

Department of Kinesiology By-Laws, May 2019

- 1. Department of Kinesiology & general provisions.** 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 Kinesiology in the School of Public Health and Health Sciences 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. 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 bargaining-unit status, tenure status, or full-time equivalency. In general, 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. Due to the complexity of the voting rights approved by our department we present these in tabular format in the Appendix to this document (Table A1).

Rights and Duties of Faculty on Leave. Faculty on full-time paid leave (including parental leave, sabbatical leave and sick leave maintain their rights during the leave to exercise their rights to participate in the governance of the Department. Faculty 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. In all leaves no decisions that may affect an individual’s area of responsibility should be made in that faculty member’s absence.

- 3. Standing Departmental Committees:** The Department maintains the following standing committees:

3.1 Department Personnel Committee (DPC).

DPC Purview. All of the Department’s Faculty will annually elect a DPC to perform the functions assigned to it by the CBA, including but not limited to 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; 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 Chair/Head.

Composition & Eligibility. The DPC shall be composed of four regular members and three at-large members. All members of the DPC must have appointments of 0.50 FTE or greater for the year(s) in which they serve on the committee.

The four regular members of the DPC shall be one person each from the three recognized focus areas in the department of Physical Activity & Health, Physiology, and Motor Systems; and one

lecturer. Where possible, the regular members should be tenured faculty or senior lecturers, as appropriate. The regular members of the DPC shall serve three-year, renewable, staggered terms.

Candidates for the three at-large positions on the DPC may be nominated by the Department Chair to stand for one-year, renewable terms. The at-large candidates will be solicited so as to achieve one or more strategic goals, such as: provide experience for pre-tenure faculty on the committee, enhance the diversity of the committee, increase the number of committee members eligible to vote on a wide range of personnel matters, increase the number of full professors on the committee in years when there is a case for promotion to full professor.

To fill openings for regular member positions that will arise in the following academic year, the chair of the DPC will, with input from the other members of the DPC, solicit a candidate from the appropriate area to stand for the position. All of the candidates (regular and at-large) will be presented to the entire faculty of the department as a slate of candidates for a simple majority-rule vote on the group as a whole.

In the event that the candidates are not confirmed, the slate of candidates will be revised and presented to the faculty for another vote as described in item c.

Independence of the DPC. On personnel actions for which the CBA identifies independent roles for the DPC and the Chair/Head—such as AFR reviews, reappointment, promotion, tenure, PMYRs, merit-pay allocations, and anomaly recommendations—the DPC will operate independently, and the Chair/Head must not convene or deliberate with the DPC, nor may the Chair/Head attempt by any means to influence the deliberations or judgment of the members of the DPC.

DPC Operations. At the beginning of each academic year, the DPC will elect a chair from among the tenured members of the committee. An acting-chair may be elected for individual personnel actions, such as in the case where the regular chair is an associate professor and there is a case for promotion to full professor.

As appropriate for each personnel matter, the DPC will study and evaluate the submitted materials, vote on the matter as appropriate, prepare a written recommendation that reflects the views of the committee as a whole, and forward the recommendation and the results of the vote to the department chair/head or dean.

Members of the DPC must recuse themselves from participating in any evaluations or in making any recommendations where such participation would represent a potential conflict of interest as described in the Academic Personnel Policy (Red Book, Section 6.6). To the extent possible, a member of the faculty should not serve on the DPC during a year when s/he is subject to a major personnel action (e.g., reappointment, promotion, tenure). Should that person serve on the DPC during that term the she/he must not participate in any discussion/vote on her/his own case.

If a member of the DPC leaves the committee before completing their term or is on leave during the academic year, the chair of the DPC will, with input from the other members of the DPC, solicit an individual to act as a replacement. Every effort shall be made to have the replacement be similar in appointment type and focus area to that of the absent member.

