

Code for the College of Health and Human Sciences

Colorado State University

Approved by HHS Faculty on March 30, 2017

I. Introduction

This document describes the organization and administrative processes of the College of Health and Human Sciences (HHS). This *Code* for HHS operation is used to conduct business necessary to fulfill the HHS mission. The Health and Human Sciences College shall operate under this *Code*. This *Code* shall be consistent with the provisions of the Colorado State University *Code* [i.e. Academic Faculty and Administrative Professional Manual (AFAPM)] relating to collegiate matters. It shall conflict with neither the University *Code* nor with department/school codes. The University *Code* and the codes of the departments/schools in Health and Human Sciences shall take precedence over this College *Code* (AFAPM section C.2.4.1).

II. HHS Mission Statement

With a commitment to the principles of equity and inclusive excellence, the College of Health and Human Sciences provides transformative academic, research, and outreach programs that promote the health and well-being of people, their environments, and communities in which they live.

III. HHS Administrative Organization

A. Academic Departments

The College includes six departments and two schools as follows:

- Construction Management, Department of
- Design and Merchandising, Department of
- Education, School of
- Health and Exercise Science, Department of
- Food Science and Human Nutrition, Department of
- Human Development and Family Studies, Department of
- Occupational Therapy, Department of
- Social Work, School of

The administrative officer of each department/school is a head or director, whose duties and responsibilities pertaining to teaching, research, and service are outlined in the Academic Faculty and Administrative Professional Manual (C.2.6.2).

Department/School Codes

Each department/school shall formulate its own code consistent with the provisions of the Academic Faculty and Administrative Professional Manual. After the department/school codes have been approved by a majority of the eligible faculty members of each department/school, a copy and any subsequent changes shall be provided to the Dean of the College and the Provost and, upon their acceptances as specified in AFAPM (C.2.4.3), the department/school shall begin to operate in

accordance with the procedures of its code. Copies of the department/school code shall be provided to each faculty member of the department/school. The unit's code shall be reviewed as specified in AFAPM Section C.2.4.2.2.e.

Assessment

Each academic unit must participate in the University-wide Plan for Researching Improvement and Supporting Mission (PRISM). PRISM is a comprehensive, systematic process for continuously improving academic programs in three areas: 1) student learning (including undergraduate and graduate education), 2) faculty research/scholarship, and 3) faculty service/engagement. Evaluations of academic units will be conducted as specified in AFAPM (C.2.4.2.2.d.).

B. Office of the Dean

The Dean is responsible for the general administration of the College of Health and Human Sciences (hereafter referred to as the College) and for fostering and nurturing the growth of academic excellence within the College. The Dean is the principal administrative and academic officer, whose duties and responsibilities are outlined in the University *Code* (AFAPM C.2.6.1) and pertain to teaching, research, and service/engagement.

The College administration is also comprised of a number of Associate Dean(s), and/or Assistant Dean(s), and/or Assistants to the Dean, with responsibilities assigned by the Dean. The Dean appoints the Associate Dean(s), and/or Assistant Dean(s), and/or Assistants to the Dean. Search and hiring procedures for administrators ("at will employees") shall be conducted in accordance with Section E.4.4 of the AFAPM. The Dean, working in conjunction with the Executive Cabinet, establishes the administrative structure of the Dean's Office. Executive Cabinet officers include all Associate and Assistant Deans, as well as the Assistant to the Dean-Finance. Duties will be negotiated with and identified by the Dean. The Dean specifies one of the Executive Cabinet officers to represent the Dean in his/her absence and on other occasions as required.

C. College Administrative Cabinet Membership

The Administrative Cabinet, which serves in an advisory capacity to the Dean, shall consist of the following individuals:

- Dean
- Department Heads and School Directors
- Associate Dean(s) and/or Assistant Dean(s)
- Director of Development
- Assistant to the Dean-Finance
- Assistant to the Dean-IT

Duties include:

- To advise the Dean regarding the formulation of policies in such areas as (but not limited to) budget allocations, College goals, administrative policies, strategic planning, and other matters for which the Dean invites consultation.
- To advise the Dean regarding methods of policy implementation.
- To inform the Dean of matters of concern within the departments/schools that are impacted by College or University policies or actions.
- To facilitate communication to the faculty, staff, and students concerning College and University activities.

Meetings

At least one meeting of the Cabinet shall be held each month from September through May.

D. Other Major Organizational Units

Institutes, centers, and other special units, must be approved by the department head/school director and the Dean and be consistent with policies in the AFAPM (B.2.6 and C.2.3.3).

IV. Meetings of the College General Faculty and Staff

At least one College meeting of all general faculty and staff shall be held each year; the time, place, and agenda of which shall be at the discretion of the Dean. The faculty shall be notified in writing at least one week prior to each meeting. If a meeting is cancelled or postponed, each department/school will be notified.

