

Code for the College of Health and Human
Sciences

Colorado State University

Approved by CHHS Electorate on May 15, 2019

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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. CHHS Vision, Values and Mission Statements

Vision: The College of Health and Human Sciences will serve as a global leader in optimizing the health, well-being, and positive development of people and communities.

Values: We are committed to principles of equity and inclusive excellence in all that we do. These values guide our work in the College: Accountability; Community Engagement; Creativity and Discovery; Diversity; Entrepreneurship; Ethics, Integrity and Social Justice; Excellence; Innovation; Respect; Student-centricity; Teamwork and Collaboration.

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

III. HHS Administrative Organization

A. 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, extension, engagement/outreach, and service.

The College administration is also comprised of a number of Associate Dean(s), and/or Assistant Dean(s), and/or other administrative personnel, with responsibilities assigned by the Dean. The Dean appoints the Associate Dean(s), and/or Assistant Dean(s), and/or other administrative personnel. 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 Business Manager and Director of Operations. Duties will be negotiated with and identified by the Dean. The Dean specifies one of the Executive Cabinet officers to represent the College in the Dean's absence and on other occasions as required.

B. 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 Academic Program Review and Improvement process. It is designed to support continuous and systematic evaluation of departmental performance and encourages action planning that strengthens program quality and impact in accordance with the role and mission of the University. Evaluations of academic units will be conducted as specified in AFAPM (C.2.4.2.2.d.).

C. College Executive Council

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

- Dean
- Associate Dean(s) and/or Assistant Dean(s)
- Business Manager
- Director of Operations

Meetings

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

D. 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)
- Business Manager

Executive Director of Development
Director of Communications
Director of Operations

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).

Definitions of Faculty and Administration Professionals are found in Section D.1.1 and D.1.2, respectively, in the Academic Faculty and Administrative Professional Manual. This will require updating as university policy is in place.

IV. Meetings of All-College Personnel

At least one College meeting of all college personnel shall be held each year; the time, place, and agenda of which shall be at the discretion of the Dean. All personnel shall be notified in writing at least one week prior to each meeting. If a meeting is cancelled or

postponed, all personnel will be notified.

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 and Equity Advisory Committee
- College IT Faculty and Staff Advisory Committee
- Dean's Faculty Advisory Committee
- Faculty/Staff Awards Committee
- Graduate Coordinators Committee
- Non-Tenure-Track Faculty Advisory Committee
- Promotion and Tenure Advisory Committee
- Research Committee
- Dean's Student Leadership Council/Student Charges for Technology Advisory Committee
- Student Scholarship and Awards Committee

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 all faculty or staff of 50% time or greater. Sequencing of membership shall be monitored by the Dean's Assistant. Terms of service for newly-elected or appointed 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 and staff members typically serve a maximum of two consecutive 3-year terms on any particular committee. Faculty and staff 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.
- 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 or staff 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 and Staff Advisory Committee

Membership

Voting membership shall consist of one faculty or staff 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, including non-tenure track faculty, 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. This person must be a tenure track faculty

member based on current CSU policy.

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 and Equity Advisory Committee

Membership

Comprised of College staff and faculty, there shall be at least one representative per academic unit. Additionally, students may participate. The Dean serves as chair of this committee, with co-chairs appointed by the committee.

Duties include:

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

Meetings

The Dean will convene at least one meeting per semester.

Tenure-Track Faculty Advisory Committee

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 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
- Non-Tenure Track Faculty Early Career Teaching Award
- Non-Tenure Track Faculty/AP Scholarly Excellence 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.

Non-Tenure-Track Faculty Advisory Committee

Membership

Membership shall consist of one Non-Tenure-Track (NTT) faculty member with an appointment of either contract or continuing appointments 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/or 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 or staff representative with a research appointment 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 and graduate students in OT 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. The associate dean for academic affairs or designee will supervise the DLC.

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.

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 (AFAPM).

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/Promotion 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 all 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 in rank 5 years and engaged in teaching and advising, research and other creative activity, and University and professional service. Credit toward the 5 years in ranks may be negotiated and granted when hiring someone who has been in a similar NTTF or TTF position at another like university. The distribution of the assignment may vary based upon primary role and responsibility. 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 in the assigned unit within the College. 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 with objective matching to the expectations for the rank within the unit. Faculty members are normally eligible for consideration for promotion from assistant to associate, or associate professor to professor after five (5) years in rank. The same timelines are expected for promotions within the instructor ranks (instructor, senior instructor, master instructor). 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/or tenure are based on a candidate's record of activities in teaching and advising, research and other creative activity, and service. For faculty with tenure or tenure track appointments 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 on the tenure track 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 examples of impactful refereed/scholarly publications or juried works aligned with the faculty members' effort distribution and the faculty member's workload.