DPC Responses to the Dean's Queries in RPT Cases. Under the CBA and the Red Book, a dean must consult with the DPC if she/he is considering making a recommendation that differs from the recommendation of the DPC in reappointment, promotion, and tenure cases for tenure-system Faculty. The DPC must respond in writing.

DPC Consideration of Merit Pay. When the CBA authorizes the award of merit pay and authorizes the DPC to recommend or determine the amounts of merit pay to be allocated to individual members of the Faculty, the DPC must adhere to the CBA's terms for eligibility and the basis of evaluation for such allocations. The DPC may not exclude from consideration any merit-eligible member of the Faculty based on tenure status, rank, full-time equivalency, or constraint of assigned duties.

3.2 Curriculum Committee.

Authority/Duties: Review all graduate and undergraduate courses and concentrations/tracks within the department. The committee also evaluates the curriculum with respect to the mission and goals of the department.

Membership: 3, including GPD and UPD (or their designee)

Eligibility: see Table A1

Duration: 3 years, renewable

3.3 Strategic planning Committee

Authority/Duties: Research and propose changes in policy and procedures for the long-range development of the Department.

Membership: 3; Plus Chair as ad-hoc nonvoting member

Eligibility: see Table A1

Duration: 3 years, renewable

3.4 Qualifying exam Committee

Authority/Duties: Propose and evaluate procedures for qualifying exams. Implement exam procedures.

Membership: 3

Eligibility: see Table A1

Duration: 3 years, renewable

3.5 Undergraduate and Graduate Awards Committees

Authority/Duties: Undergrad and grad student awards. Distribute applications, collect nominations, and evaluate

Membership: UG awards: 2 + UPD (or designee), Grad awards: 2 + GPD (or designee)

Eligibility: see Table A1

Duration: 3 years, renewable

4. School of Public Health and Health Sciences Committees

4.1 Personnel Committee

Membership: 1

Eligibility: ≥50% time tenured

Duration: 3 years

4.2 Curriculum Committee

Membership: 1

Eligibility: ≥50% time tenured, tenure-track and Lecturer
Duration: 3 years

4.3 Strategic Planning Committee

Membership: 1
Eligibility: ≥50% time tenured and tenure-track
Duration: 3 years

4.4 Diversity Committee

Membership: 1
Eligibility; ≥50% time tenured, tenure-track and lecturer
Duration: 3 years

4.5 Research Committee

Membership: 1
Eligibility; ≥50% time tenured, tenure-track and research
Duration: 3 years

4.6 By-laws Committee

Membership: 1
Eligibility; ≥50% time tenured, tenure-track and Lecturer
Duration: 3

5. Tenure-System Faculty Search Committees & Procedures: *The Department will conduct individual tenure-system faculty searches as follows:*

5.1 Appointment of Search Committees for Tenure-System Faculty. When the Provost and the College's Dean have authorized a search for a tenure-system faculty member, the Chair/Head will solicit from among the faculty interest in serving on the search committee. The Chair/Head will appoint members of the committee from among those expressing interest and from other members of the Faculty whose service on the committee would benefit the search process. Students are not eligible to serve as members of such search committees; however, students should be given opportunities to meet faculty candidates and to provide feedback to the search committee. In selecting members, the Chair/Head will attempt to compose a committee that is representative of the Department, that ensures well qualified consideration of applicants' credentials, that promotes the achievement of the University's diversity goals, and that will achieve efficient execution of the search. For senior and open-rank searches, the composition of the committee should be weighted toward senior members of the Faculty. The Chair/Head will designate the committee chair from among its members.