For each meeting when a vote will be taken:

- The Dean's Office shall distribute the agenda for each meeting two weeks in advance of each meeting.
- The latest edition of *Robert's Rules of Order Newly Revised* will serve as the guide for all procedural and parliamentary matters unless otherwise specified herein.
- Those faculty members present at a meeting called in accordance with the HHS *Code* shall constitute a quorum.
- Items may be added to the agenda before a deadline set by the Dean or by majority vote at a meeting.

V. College Committees

Unless otherwise noted below, each standing committee will be composed of a representative selected by each department/school in the College and a representative(s) of the College Office designated by the Dean. The standing committees of the College are:

- Commencement Committee
- Curriculum Committee
- College Diversity Committee
- College IT Faculty Advisory Committee
- Dean's Faculty Advisory Committee
- Faculty/Staff Awards Committee
- Graduate Coordinators Committee
- Intern Coordinators Committee
- Key Advisors Committee
- Non-Tenure-Track Faculty Committee
- Promotion and Tenure Advisory Committee
- Research Committee
- Dean's Student Leadership Council/Student Charges for Technology Advisory Committee
- Student Scholarship and Awards Committee
- Unit Assistants

Ad hoc committees may be established at the discretion of the Dean, and members appointed by the Dean. The Dean will typically consult with the Administrative Cabinet when establishing ad hoc committees and selecting their membership.

Such committees shall be formed to fulfill a specific charge in a given period, and all deliberations and suggested actions shall be forwarded to the Dean for appropriate action.

Terms of Service

Unless otherwise specified in the HHS *Code*, the terms of service for all members selected to serve on the standing committees of the College shall be three years, with the terms of one-third of the members expiring each year. Eligible members, except where specifically noted, include those with regular or special appointments of 50% time or greater. Sequencing of membership shall be monitored by the Dean's Assistant. Terms of service for newly-elected members of all standing committees are to begin August 15 (following elections) by the College or department/school electorate. It is suggested that members not serve on more than one College standing committee at one time. Vacancies for un-expired terms of the College's standing committees shall be filled through appointments by the department/school represented by the person vacating the committee membership. Faculty members typically serve a maximum of two consecutive 3-year terms on any particular committee. Faculty members may serve additional 3-year terms on any college committee with approval from the Dean.

Committee Member Selection Procedures

- By April 1, the Dean's Office shall inform each department head and school director of the committee vacancies which need to be filled for the next year. Each department/school will then select its representatives, as required, and notify the Dean's Office of the results by August 15.
- Unless otherwise specified by the HHS *Code*, membership of College standing committees shall be limited to the eligible faculty.
- Committee chairpersons shall be elected annually by the committee members unless otherwise specified.
- Students shall be elected to College committees through the Dean's Student Leadership Council.

Records and Annual Reports

- Records (e.g., curriculum change requests) of each meeting must be kept on file by the chair.
- An annual report summarizing committee activities shall be forwarded by each committee's chairperson to the Dean of the College by June 30.

Quorum

A quorum for all committees shall consist of a simple majority of voting members.

Meetings

The Committee chair or the Dean may call meetings.

STANDING COMMITTEES

Commencement Committee

Membership

Membership shall consist of at least five eligible faculty members with broad representation from within the College. The College's representative to the University Commencement Committee together with an Associate Dean (appointed by the Dean), will serve as co-chairs.

Duties include:

The Committee shall identify a commencement speaker. The Dean's Office will extend the formal invitation. The Committee will plan the order of ceremonies and conduct commencement training for marshals.

Meetings

Meetings shall be held as necessary to plan and implement the College's commencement ceremonies. An Administrative Assistant from the Dean's Office shall attend all meetings and implement administrative details, as needed.

College IT Faculty Advisory Committee

Membership

Voting membership shall consist of one faculty representative from each department/school of the College. The Assistant Director of Information Technology serves as chair of the committee.

Duties include:

- To advise the College Information Technology Group regarding IT policies and procedures.
- To provide faculty input and feedback to the College Information Technology Group on matters of concern to committee members or members of the departments/schools in the College.

Meetings

Meetings will be held at least once per fall and spring semesters with additional meetings called as necessary by the Assistant Director of Information Technology.

Curriculum Committee

Membership

Voting membership shall consist of one faculty representative from each department/school of the College. An Associate Dean of the College, assigned by the Dean, shall be an ex officio, non-voting member. The College representative to the University Curriculum Committee shall serve as the chair of the College Curriculum Committee.

Duties include:

- Receiving or initiating recommendations pertaining to curricula.
- Evaluating all proposals for new undergraduate and graduate courses and programs.
- After such consideration and approval, these items will be forwarded to the Dean, and then to the University Curriculum and Catalog Administration Office.
- Developing and implementing necessary administrative procedures for informing departments/schools within the College, and other interested colleges, concerning courses under consideration.

