetings to order when needed. Scheduling of the meeting is preferably done through a poll, such as Doodle. Other members of the DPC can petition the Chair to call a meeting. The UCC Chair will email the upcoming meeting agenda at least three working days prior to the meeting.

#### 3.1.4 Graduate Policies Committee (GPC)

This committee decides on matters that directly impact the departmental graduate programs. This can include matters such as what graduate level courses should be offered, how to keep students on track with regards to prelim exams and prospectus proposals, how graduate students should be evaluated, and recruiting and admission of new graduate students.

Members: Any full-time member of the Microbiology Department faculty at or above the rank of Assistant Professor or Lecturer are eligible to be part of the GPC. There shall be three to five members on the committee. Students will not participate in this committee. Members deciding the final Graduate student curriculum should be Graduate Faculty.

Chair: The Department Graduate Program Director is the Chair of this committee. This person is chosen by the Department Head.

Confidentiality: All discussions which take place during a GPC meeting are considered confidential.

Voting: All members of the GPC can vote on all matters, unless there is a conflict of interest with that particular vote. In this case, the GPC member shall abstain from voting. Voting can be done either during a meeting by voice, or outside of a meeting by electronic methods. If any member of the GPC does not wish to vote on a matter by electronic methods and believes that a meeting should occur to discuss the matter at hand, that member can petition the GPC Chair for a meeting. There will be no proxy votes.

Quorum: A quorum necessary to conduct business shall be considered a majority of the members of the GPC.

Timing: The GPC membership will be before the academic year begins, preferably in the spring of the previous academic year.

Frequency of Meetings and Agenda: The GPC will call meetings to order when needed. Scheduling of the meeting is preferably done through a poll, such as Doodle. Other members of the GPC can petition the Chair to call a meeting. The GPC Chair will email the upcoming meeting agenda at least three working days prior to the meeting.

### 3.2 Ad Hoc Search Committees:

These committees will be organized by the Department Head when a search for a new faculty member is initiated.

Members: Any full-time member of the Microbiology Department faculty at or above the rank of Assistant Professor or Lecturer are eligible to be part of a search committee. For tenure-track positions, there shall be five to seven members on the committee, including one faculty member from outside of the department and one graduate student. For non-tenured positions, there shall be five to seven members on the committee; one member may be a graduate student.

Chair: Any departmental faculty member on the search committee can be nominated to be the Chair. Self-nominations are allowed. Once members are nominated, voting takes place by written secret vote or by voice vote. The nominee who has the simple majority of the votes will become the Chair.

Confidentiality: All discussions which take place during a search committee meeting are considered confidential. The committee members will be trained by the Office of Equal Opportunity and Diversity (EO&D) on university, state and federal search requirements, and all committee members must comply with these regulations throughout all stages of the search process.

Voting: All members of the search committee can vote. If there is a conflict of interest, the committee member shall abstain from voting. Voting shall be done in person by voice, or outside of a meeting by electronic methods. If any member of the committee does not wish to vote on a matter by electronic methods and believes that a meeting should occur to discuss the matter at hand, that member can petition the committee Chair for a meeting. There will be no proxy votes.

Quorum: A quorum necessary to conduct business shall be considered a majority of the members of the committee.

Timing: Search committees will be organized and will meet as needed.

Frequency of Meetings and Agenda: The search committee Chair will call meetings to order when needed for the search process. Scheduling of the meeting is preferably done through a poll, such as Doodle. Other members of the committee can petition the Chair to call a meeting. The committee Chair will email the upcoming meeting agenda at least three working days prior to the meeting.

Tasks: The search committee will review applicants, select a "short list" of the most qualified applicants and discuss this list with the entire faculty. The search committee will coordinate the campus interview process, which will typically include: (i) a research presentation open to faculty, students and staff, (ii) a presentation of detailed plans for future research open to faculty only, (iii) opportunities for all faculty to meet one-on-one with candidates, (iv) meeting with current graduate students, (v) meeting with departmental staff, (vi) formal exit interview with the search committee. However, the interview format can be modified by the search committee to be appropriate to the position for which they are hiring. After the interview has been completed, the entire faculty should meet and discuss the interviewed candidates, review the strengths and weakness of each candidate, and hold a formal vote, prior to passing the recommendations onto the Dean of the College of Natural Sciences. The

Department Head will present the collected opinions from the Graduate students at this final decision meeting.