5.2 Purview of Search Committees in Tenure-System Searches. Committees charged with conducting searches for tenure-system faculty will collaborate with the Chair/Head in developing the position description, advertising/recruitment plan, facilities plan, and other elements of the hiring requisition; will work with the Department's Hiring Manager to fulfill the advertising/recruitment plan; will work with the Office of Equal Opportunity & Diversity with regard to promoting the recruitment of a diverse applicant pool; will receive and screen applications; will conduct initial interviews by phone, by Internet video connection, or at professional meetings (as applicable); will propose a campus-interview list; will make confidentially available to the Faculty the application materials of approved campus interviewees—provided the Faculty individually agree to maintain that confidentiality as

described below; will organize campus visits, including public sessions open to all Faculty and students, for approved interviewees; will write a recommendation that reflects the Faculty's ranking and rationale for that ranking and may offer the committee members' independent assessment of the finalists. If the Hiring Authority for the search has asked for an unranked list of acceptable finalists, the Faculty will limit its vote to distinguish between acceptable and unacceptable candidates, and the search committee will use its recommendation to report that information and to describe the strengths and weaknesses of the acceptable finalists.

5.3 Access to Confidential Applicant Materials. The Department will place in a secure online location the application materials of candidates who have been approved for campus interviews (but not for other applicants). The Department Chair/Head and any Faculty who wish to view applicant materials may do so only after first signing a confidentiality statement that specifies the following:

- a) She/he will not disclose or distribute the contents of such confidential information to anyone outside the Department's Faculty or academic administration.
- b) She/he will not disclose or distribute the contents of such confidential information to any of the candidates, including the candidate who may be ultimately employed.
- c) She/he will not make a physical (including printed) or electronic copy of any of the materials.
- d) She/he will not contact any of the parties who have provided confidential references.
- e) She/he will abide by university policies in using the information disclosed in the materials. In particular, she or he will adhere to the university's guidelines on impartiality/objectivity in the university's non-discrimination policy.

Except for applicants' CVs and cover letters, confidential materials should not be made available to students.

5.4 Role of Faculty in Tenure-System Searches & Selection. All tenure-system members of the Department's Faculty have a duty to engage in the search and selection process from the beginning of the campus-interview phase through the meeting at which the Faculty rank the acceptable finalists. In order to fulfill that duty, the Faculty should inform themselves by reviewing candidates' application materials and attending candidates' public sessions. The Department's non-tenure-system faculty are welcome to similarly engage in the search and selection process but they do not have a duty to do so; they are also welcome to join with the tenure-system Faculty in deliberating the ranking of the finalists but may not vote on that ranking.

5.5 Conflicts of Interest. A real or perceived conflict of interest between an applicant and a Faculty member engaged in the search process must be disclosed and must be managed, mitigated, or eliminated. The principles underlying the above prescription include:

- a) Neither professional nor personal relationships between applicants and evaluators should influence the selection decision.
- b) Neither professional nor personal relationships between applicants and evaluators should *appear* to influence the selection decision.

When such relationships exist, the evaluator must disclose the relationship. Management, mitigation, or elimination of such conflicts should occur as follows:

- a) Search committee members engaged in a **personal** relationship with an applicant must disclose the relationship to others involved in the evaluation of the candidate and must

recuse him/herself from any deliberations involving that particular applicant. In most cases, a search committee member with a personal relationship with an applicant who has reached the campus-interview list should recuse him/herself from the committee's work, including deliberations over other applicants.

- b) Search committee members engaged in a **close professional** relationship with an applicant must disclose the relationship to others involved in the evaluation of the candidate and must recuse him/herself from any deliberations involving the applicant but may vote along with other department faculty on all applicants.
- c) A search committee member with a **distant** professional relationship (few collaborations or collaborations older than five years) with an applicant who has reached the shortlist need not recuse him/herself from the committee's work but should disclose the relationship to others involved in evaluation of the candidate. The Faculty member may participate in all discussions of that applicant and need not abstain from voting on any applicant.

6. 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:

6.1 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 the Department has such a faculty member available whose workload composition would permit such participation.

6.2 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 solicit feedback from all of the Department's Faculty after the last campus interview; 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.

6.3 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.