- An Administrative Assistant from the Dean's Office is responsible for the administration of related curriculum forms and paperwork.

College Diversity Committee

Membership

Comprised of students, staff and faculty of diverse backgrounds in the College of Health and Human Sciences; there shall be at least one representative per academic unit. The Dean serves as chair of this committee.

Duties include:

- Evaluating college and unit diversity plans and recommending goals, strategies, and metrics.
- Discussing various issues/concerns related to diversity.
- Developing and promoting recommendations to insure a more inclusive environment.

Meetings

The Dean will convene at least one meeting per semester.

Dean's Faculty Advisory Committee (FAC)

Membership

Membership shall consist of one tenure-track/tenured faculty member from each department/school (none of whom shall be a department head or school director). The majority of the committee shall be tenured. The Dean serves as chair of the committee.

Duties include:

- To advise the Dean regarding personnel policies and procedures.
- To consider and advise on matters requested by the Dean and/or the faculty.
- To provide faculty input and feedback to the Dean on matters of concern to committee members or members of the departments/schools in the College.
- To recommend to the College electorate amendments to the *Code*. (Amendments may be initiated by college committees, including the Executive Cabinet, Units, or by petition of 20 percent of the faculty.) Process is defined in a separate section entitled "Amendment Procedure" at the end of this document. FAC will review any proposal for clarity of the proposed amendment itself and for the associated rationale. If further clarification is needed, the proposal shall be

returned (to the individual who made the original request) for further action prior to its being forwarded to the College electorate.

Meetings

Meetings shall be held at least once each semester, or as necessary, convened by the Dean.

Faculty/Staff Awards Committee

Membership

An Associate Dean (appointed by the Dean) will serve as chair of this committee and will request participation from recent faculty/staff recipients (1-3 years) attempting to provide representation from each unit in the college.

Duties include:

To recommend award recipients to the Dean from nominations provided by each department/school for the following HHS awards:

- Outstanding Teacher Award
- Outstanding Advisor Award
- Scholarly Excellence Award
- Outstanding Engagement Award
- Superior Faculty Service Award
- Superior Staff Service Award
- Tenure Track Faculty Scholarly Excellence
- Tenure Track Faculty Teaching Excellence Award
- Outstanding Senior Award
- Outstanding Graduate Student Award

Meetings

The committee meets as needed during the year convened by the Associate Dean.

Graduate Coordinators Committee

Membership

Membership shall consist of all unit graduate program coordinators. An Associate Dean (appointed by the Dean) will serve as chair of this committee.

Duties include:

- To identify issues relevant to recruitment of graduate students and to suggest/implement strategies for recruitment of a strong applicant pool.
- To share resources developed to enhance advisement of graduate students.

- To share information about funding opportunities for graduate students
- To serve as a conduit for information related to graduate school policies and procedures as well as to enhance the overall graduate program experience.

Meetings

At least one meeting per year will be convened by the Associate Dean.

Intern Coordinators Committee

Membership

Membership shall consist of all internship coordinators in HHS. An Associate Dean (appointed by the Dean) will serve as chair of this committee.

Duties include:

- To suggest strategies to enhance field placement activities throughout the College.
- To share information, resources and ideas relevant to fieldwork activities.
- To ensure that units understand various liability issues related to fieldwork activities.

Meetings

At least one meeting per year will be convened by the Associate Dean.

Key Advisors Committee

Membership

Membership shall consist of the undergraduate key advisors of each department/school. An Associate Dean (appointed by the Dean) will serve as chair of this committee.

Duties include:

The Committee shall act as an information resource to faculty advisors throughout the College and shall assist in the development/implementation of various strategies to enhance the retention and academic success of students in Health and Human Sciences.

Meetings

The Associate Dean, who serves as the College's Key Advisor, shall convene one meeting per year.

Non-Tenure-Track Faculty Committee

Membership

Membership shall consist of one Non-Tenure-Track (NTT) faculty member with an appointment of either Special or Senior Teaching from each Unit and one representative appointed by the dean from College Cabinet. The committee shall select a Chair among the non-tenure-track faculty representatives who serve on the committee.

Duties include:

- To advise the dean regarding issues/concerns related to NTT faculty.
- To support the efforts of NTT faculty in the College.
- To provide a College representative to the Faculty Council's Committee on Non-Tenure-Track Faculty (CoNTTF). One NTT faculty member from this committee will be chosen by the committee to represent the College on the CoNTTF.

Meetings

At least one meeting per semester will be convened by the Chair of this committee.

Promotion and Tenure Advisory Committee

Membership

Membership shall consist of one tenured faculty from each department/school, typically at the professor level, and shall be comprised of the chairperson of each unit's Promotion and Tenure Committee. The Dean will serve as chair of this committee.