**4. Administrative and Coordinator Positions.** The following are departmental administrative roles assigned by the Department Head:

- 4.1 Graduate Program Director (GPD). A faculty member responsible for the Graduate programs within the Department. Responsibilities relate to the administrative aspects of incoming and matriculating graduate students including but not limited to: chairing the Graduate Policies Committee, initial reviews of applications to the Graduate Program, preparation of documents associated with the milestones of the M.S. (5<sup>th</sup> year Masters, Thesis Masters, Non-thesis Masters, Applied Molecular Biotechnology Masters) and PhD programs.
- 4.2 Chief Undergraduate Advisor. A faculty member responsible for the Undergraduate programs within the department. Responsibilities include attending UCC meetings, maintaining undergraduate scholarship program, attending the College and University Chief Undergraduate Advisor meetings, assigning academic advisors, supporting Undergraduates within our program, graduation clearance, and participation in the CNS Graduation Celebration.
- 4.3 Honors Program Director. A faculty member responsible for the Honors program within the department. Responsibilities include maintaining Honors Program, approving honors applications, approving honors courses, honors project/thesis proposals, and honors thesis, facilitating honors thesis assignment, attending Honors College meetings and supporting Honors students within our program.
- 4.4 Building Coordinator. Faculty or staff member responsible for communicating with the Physical Plant about building maintenance and renovation.
- 4.5 Laboratory Safety Coordinator. A faculty or staff member(s) responsible for laboratory safety within the department. Responsibilities include attending meetings with Environmental Health and Safety (EHS), and communicating policies with department members.
- 4.6 Web Page Coordinator. Faculty or staff member responsible for maintaining the departmental web page.

**5. Department Faculty Meetings.**

Department Faculty meetings will be called by the Department Head at least twice a semester and in addition when necessary for the purpose of sharing information, seeking counsel from members of the department, receiving reports and recommendations from standing committees, and conducting other departmental business. All faculty are expected to participate, however if faculty are unable to attend, votes may be given by proxy or via e-mail. All faculty will have the right to vote on all matters, unless there is a significant conflict of interest or as described earlier (section 2.1). Meeting minutes and record keeping will be done by the Departmental Assistant, who will later distribute the notes. The Department Head will email the upcoming meeting time a few weeks, and the meeting agenda at least three working days prior to the meeting.

**6. Evaluation of Reappointment, Tenure and Promotion**

All standards and most procedures related to reappointment, promotion, and tenure of Faculty

are governed by the CBA and the Red Book. The additional Department's standards for tenure and promotion are defined in Appendix I: Cultural Standards, which are also the base for the candidate's case review by the DPC. Personnel actions (reappointment, promotion, and tenure) shall be initiated through a discussion between the faculty member and Department head.

## 6.1 External Reviews.

### 6.1.1 Personnel Actions Requiring External Reviews:

All promotion and all tenure cases for tenure-system faculty require external reviews (as specified in the Red Book and CBA). Reappointments of tenure-system faculty during their probationary periods also require external reviews. Neither reappointments nor promotions for non-tenure-system faculty require external reviews; however, as permitted by the CBA's Article 21, Lecturers may request external reviews.

### 6.1.2 Number of External Reviews.

The Department Head will make a good-faith effort to secure at least eight "arm's-length" external reviews for every promotion and/or tenure case that requires external reviews. The Head may solicit and add to the file any number of reviews from reviewers "close" to the candidate. Such close reviews are especially helpful in cases where the reviewer can describe the candidate's particular contributions to collaborative work. For tenure-track reappointment cases (4.2) at least four "arm's-length" external reviews are required.