7. Department Meetings.

- a) *Frequency.* At least twice per semester and with at least one week's notice, the Chair/Head will schedule and convene general meetings of the Faculty. The Chair/Head may call and convene additional special meetings as necessary to address urgent business of the Department. By petition of at least 20% of the Faculty, the Chair/Head will convene additional special meetings to address matters raised by the petitioners.
- b) *Faculty Duty of Participation.* All Faculty of the Department are expected to attend all general faculty meetings and to attend all special meetings unless university-related duties or event conflicts with the special meeting.
- c) *Meeting Agendas.* The Chair/Head will publish the agenda for each regular Department meeting at least one week before the meeting. The Chair/Head will publish the agenda for any special meeting at the time of the meeting's announcement.

- d) *Rules of Order.* The Department will follow Roberts' Rules of Order in conducting meetings of the Faculty.
- e) *Quorum.* The Department may meet and act on the business of the Department with a quorum consisting of at least two-thirds of all Faculty.
- f) *Voting.* On matters requiring a vote of the Faculty, votes may be made by written proxy or electronically in a method to be determined by the Chair/Head. Voice votes on any matter are acceptable unless any individual member of the Faculty requests otherwise, in which case the vote must occur by secret written ballot. Except as otherwise specified in these bylaws, a simple majority vote will suffice to carry a motion.
- g) *Minutes and Recordkeeping.* Unless the Faculty request otherwise and a member of the Faculty volunteers for this duty, the Department's administrative assistant will attend all meetings of the Faculty to take minutes, which will be available to the Faculty no later than two weeks after the meeting. The Department will maintain records of all meetings, including minutes and votes, for at least five years.

8. Department Specifications for Reappointment, Promotion, and Tenure (RPT).

All standards and most procedures related to reappointment, promotion, and tenure of Faculty are governed by the CBA and the Red Book. The following additional terms do not alter or interpret those standards and procedures but instead set department-level specifications where the CBA and Red Book permit local control. A Culture Document which details expectations for Tenure and Promotion is attached as an Appendix (A2). The Culture Document expresses the collective sense of the faculty regarding expectations but it does not set standards that are binding on any level of review in the RPT process. While fulfillment of expectations in department culture documents does not guarantee tenure, they are an indication of the substantive standards generally employed in departmental decisions affecting reappointment, promotion and tenure.

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). For the reappointment of tenure-system faculty from their probationary period 6-8 arms-length external reviewers are expected to be received. 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. The CBA vests in the department chair the authority to solicit letters; the expected content of the letters is provided in Appendix A3.

8.1 For tenure and promotion from Assistant to Associate Professor

- a) 6-8 external letters at arms-length from candidate, not from Thesis, Dissertation or Post-doc advisor, not a recent collaborator on a publication or grant in the last 5 years, not a personal friend.
- b) Letters will be solicited primarily from Full Professors or senior level researchers PhD or MD level). However letters may be solicited from Associate Professors or mid-career researchers with an exceptionally well established research portfolio in their respective field.
- c) External letter writers should be from peer research institutions, as well as from smaller institutions where there are strong research intensive faculty in candidate's field of study.

- d) Input for names of potential external letter writers will be provided to the Chair, with the Candidate providing at least 3 names and the remaining names independently selected by the Chair.
- e) Although not at arms-length, additional letters from UMass, Amherst faculty may be solicited by the Chair in consultation with the candidate to provide a unique and valuable perspective on the impact of the candidate's research, teaching and service in the field and/or at the University.
- f) Prior to external letter solicitation, the candidate must sign a waiver either waiving or not waiving access to both internal and external letters
- g) In a written request to external letter writers, the Department Chair must indicate whether the faculty member has or has not waived access to external and internal (UMass) evaluation letters
- h) Prior to the solicitation, the candidate must be provided a copy of the solicitation letter and the list of proposed referees and shall be given an opportunity to comment on the appropriateness of both. In the request for external letters, the Department Chair must indicate that the applicant will receive list of names of reviewers from whom letters were received