Duties include:

Committee will review and advise the Dean on all promotion and tenure dossiers.

Meetings

The Committee will meet with the Dean at least one time in late fall term to review promotion and tenure files.

Research Committee

Membership

Membership shall consist of one faculty representative from each department/school. An Associate Dean (appointed by the Dean) shall chair the committee, as a non-voting member.

Duties include:

- To recommend award recipients to the Dean from nominations provided by each department/school for the following HHS awards:
 Scholarly Excellence Award
 Tenure Track Faculty Scholarly Excellence Award
- To promote interdisciplinary research activity within the College.
- To assist in promoting, encouraging, and supporting the research interests of individual faculty members, including the review of issues related to Animal Care Use and Human Research compliance.
- To develop criteria for awarding funds designated by the College to support faculty research.
- To recommend to the Dean the awarding of intramural research and development funds available within the College to support faculty research.

Meetings

At least one meeting per year will be convened by an Associate Dean.

Dean's Student Leadership Council

Membership

Each department/school with undergraduate majors will be represented by not more than three voting representatives to the Council. The program of Family and Consumer Sciences also is eligible to have one voting representative. These members shall be selected by application that is to be reviewed by a committee of several current Council members and the advisor. College senators are automatically members of the Council. The Dean shall appoint an advisor to serve in a non-voting capacity.

Duties include:

The Council will represent students in the College by reviewing ASCSU Senate propositions and proposals, and giving College senators direction on how to vote. The Council will be available to assist the College as student representatives at events. The Council will promote and participate in leadership development activities. The Council will also act as the Student Charges for Technology Advisory Committee.

Meetings

The Council will meet every two to four weeks during the academic year.

Student Scholarship and Awards Committee

Membership

Membership shall consist of one faculty or staff representative from each department/school of the College. An Associate Dean (appointed by the Dean) and a

member of the HHS advancement staff, responsible for administering scholarships, shall be ex officio, non-voting members. The Associate Dean will chair the committee.

Duties include:

- To establish policies regarding student eligibility for honor awards and scholarships for those open to majors from more than one department/school.
- To help publicize available scholarships and awards early each year.
- To review applications and select recipients of scholarships and honor awards for those that cut across department/school bounds.
- To attend/participate in the College awards ceremony.

Student Charges for Technology Advisory Committee

The Dean's Leadership Council will serve as the Student Charges for Technology Advisory Committee. The Director of Information Technology serves as chair of the committee.

Duties include:

- To monitor the utilization of the students' charges for technology fees paid each semester.
- To make recommendations to the College IT staff regarding computer lab utilization, equipment, hours, software and other issues that may arise.
- To serve as a forum for discussion of major IT equipment purchases planned by the College and to evaluate the need to raise or lower fees as appropriate.

Meetings

Meetings will be held at least twice per fall and spring semesters called by the Director of Information Technology.

Unit Assistants

Membership

Membership shall consist of at least one State Classified representative from each department/school in the College at the level of senior administrative assistant or program assistant. The Dean's Assistant shall be the Dean's designated representative and chair.

Duties include:

- To enhance and strengthen communication between the units and the Dean's Office.
- To discuss information related to new or newly revised College and/or University policies and procedures to facilitate understanding at the unit level.

Meetings

Meetings will be held at least once per semester.

VI. Faculty Council and University Committees

The College representatives to the University Faculty Council and to its standing committees shall be elected according to the Academic Faculty and Administrative Professional Manual.

Each College representative shall consult with and report to the College faculty and the Dean's Office, as appropriate.

Definition of Electors

Faculty eligible to vote and serve on Faculty Council are defined in the Academic Faculty and Administrative Professional Manual (C.2.1.4).

VII. Advancement and Tenure

Promotion and Tenure Refer to Departmental Codes and AFAPM E.10.

The major purpose of promotion and tenure decisions is the strengthening and encouragement of faculty excellence. The University policies and procedures for promotion and tenure are stated in the current Academic Faculty and Administrative Professional Manual, Sections E.9 - E.14. The code of each department/school in the College should provide performance expectations for faculty, procedures for review of candidates for positions, procedures relating to tenure, promotion and reappointment, and procedures and expectations for conducting annual and periodic comprehensive reviews of the performance of faculty as required in section C.2.5 of the AFAPM. The statements in this document are consistent with the policies and procedures of the University. They enumerate and discuss promotion and tenure policies and procedures in the College of Health and Human Sciences and establish guidelines for implementation.