### 6.1.3 Identification and Solicitation of External Reviewers.

The Head may consult with the DPC or other members of the Faculty in identifying appropriate external reviewers and their "standing" in the candidate's file. The Head will also request a list of potential external and internal reviewers from the candidate, but it remains the Head's decision if any of the candidate's suggestions are used. The Head is ultimately responsible for ensuring that that description clearly and completely makes the case for why each external reviewer is well positioned to perform the review; this description should be crafted for academic audiences who are unfamiliar with the pertinent scholarly field. Under most circumstances, the solicitation of external reviews should occur no later than three months before the candidate's file submission deadline.

### 6.1.4 Qualifications of External Reviewers.

In general, external reviewers should be well recognized scholars or professionals in the candidate's field, should hold the rank of Professor (Associate or Full), should have active scholarly programs, and should be at institutions that are at least peers of UMass. External reviewers who do not meet these criteria may be appropriate and acceptable, but in describing the "standing" of such reviewers, the Head should carefully explain why such reviewers are appropriate for the task of commenting on the candidate's having met the relevant standards.

### 6.1.5 Candidate's Rights Regarding External Reviewers.

Before making such solicitations, the Head must show the solicitation list and solicitation message to the candidate, who may comment on but may not demand changes to the list or message. The list should include some of the external reviewers suggested by the candidate. If the candidate identifies a conflict of interest with any of the proposed reviewers, the Head should assess whether a true conflict exists and, if one does, should eliminate, mitigate, or manage the conflict.

### 6.1.6 Contact with External Reviewers.

All external reviewers will be invited with a letter from the Head for their willingness and availability to provide an evaluation of the candidate's file. Only if an external reviewer

agrees will she/he be provided with the candidates file (CV, Statement, eventually some publications).

## 6.2 Internal Reviews.

For the identification & Solicitation of UMass Faculty & Staff Reviews the candidate and the Head may identify potential reviewers internal to UMass Amherst. Such internal reviews are not required and should not be regarded as substitutes for external letters. Internal letters may be especially helpful in cases where the reviewer can describe the candidate's particular contributions to collaborations within the department or across campus. The Head must individually solicit such internal reviews. The Chair/Head may solicit confidential comments from individual students. Written, signed comments from individual students—especially from those for whom the candidate has served as an advisor, mentor, or collaborator—are especially helpful in identifying the candidate's work outside the classroom.

## 6.3 Waiver of Rights of Access to Review Letters.

A candidate may waive or decline to waive her/his rights of access to internal and external review letters that have been individually solicited. The decision whether or not to waive those rights belongs exclusively to the candidate, and neither the Head nor any other member of the Faculty should pressure the candidate to decide one way or another.

## 6.4 Evaluation of Teaching Effectiveness.

The CBA's Article 33 requires that every department develop or adopt one or several modes appropriate to the evaluation of teaching in that unit and procedures for the administration of student evaluations of teaching. In compliance with that requirement, the Department adopts the following:

Student Evaluations of Teaching Effectiveness in Classroom Settings (SRTI) will be used to solicit and receive student evaluations in every course section taught. Individual Faculty may supplement but may not replace the SRTI instrument with other another instrument(s).

Student Evaluations of Teaching Effectiveness Outside Classroom Settings. The Head and/or the Graduate Program Director will conduct a confidential survey of all students who are working under the individual advisement/direction of a Faculty member, seeking feedback on the effectiveness of that Faculty member's instruction. The survey instrument(s) is usually a letter of comment.

## **7. Annual Faculty Review and Evaluation:**

The CBA's Article 33 requires use of the bargained AFR form by every member of the Faculty who is 50% FTE or greater. The DPC and the Department Head should substantively and candidly conduct their evaluations of each Faculty member's AFR and may supplement the AFR submitted with information that is not in the AFR but that is relevant to the Faculty member's performance of her/his assigned duties. Such supplemental information may not be added for any other purpose, and such information may be added only if it is reliable and from a known source. To include an evaluation of the teaching performance the AFR review by the DPC includes examination of the SRTI evaluations for the year. After all AFRs are submitted each member of the DPC will be randomly assigned two AFRs to prepare a one page summary. The Chair of the DPC sends each summary to the faculty member for proof reading, and the



DPC meets to discuss all AFRs and to prepare a comment on each. The AFRs with comments by both the DPC and the Department Head will be used for the annual distribution of Merit Pool A by all eligible faculty members.