8.2 For promotion from Associate to Full Professor

- a) 6-8 external letters at arms-length from candidate, not from Thesis, Dissertation or Post-doc advisor, not a recent collaborator on a publication or grant in the last 5 years, not a personal friend.
- b) Letters will be solicited only from Full Professors and senior level investigators who may be employed in research settings but not designated as Full Professors
- c) External letter writers should be from peer research institutions, as well as from smaller institutions where there is strong research intensive faculty in candidate's field of study
- d) Input for names of potential external letter writers will be provided to the Chair, with the Candidate providing at least 3 names, and the remaining names independently selected by the Chair
- e) Although not at arms-length, optional letters from UMass faculty provide a unique and valuable perspective on the impact of the candidate's research, teaching and service in the field and/or at the University
- f) Candidate must sign a waiver either waiving or not waiving access to both external and internal (UMass faculty) evaluation letters
- g) In request for external letters, Department Chair must indicate whether the faculty member has or has not waived access to evaluators letters. Prior to the solicitation, the candidate must be provided a copy of the solicitation letter and the list of proposed referees and shall be given an opportunity to comment on the appropriateness of both. In the request for external letters, the Department Chair must indicate that the applicant will receive list of names of reviewers from whom letters were received

8.3 For promotion from Lecturer to Senior Lecturer or from Senior Lecturer to Senior Lecturer II

- a) External and Internal Letters.
- b) The candidate can request that letters from external and/or internal letters be included in the portfolio. If the candidate chooses to include internal or external letters in the portfolio, the candidate provides these names to the Chair as part of the candidate's portfolio.

Appendices to By-laws

A1. Table 1. Voting privileges and Committee eligibility matrix (adopted 1-14-2016)

	Tenured: 50+% time ^a	Tenured: <50% time	Pre-Tenure: 50+% time	Research- track: 50+% time	Research- track: <50% time	Senior Lecturer: 50+% time	Senior Lecturer: <50% time	Lecturer: 50+% time	Lecturer: <50% time	Emeritus (E) and Adjunct (A)
Attend meetings/retreats	Yes	Yes	Yes	Yes	Encouraged, not expected	Yes	Encouraged, not expected	Yes	Encouraged, not expected	Invited, not expected
KIN Committee membership										
- Personnel	eligible	eligible	eligible	eligible	no	eligible	no	eligible	no	no
- Curriculum	eligible	no	eligible	eligible, not expected	no	eligible	no	eligible	no	no, E eligible
- Strategic Planning	eligible	no	eligible	eligible	no	eligible	no	eligible	no	no, E eligible
- Qualifying exam	eligible	no	eligible	eligible	no	no	no	no	no	no, E eligible
- Awards	eligible	no	eligible	eligible (grad)	no	eligible (undergrad)	no	eligible (undergrad)	no	no, E eligible
Vote on Pre-tenure	eligible	no	no	no	no	no	no	no	no	no
Vote on Tenure	eligible	no	no	no	no	no	no	no	no	no
Vote on Promotion to Full (* Assoc./Full can vote)	eligible*	no	no	eligible*	no	no	no	no	no	no
Vote on other Tenure-Track Personnel actions (e.g., PMYR, Emeritus status, Adjunct appointment)	eligible	eligible	no	eligible	no	no	no	no	no	no
Vote on Non-Tenure Track Personnel actions (e.g., promotion to senior lecturer, lecturer reappointment)	eligible	eligible	no	eligible	no	eligible	no	no	no	no
Qualifying exam committee	eligible	eligible	eligible	eligible	no	no	no	no	no	no, E eligible
Comprehensive and Dissertation exam committees	eligible	eligible	eligible	eligible	no	no	no	no	no	no, E eligible
Representation on SPHHS committees	eligible	no	eligible	eligible	no	eligible, not expected	no	eligible, not expected	no	no
Vote on Dept. Motions (simple majority = pass)	eligible	eligible	eligible	eligible	eligible	eligible	no	eligible	no	no

a: % time will be calculated each year on 8/31 as the mean % time for the previous 12 months