College Promotion and Tenure Guidelines

Faculty members being considered for promotion and/or tenure will typically be engaged in teaching and advising, research and other creative activity, and University and professional service. Outreach/engagement activities may be integrated into the faculty member's teaching, research, and/or service effort distribution. Criteria for promotion and tenure relate to performance in these areas. To be considered for promotion or tenure, a faculty member must meet the minimum criteria as stated in the Academic Faculty and Administrative Professional Manual, Sections E.9 and E.10. Promotion in academic rank is awarded on the basis of attainment of levels of achievement appropriate to the advanced rank. Satisfactory performance at one rank is

not a sufficient basis for promotion; such performance must be accompanied by growth of the individual to the performance level of the higher rank. Faculty members are normally eligible for consideration for promotion from associate professor to professor after five (5) years in rank. Performance reviews intended to assist faculty in achieving tenure or promotion must follow procedures in the Academic Faculty and Administrative Professional Manual, Section E.14.

The level of achievement required for tenure is, in most cases, equal to or higher than that required for promotion to Associate Professor. In particular, the individual should display expertise in areas compatible with current or anticipated programs in the department/school. Except in unusual circumstances noted in the statement of reasons given for the promotion recommendation, when tenure is granted to an assistant professor, the individual shall be promoted concurrently to associate professor (AFAPM C.2.5).

Criteria For and Documentation of Recommendations

University standards for promotion and tenure are based on a candidate's record of activities in teaching and advising, research and other creative activity, and service. Promotion to Associate Professor requires the demonstration of at least exceeds expectations in teaching and advising and research/creative activity along with at least meets expectations in service. Advancement to Professor requires demonstrated sustained, quality contributions to the body of knowledge through research/creative activity and the candidate is generally recognized as being an authority in a particular area or areas of special emphasis. Evidence of extensive continuing scholarly activity is present. The record should include a substantial number of refereed publications or juried works aligned with the faculty members' effort distribution and the faculty member's workload.

Detailed information and supporting materials are needed by the College administration for the purpose of review. The responsibility for the preparation of such information and documentation lies primarily with the candidate. Faculty should always check with the Office of the Provost Webpage to assure they are following the most recent guidelines for submitting materials for reappointment, promotion and tenure. The candidate's department/school will prepare a recommendation that discusses the extent to which the candidate meets the relevant criteria and standards specified by the department/school code. The recommendation should report the departmental/school vote, including specification of the numbers of those voting for and against and those abstaining. Any minority opinions concerning the recommendation must be discussed. Any agreements to award previous institutional experience(s) must be detailed in writing and approved by the Dean and Department Head/Director. Guidelines on the desired documentation in each of the areas of teaching and advising, research and other creative activity, and service can be found in departmental/school codes.

Extension

Extension education is another major function of the College. Evaluation of persons with Extension appointments must be based upon the initiative and leadership displayed in the conduct of Extension programs and research, effectiveness and skill as educators, and communication of technical information to appropriate clientele. Activities, such as conducting workshops and seminars, organizing or participating in short courses and other outreach/engagement activities should also be included. An assessment of the quality, effectiveness and impact of these efforts should be provided by clients.

Persons holding full-time Extension appointments will be evaluated by the Department Head/Director with input from the appropriate extension administrator. People on part-time appointments will be evaluated on the basis of the mix of duties in Extension and on their joint academic and research activities. If tenure-track, tenure will be approved by academic faculty within the unit.

Evaluation of HHS Administrative Personnel

Assessment of the Dean's performance is conducted by the Provost. The Provost will collect feedback annually on the Dean's performance. The Dean is responsible for annual evaluations of unit heads/directors and administrative officers of the Dean's Office.

Administrative Officers of the College

To assess the performance of administrative officers, the Dean shall annually solicit written evaluation from peers and faculty where appropriate. The Dean will summarize this information in a written document that will be reviewed with the respective person. The Dean shall make decisions for renewal, replacement, or abolishment on an annual basis.

Department Heads/School Directors

To assess the performance of department heads and school directors, the Dean shall annually solicit written evaluations from all faculty of the respective department/school. The head/director will be rated on performance in the various areas of: 1) Leadership within the Department/School; 2) Representation of the Department/School within the College and University, and with External Constituencies and Development Activities; 3) Administrative Management; and 4) Personnel Management. The Dean will summarize this information in a written document that will be reviewed with the head/director. For reasons of failure to conduct department/school progress/programs, the Dean may remove a head/director from office at any time. This measure requires consultation with the respective department/school faculty or the elected department/school advisory committee representing the faculty. For interim or short-term appointed heads/directors, the Dean shall make (renewal or replacement) decisions, on an annual basis.

For heads/directors serving a five-year term, the Dean shall conduct a review of the head's/director's suitability for continuance in the fifth year of term. Continuance shall require the positive approval of all parties: the Dean, the head/director, and a simple majority of the voting electorate as represented in the various department/school codes. The department/school faculty, the Provost, and the President shall be notified in writing of the continuance decision.