## **8. Review of the Department Head:**

The term of office for the Department Head is for three consecutive years. If the Head wishes to be reappointed to another term of three years in that position, the Department's Faculty, led by the DPC, will conduct a review of the Head during the fall semester of the final year of her/his appointment. This review will be on the basis of fairness and thoroughness with an opportunity for response by the Head. The DPC will follow the procedures prescribed by Senate Document #82-021, beginning the process no later than October 15 during the final year of the Head's appointment.

- 8.1 Self-Evaluation. As an initial step, the Head will prepare a written self-evaluation of her/his administrative achievements during the current appointment and will provide that document to the Faculty no later than October 15<sup>th</sup>.
- 8.2 Survey. The DPC will prepare and distribute four confidential surveys no later than November 1<sup>st</sup>: (1) one to departmental staff; (2) one to all undergraduate majors and all graduate students; (3) one to Heads/Chairs of Departments within the College and to those outside of the Department who have interacted with the Head; and (4) one to the Department's Faculty. Each survey will include specific questions regarding overall performance, both administrative, interpersonal, and management of departmental interactions. These surveys will provide space for extended comments. Raw data and summaries of responses to these surveys will be reviewed by the DPC, will be redacted to protect the identities of all respondents, and will be included with the DPC's report to the Dean but will not be available to faculty, staff, or students.
- 8.3 Meetings with Constituencies. The DPC will offer to meet with employee and student groups to receive confidential assessments of the Head's performance. Summaries of information gathered in such meetings will be included with the DPC's report to the Dean but will not be available to faculty, staff, or students.
- 8.4 Meeting with the Head. After most data collection is complete, the DPC will invite the Head to meet to discuss the initial findings of the data collection process. The Head may decline to meet.
- 8.5 Draft Report. No later than December 31<sup>st</sup>, the DPC will complete and distribute to the Faculty a draft report (excluding raw or other data that could compromise the confidentiality of those contributing to this process), including a summary of findings, an assessment of areas of success and of needed improvement, and a non-binding recommendation regarding whether the Head should be reappointed. The report should limit its assessment to areas within the purview and control of the Head.
- 8.6 Concluding Meeting of the Faculty. Before the end of fall semester, the DPC will convene the Faculty to discuss the draft report and to receive recommendations for revision of the document.
- 8.7 Final Report. The DPC will finalize its report and will then submit it to the Dean, simultaneously providing a copy to the Head (excluding raw and other confidential data). The Dean may ask to meet with the DPC to discuss the report, but neither the DPC nor the Dean is obliged to meet.

8.8 Head's Response. The Head may prepare and submit to the Dean a written response to the final report.

**9. Non-Tenure-Track (NTT) Faculty Search Committees & Procedures:**

The Department will conduct individual non-tenure-track faculty searches using the same procedures as those described above for tenure-system faculty searches with these exceptions:

9.1 Committee Composition. While the composition of committees for tenure-system faculty searches should be weighted toward tenured faculty (or, in the case of senior searches, faculty of equal or higher rank), committees composed for NTT searches need not favor senior or tenure-system faculty and should include at least one current NTT faculty member if available.

9.2 Purview of Search Committees in NTT Searches. The purview of the search committee in NTT faculty searches is the same as that for tenure-system faculty searches except that in lieu of convening to deliberate on the finalists, the committee may (1) solicit feedback from all of the Department's Faculty after the last campus interview; and (2) will write a recommendation that reflects the Faculty's feedback, the committee's ranking of the acceptable finalists, and the committee's rationale for that ranking.

9.3 Role of the Faculty in NTT Searches. The Department's Faculty have a duty to engage in searches for NTT faculty whose appointments are 50% FTE or greater due to the potential for such faculty eventually achieving continuing appointments.

**10. Implementation of these bylaws:**

These by-laws were voted upon on April 24, 2017 and will be applicable after this date. By-laws are adopted by a vote of at least two-thirds of all eligible faculty, not counting abstentions, although votes may be given by proxy or via e-mail. By-laws will become effective immediately upon the results of voting. The terms of these bylaws supersede existing policies or practices of the Department to the extent that they address or conflict the matters addressed by such policies and practices. Should the by-laws not be approved, the department shall convene a meeting to discuss any disagreements in order to facilitate an amended document and re-vote.