A2. Culture Document: (Approved by Kinesiology Faculty 11-19-2010)

Expectations for Tenure-Track Faculty in Kinesiology

Note: This document is adapted from “Cultural Standards in Psychology” dated 9-14-09. Evaluation of scholarly productivity is particularly challenging in kinesiology because the expectations and norms can vary dramatically within sub-disciplines of our own field. Likewise, the expectations and norms may vary widely across departments in the SPHHS. To aid in the review of kinesiology faculty, this document lays out some general guidelines about what is ‘typical’ in our field. Kinesiology is a very broad field, and our interests span the range from the biophysics of single molecules to community-based participatory research. Therefore, these expectations should be viewed as rough guides.

Expectations for Grant Funding

We expect all of our tenure track faculty to regularly seek external support for their research. It is anticipated that new, junior faculty members will build their funding portfolio over a period of years, progressing from small (local) grants to a robust level of extramural support.

Although in some disciplines, some level of research is possible without funding or with minimal funding, a thriving research program generally requires consistent external funding.

Funding comes from NIH, NSF, non-profit organizations, foundations and industry. Extramural funding, regardless of source, that serves to support graduate students, pay for equipment, and otherwise drive the research enterprise is valued.

Historically, tenure has not been conditional on having research funding, but it has been conditional on a record of aggressively seeking such funding (along with other evidence of scholarly productivity).

Expectations for Publications

We evaluate publications on the basis of a three-year rolling average, during which time we would expect to see mainly peer-reviewed journal articles, with perhaps some review papers and/book chapters.

Books are atypical scholarly products in kinesiology and, for pre-tenure faculty, are not as highly valued as peer-reviewed publications. A textbook or other scholarly book is an appropriate and useful contribution for tenured faculty.

Peer-reviewed journal articles are valued more than conference presentations, including those with published abstracts.

Given the research timelines outlined below, it is not unusual to see variability in the number of journal articles published in a given year.

Some faculty in the kinesiology department publish more often in journals specific to their research interests (e.g., aging, a chronic disease, behavior, development, etc.) than in “Kinesiology” journals, per se.

Publication Timelines

The time involved in conducting a single experiment in kinesiology varies widely. Faculty involved in community-based research must invest years in building the relationships and infrastructure to do a single longitudinal study. These studies may not result in publications for several years, followed by a “bolus” of papers when the study is completed. In contrast, in-vitro experiments may be completed quickly but a series of studies may be needed to generate the data required for one excellent paper. In this case, a steadier stream of manuscripts is typical.

There is no prototypical size for a paper in kinesiology.

The manuscript review process can take anywhere from 2-9 months per cycle, multiple review cycles are expected, and the lag between acceptance and publication of an article can be as long as 12 months.

Authorship Order

Across kinesiology, there is no consistent practice for determining the senior contributor's position in the author list. For pre-tenure faculty, it is likely they will be the first author on many of their publications, in order to establish their independence and reputation. As they become more widely recognized as independent scholars, a graduate student or post-doctoral fellow who made major contributions to the work is often the first author and the faculty member is the last (senior) and corresponding author.

Teaching Load

In kinesiology, the normal teaching load for a TT faculty is as primary instructor of 4 courses/year. In this case, a "course" bears 3 or 4 credits. For TT faculty with an active research program (defined as training multiple graduate students), three of those courses involve classroom instruction (a mix of graduate and undergraduate sections, and of large and small classes), and the fourth "course" consists of training students in our research labs via journal clubs, lab meeting and one-one-one mentoring.

The training of graduate students for a career in academic research and teaching is a very high priority in kinesiology. Considerable time and effort is spent teaching: scholarship, writing and publishing manuscripts, grantsmanship, presentation at national/international conferences and interviewing for post-doctoral and faculty positions.

Tenure- and non-tenure track faculty teach essentially all of the courses offered in kinesiology; few are handed to graduate students or post-docs. Grad students and post-docs do teach in the summer and winter sessions, and on-line through Continuing Education.