Annual Evaluation

Annual and Periodic Comprehensive Reviews of Performance

All faculty in the college are subject to annual and periodic comprehensive reviews of performance as prescribed in AFAPM section E.14.1 and as described in each Department/School Code. Each faculty member shall receive an evaluation at least once per year. The evaluation is conducted by the department head/school director and shall be organized to address the major categories of faculty activity. These include:

- Teaching and Advising
- Research and Creative Activity
- Service
- Administrative Assignments, if appropriate

The faculty member shall provide the department head/school director appropriate documentation of his/her annual activity as determined by department/school code. The following information should be included:

- A Summary of Activities Report as designed by each department/school. This document summarizes the faculty member's accomplishments in the major categories.
- A statement of prospective goals for individual improvement or development in the upcoming year.
- An updated Curriculum Vitae.
- A completed and signed "Annual Role and Responsibility Survey" form.

Department/School Committee Responsibilities in Evaluation

Departments/schools shall utilize a process to solicit evaluative information for persons who will eventually be considered for promotion and/or tenure. This process shall involve either the department/school tenured faculty or a representative committee, as specified in department/school code. The evaluation by the review body should be done periodically, as defined by departmental/school codes and in accordance with AFAPM Section E.14.2 Comprehensive Reviews of Tenure-Track Faculty, but at least three years in advance of promotion and/or tenure consideration for persons on a six-year consideration track. The following guidelines apply to the process:

- The head/director may share all evaluation documents with the review body.
- The review committee may solicit opinion from constituents in a position to be knowledgeable about the faculty member's performance.
- The review committee shall prepare a summary, indicating strengths and

weaknesses, to be shared with the faculty member. This summary will be included in the evaluation document finalized between the head/director and faculty member and forwarded to the Dean.

Head/Director Responsibilities

Using documentation provided by the faculty member and review committee, where appropriate, the department head/director shall prepare an evaluation summary and review it with the faculty member. This evaluation summary must contain the following elements:

- Strengths and accomplishments in teaching and advising, research and other creative activity, and service
- Comments on progress made on the faculty member's goals from the previous year, including progress on areas noted as needing improvement.
- Identification of items needing improvement in any of the above areas.
- Specific performance concerns related to future tenure and/or promotion considerations.
- The document must be signed by the faculty member and department head/director.
- Final copy distribution of the signed evaluation includes: the faculty member, the department/school office, and the Dean's Office (original).

Relationship of Evaluation to Advancement and Salary Exercises

To receive an annual evaluation, faculty must assume responsibility to complete their documentation and submit it to the department head/director by a deadline established by the department/school. Faculty not completing this responsibility will not be eligible for a salary increase or promotion and tenure consideration.

A tenure-track faculty member has the right to be informed about progress and deficiencies on an annual basis. The individual deserves an opportunity to make corrective measures to their performance profile over a multi-year period. In the event that a department head/director is negligent in providing this documentation, the faculty member may petition the Dean in writing to intervene for the purpose of obtaining a complete evaluation.

Comprehensive Reviews of Faculty

Comprehensive reviews of both tenure track (AFAPM E.14.2) and tenured faculty (AFAPM E.14.3) will be done in accordance with the *Manual*.

Support for Faculty

Departments/schools shall establish a formal means of supporting/mentoring and assisting faculty at the ranks of Instructor and Assistant Professor. The objectives are to

help the faculty member develop excellence in all areas of their position description and to help the individual learn about institutional requirements/procedures of the promotion and tenure process.

Self Evaluation of HHS College Operations

The Dean shall gather ongoing feedback about college operations from the Dean's Faculty Advisory Committee, the College Administrative Cabinet, the College Diversity Committee, and the Dean's Student Leadership Council. This feedback shall be shared with appropriate persons in the College to bring about ongoing improvement of College operations.

Faculty and Staff Grievance Procedures

The College of Health and Human Sciences believes that the best approach to grievances is prevention through communication. Faculty and staff should deal directly with their department head/director to achieve satisfactory resolution of issues through appropriate communication. In the event that there is communication difficulty between the head/director and faculty or staff member, the department/school may provide an advisory body of faculty and/or staff for the purpose of attempting to arbitrate the concern through local communication, as defined in department/school codes. In the event that these measures do not satisfactorily resolve faculty issues, faculty and departments/schools are referred to AFAPM Section K (for general grievance procedures established at Colorado State University) for specifics about the process and time limitation relevant to the grievance process.

VIII. Leave Guidelines

It is the responsibility of the department head/school director to authorize absences of faculty members for legitimate purposes as specified in section F of AFAPM. One important criterion for evaluating and approving leave requests is the extent to which the proposed leave activities support the department/school needs and priorities. For this reason, faculty members shall discuss with the department head/school director approximately six months prior to filing the application for proposed sabbatical leave activities, Fulbright programs, and other absences for legitimate purposes. Note that there are times a department head/school director may find it necessary, when balancing unit needs with the faculty member's interests, to decline approval. The department head/school director decision should be made using both Department/School and College guidelines, as set forth in Department/School Codes.