**11. Amendment of these by-laws:**

The proposed amendment must be circulated for at least ten days before the department meeting. Amendment of these by-laws will take place by full faculty vote. Dates of accepted amendments will be posted at top of document.

*Appendix I*

Department of Microbiology Criteria for Tenure and Promotion  
April 2017

In all matters related to promotion and tenure, the Department of Microbiology will follow and adhere to the University of Massachusetts' Guidelines for Appointment, Promotion, and Tenure (i.e., the Redbook). The Department has several procedures and criteria related to promotion and tenure, as delineated below. For promotion to Full Professor, the criteria are expanded to be commensurate with that rank.

**Research:** To attain promotion to the rank of Associate Professor with tenure, the candidate must achieve a record of research achievement sufficient to have gained recognition on and off campus from scholars and professional in his or her field. In the Department of Microbiology, this is measured by 1) publications in peer-reviewed research journals and other scholarly publications (e.g., book chapters), 2) research funding, 3) off-campus recognition, and 4) prospect of increased future success. The candidate must have a body of published scientific research conducted at the University of Massachusetts sufficient to establish a national reputation. Peer-reviewed research articles are the primary mechanism for disseminating research results and thus are the main metric of research productivity. Although no fixed number of papers is required, publications are expected to be consistently forthcoming and appear in peer-reviewed journals with national and international standing. In Microbiology, the lead PI is most commonly listed last on a publication among the contributing authors but can also be listed first in many circumstances. Collaborative work, as is done in many sub-disciplines within the biological sciences, is encouraged and will be given credit if the candidate's specific contributions and roles are explicitly documented. An issued U.S. Patent is also considered an original contribution. The candidate is expected to have obtained competitive external funding from federal agencies, private foundations, industry and/or other sources that support the research activities of the candidate. While funding via large collaborative projects is viewed as meritorious and encouraged, securing funding as a principal investigator is generally regarded as more demonstrative of a candidate's major creative role and independence in research. The Department also expects documented peer recognition by, for example, invitations to review manuscripts for prestigious juried journals and grant proposals and to speak at regional, national, and international institutions and meetings. Recognition also comes in the form of letters written in support of the candidate's tenure and promotion. Finally, there should be a clear indication that the candidate's research prospects for the future show promise of continued professional growth and recognition.

**Teaching:** Tenured and tenure-track faculty in Microbiology typically teach half of a 3-credit lecture or lab course per semester and a 1-credit Integrated Experience course every 2 years. Courses are assigned by the Head based on need and expertise. Faculty also typically advise and mentor 2-5 Ph.D. and/or M.S. students and 1-3 undergraduate students in their lab each year. Student and peer evaluations are used to evaluate teaching quality and effectiveness along with student performance on examinations, placement of mentored students and post-doctoral researchers, teaching awards, creation of new courses, and utilization of innovative teaching methods. Testimonies from students supporting the candidate's ability to teach and mentor students are highly regarded by the Department.

**Service:** Positive and collegial service is expected at the Departmental, College, and University levels. Candidates for promotion from Assistant Professor to Associate Professor should have also achieved national peer recognition as judged by committee work, organization of events (e.g., meeting sessions), serving on panels, and reviewing manuscripts and proposals.

**Promotion to Professor:** For promotion to Professor in the Department of Microbiology, to the mission of the University. Both quantity and quality of research and scholarship activity

should increase substantially from the time of promotion to Associate Professor. The quality and impact of scholarship will be reflected in prestige of publications, weight of citations, and success in grantsmanship. Relative size and scope of awards are also indicators of continued scholarly growth commensurate with promotion to the rank of Professor. Promotion may also be considered based on significant increases in teaching and/or service accomplishments since promotion to Associate Professor as it relates to the needs of the University. Every faculty member below the rank of Professor should be considered annually for possible promotion and has the right to request a promotion review.

## **Changes to Bylaws**

Oct 2017

Add to the end of "6.2 Internal Reviews."

Letters for tenure and promotion should not be requested from students within the program.