With our 700+ majors, undergraduate course sizes range from 15 (e.g. CHC courses) to over 300 (for the two Gen Eds, KIN 100 and 110). Core classes, including those with laboratories, currently have enrollments of ~120 students per semester.

Service Expectations

In kinesiology, we have a policy of protecting our junior faculty from service obligations. They are typically asked to serve on only one departmental committee each year, and are not expected to serve on any college or university-level committees before the mini-tenure review. Expected professional service would include reviewing manuscripts for journals, organizing a symposium at a professional conference, and serving on committees for professional organizations.

Tenured faculty are expected to occasionally or regularly serve on review panels for funding organizations, be part of an editorial board for at least one professional journal and be active in organizing and speaking in symposia, as well as giving invited lectures (the latter two overlap with research expectations). Tenured faculty also share in the administrative load by serving as Undergrad or Grad Program Director, Honors Coordinator, and as members or chairs of departmental, SPHHS and university committees. The overall distribution of the service load among the kinesiology faculty should allow sufficient time and energy for all faculty to achieve their research productivity goals.

Awards

Some fields have a large number of awards for faculty at various stages of their careers. Kinesiology does not.

A3. Additional considerations for the content and solicitation of External Letters for Promotion and Tenure

Assistant to Associate

At least 75% of the external letters should come from individuals who have direct or indirect knowledge of the candidate's area of study.

Although not required, recommend that at least 1 letter be from a Kinesiology administrator (e.g. chair, head, dean)

Content of Letters

Focus on research contributions of candidate

Research productivity

Publications. At least two primary research publications per year or equivalent (as first or corresponding author) in peer-reviewed journals, on average. Recognizing the importance and value of collaboration (e.g. team science) the equivalent would be defined as one, first or corresponding author publication per year and at least 3 co-author publications. If entry level faculty member (e.g. first job, no post-doc) this level of publication productivity is expected after 3 years of the first UMass appointment. For entry-level faculty who did not complete post-doc, clear evidence (e.g. 1-2 papers in review or in progress as senior, corresponding, or co-author that may include research conducted while a graduate student during graduate study) of this level of early-stage productivity is expected within 3 years from the time of the initial appointment at UMass

Regular research presentations, refereed or invited, at national or international conferences

Demonstrated independence from PhD and/or post doc advisors (exception special consideration: independence criterion will be satisfied if the work done as PhD or post doc was developed and verified as independent research theme(s) initiated by the candidate (verified as such from the PhD or post doc advisor).

Evidence of regular and consistent efforts to secure large (external grants or contracts from federal agencies, foundations or industry partners

It is generally not a requirement to have secured a large external grant but consistent evidence of effort is required. And a reasonable assurance that they will be able to generate the funds needed to support their research program.

Impact of the Candidate's scholarly work on their respective area of study.

Reviewers are encouraged to highlight specific findings that have advanced the candidate's field of study

Associate to Full Professor

At least 75% of the external letters should come from individuals with who have direct or indirect knowledge of the candidate's area of study.

Although not required, recommend that at least 1 letter be from a Kinesiology administrator (e.g. chair, head, dean)

Content of Letters

Focus on research contributions of candidate

Research productivity (require satisfying ongoing success in securing external funding and recommended criteria, productivity defined as satisfying at least 5 of the other 8 additional criteria

Publications. At least 3 primary research publications per year in peer-reviewed journals

Regular research presentations, refereed or invited, at national or international conferences

Leader in service related activities for the field (e.g. journal reviewer, editor, leadership in professional organizations)

Evidence of providing mentoring for junior faculty at UMass and/or for junior faculty at other institutions

Grant reviewer for federal and non-federal programs

Evidence of success in securing large external grants

Impact of the candidate's scholarly work on their respective area of study.

Reviewers are encouraged to highlight specific findings that have advanced the candidate's field of study

Adds substantially to a distinguished academic career with evidence of an established national and international reputation in research