IX. Sabbatical Leave: Criteria, policies and guidelines

While sabbatical leaves should not be construed as a mandatory right of any faculty member in the College of Health and Human Sciences, such leaves can be considered

as a legitimate expectation, providing that the faculty member satisfies the criteria described in this document. Sabbatical leaves are intended to benefit the faculty member's department/school, the College and the University by increasing the skill level, experience level and/or scholarship of the participating faculty member. Although limitations of resources within the College and University may restrict the actual number of leaves that can be granted in any given year, faculty members are encouraged to consider applying for leave when eligible, and to use such leaves as a means of maintaining and/or enhancing their professional competence.

Faculty submitting applications for sabbatical leave must comply with the guidelines and policies outlined in AFAPM Section F.3.4. Given that sabbatical leaves should be awarded only when there is clear reason to expect that the change in activities represented by the proposed leave will be beneficial to both the individual and the University, and that the number of sabbatical leaves that will be approved for the College is limited, it is important that the ratings of proposals are made carefully and rigorously.

Criteria - Department/School Level Recommendation

1. The value of the sabbatical leave plan for the professional development of the individual.
2. The value of the sabbatical leave plan for the department/school, College and University.
3. The quality and significance of the proposed sabbatical leave activities.
4. The feasibility of the proposed projects/activities (e.g., time frame is realistic, and necessary resources are available).
5. The extent to which completion of the proposed activities/projects can be measured/documented.

The Department Head/School Director will give priority to faculty members on the basis of length of employment at the University on a regular, continuous appointment, and length of time since previous sabbatical leave. If a unit is submitting more than one proposal, these must be rank ordered at the unit-level prior to being forwarded to the Dean.

Guidelines and Policies Outlined in the University's Academic Faculty & Administrative Professional *Manual*

Criteria - Dean's Recommendation

1. The value of the leave to the Department/School and College of Health and Human Sciences.
2. The Department's/School's ability to arrange feasible staffing alternatives if the leave is granted.
3. If the number of sabbatical leaves that will be approved for the College is limited, selection of qualified applications will be based on the extent to which sabbatical leaves are equitably distributed among departments/schools.
4. When all of the above are equal, the Dean will give priority to faculty members on the basis of length of employment at the University on a regular, continuous appointment, and length of time since previous sabbatical.

Sabbatical Report

Upon completion of the sabbatical leave, the faculty member shall submit a final sabbatical report to the department head/school director who will forward it to the Dean of the College of Health and Human Sciences. In turn, the Dean's Office will forward the report to the Provost for review and submission to the Board of Governors. The report shall include a summary of the faculty member's activities while on sabbatical and the benefits derived by the faculty member from the sabbatical activity. Final sabbatical reports must be submitted to the office of the institution's chief academic officer within three months of the completion of the leave. Sabbatical reports are considered public record and shall be available for inspection upon request. See Section F.3.4 (Sabbatical Leave) of the University's Academic Faculty & Administrative Professional *Manual* for additional detail. Refer to Appendix A of this *Code* for guidelines regarding preparation of sabbatical application and report.

X. Amendment procedure

Any member of the College community may propose to amend the HHS *Code* through their academic unit's representative to the Dean's Faculty Advisory Committee. Items such as program name changes (which are approved through the curriculum review process), references to sections of the Academic Faculty and Administrative Professional Manual (AFAPM) (which are approved through faculty council), and policy changes by other entities outside of HHS will be updated as needed and do not require a vote of the faculty. University policies are available from the CSU Office of Policy and Compliance (<http://policies.colostate.edu/>).

Proposed amendments will be presented to the College membership via e-mail two weeks prior to the All-College Meeting, where they will be discussed.

The HHS *Code* may be amended by a 2/3 majority vote of the voting members of the eligible electorate (as defined below). Electronic ballots containing the proposed amendments and their rationale shall be distributed to eligible voters within three

working days following the All-College Meeting where the proposed amendments were discussed. Faculty will have the option of returning the ballots electronically or to print and return.

Ballots must be returned by the stated deadline (but not later than six working days after distribution) in order to be counted.

The *eligible electorate* is defined as faculty who meet the following criteria:

- In residence at the University or on sabbatical leave;
- Completion of at least one year of service at the University as regular, regular part time, special, senior teaching or transitional appointee with the rank above that of instructor or equivalent;
- Administratively responsible to a unit head/director within Health and Human Sciences.

Appendix A

The purpose of this appendix is to provide information for faculty planning to submit requests for sabbatical leave. Note that these are intended to be suggestions and do not include policy decisions.

Sabbatical Leave Applications and Reports

University Guidelines Regarding Sabbatical Leaves

The University's policy and guidelines regarding sabbatical leave are outlined in Section F of the Academic Faculty and Administrative Professional Manual. You should carefully review these guidelines before preparing your sabbatical leave application.

College Guidelines Regarding Sabbatical Leaves

The College guidelines regarding sabbatical leaves are found in the Health and Human Sciences *Code*. You may access the latest version through the College's electronic "public folder."

Forms for Requesting Sabbatical Leave

Sabbatical leave requests are to be submitted using the University's application form. A signed Memorandum of Understanding is to accompany the application. These forms are available from the Provost's web site.

Approval Process Regarding Sabbatical Leaves

There are four levels of approval (Department Head/School Director, Dean, Provost, Board of Governors). Deadlines for each step of the approval process may shift somewhat each year. Be sure to confirm due dates with your Unit Head/School Director. (NOTE: Recently, applications have been due to the Dean on Sept. 15th and due to the Provost on October 1). Please note that in some units, the Head/Director will forward all requests but will put them in "rank order" of priority before forwarding to the Dean. This is important in that there are limited numbers of sabbaticals being approved each year at the University level. Note that there are times a Unit Head/Director may find it necessary – when balancing unit needs with the faculty member's interests – to decline approval. The Unit Head's/Director's decisions should be made using both Department/School and College guidelines, as set forth in Unit Codes. In like vein, given the limited number of sabbaticals, the Dean may need to place proposals in rank order prior to their being sent to the Provost's office or decline approval if a particular application does not meet criteria set forth in the College Code. Finally, it must be recognized that neither Central Administration nor the Board of Governors will necessarily approve all proposals sent to them. Reasons for denial may be linked to such factors as the nature of the proposal or institutional financial restrictions.

Confer with Unit Head/Director Prior to Preparing Sabbatical Leave Application

One important criterion for evaluating and approving sabbatical leave requests is the extent to which the proposed leave activities support the department's/school's needs and priorities. For this reason, it is important for faculty to discuss with unit head/director approximately six months prior to filing the application – how his/her proposed sabbatical leave activities will help the department/school address identified needs and priorities in addition to providing professional development opportunities for the faculty member.

Another reason for talking with the unit head/director and department colleagues prior to submitting a sabbatical leave request is to work out a collaborative plan for covering assignments in the areas of instruction/advising/mentoring, research/scholarship/creative activity, and service/engagement. Such a plan must be included in the sabbatical leave request.

Goals and Measurable Outcomes

Your plan should clearly identify goals that go above and beyond what would normally be expected were you to remain on campus with your normal workload distribution. (For example, if you normally have a 30% research load and your sabbatical will be totally focused on research, one would expect your goals to reflect that increased percentage of time being spent in that arena.) Goals should be stated clearly and concisely. These are not to be changed, without prior approval of the Dean and the Provost, after a sabbatical has been awarded.

Further, you should clearly identify measurable outcomes of your sabbatical efforts. The clarity of these outcomes, together with the likelihood that they can be accomplished during the sabbatical period, will be used as criteria during the approval process. Progress in reaching these measurable outcomes will later become the basis for writing your sabbatical report.

Sabbatical Report

Within a month after the completion of a sabbatical leave, a faculty member is to submit:

1. a final sabbatical report to the unit head/director and
2. a two-paragraph abstract of that report, which will be forwarded to the Board of Governors

The sabbatical report should be at least 3-5 pages in length, and should be "congruent" with the sabbatical application in that all proposed goals and objectives in the application must be addressed in the report. The report should include a concrete summary of the faculty member's activities while on sabbatical and the benefits derived by the faculty member from the sabbatical activity. If there are written (or other) products developed during the sabbatical, these should be forwarded with the report. Copies of "good" sabbatical leave reports are available should you feel that a "model" would be helpful. (Faculty who wrote these reports have given us permission to use

them.) Contact your unit head/director to access copies.

Once the faculty member submits the sabbatical report to the Unit Head/Director and it is reviewed at that level, the unit head/director then forwards the report to the Dean, who in turn will forward it to the Provost for review. Finally, the two-paragraph abstract will be submitted to the Board of Governors. Please understand that any individual in this process may suggest refinement to you.

Note that sabbatical reports are considered public record and are available for inspection upon request.

Sabbatical Leaves, Annual Performance Evaluations, and Workload Distributions

The sabbatical leave plan and the final report will serve as important documents in conducting annual performance evaluations covering the period of the leave. In most instances, the workload distribution for faculty who have been awarded a sabbatical leave is such that there is (typically) a significant increase in percentage of time dedicated to research/ scholarship/creative activity, and a decrease in the amount of time devoted to instruction/advising/mentoring and service/engagement. The sabbatical leave plan and the final report can be used to document productivity in the area of scholarly work or other arenas that were a focus of a given faculty member's sabbatical effort.