For faculty with contract or continuing appointments (non-tenure track) promotion rubrics will be defined by each unit within the College. These expectations will be clearly identified for promotion within the instructor ranks (instructor, senior instructor, or master instructor) or within the professor ranks (assistant, associate and full professor).

Detailed information and supporting materials, including external letters of support, are needed by the College administration for the purpose of review. For NTT faculty on the Instructor track, applications for Senior Instructor must include an evaluation by at least one reviewer who is external to the department, but internal to the university. Applications for Master Instructor must include an evaluation by no fewer than three reviewers who are external to the department, but internal to the university.

For NTT and TT faculty on the Professor track, applications for Associate Professor or Professor must include an evaluation by no fewer than five reviewers who are external to the university. The units follow University procedures in selecting external reviewers. 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/or 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 committee or faculty 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 activity 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.

Outreach/Engagement

The scholarship-based model of outreach/engagement stimulates interaction with the community, which produces discipline-generated, evidence-based practices. Outreach/engagement activities may be integrated into the faculty member's teaching, research, and/or service effort distribution. Outreach/engagement activities are not a mandated component of every faculty member's effort distribution, but are to be included where appropriate to the mission of the faculty member, department, and college. For the activity to be scholarly, it must draw upon the academic and professional expertise of the faculty member while contributing to the public good, addressing or responding to real-world problems. The standards for assessing the scholarship of outreach/engagement activities will vary among disciplines and should be specified by each academic unit and incorporated into departmental codes.

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 and staff of the respective department/school. The head/director will be rated on performance in the various areas of: 1) Leadership within department; 2) Representation with College and University; 3) Administrative Management; 4) Personnel Management; 5) Commitment to Diversity, Equity and Inclusion; 6) Advancing Research and Scholarship in the Unit; 7) Student Engagement and Retention; 8) Work Environment and Campus Climate.

The Dean will summarize this information in a written document that will be reviewed with the head/director. 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. Engagement/outreach and Engagement efforts may be integrated into the faculty members' teaching, research and service responsibilities. 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
- Outreach/Engagement

The faculty member shall provide the department head/school director appropriate documentation of the faculty member's 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. Voting for promotion for NTTF will include all those at the rank or higher being sought by the candidate. Voting for tenure and/or promotion of TTF will be done by the tenured faculty.

The T&P Committee consists of full-time tenured faculty and a specified number of full-time NTTF above the level of Instructor according to unit code. If no tenured faculty or NTTF above Instructor are available, a T&P Committee will be appointed of full professors and NTTF above Instructor from outside the unit but within the College until such time when the unit has faculty in those ranks. The purpose of the committee is to conduct mid-point reviews and progress toward tenure of untenured faculty and give constructive feedback to faculty for professional development. The T&P Committee also is the first in the line of decision making for tenure and/or promotion, and performance evaluations for TTF and NTTF.

If the T&P Committee's vote does not support promotion, the justification for the negative vote should provide guidance as to actions the applicant needs to take in order to make a more compelling case for promotion. Such actions may include, but are not limited to, professional development workshops and regular mentoring. The applicant shall wait at least two years before reapplying for promotion. The TMP Committee also will conduct midpoint reviews of NTTF, but will not be involved in annual performance reviews.

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 Faculty, but at least three years in advance of promotion and/or tenure consideration. 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. This document shall also contain a separate paragraph or statement about progress toward tenure and/or promotion.

Head/Director Responsibilities

Using documentation provided by the faculty member and review committee, 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, service and engagement.
- 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.
- In a separate paragraph, or document, there needs to be specific summary of the faculty members concerns or satisfactory progress related to promotion and/or tenure.
- 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.

All faculty have 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*.

Mentoring Support for Faculty

Departments/schools shall establish a formal means of supporting/mentoring and assisting faculty at the ranks of Instructor and Assistant Professor or new to CHHS and CSU. 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. The evaluation of successful mentoring support shall be part of the annual review process.

Self-Evaluation of HHS College Operations

The Dean shall gather ongoing feedback about college operations from the Dean's Faculty Advisory Committee, Dean's Non-tenure Track 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 and Professional Development 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 tenure track 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 on the non-tenure track will be eligible to apply for professional development leave or a reduction in teaching FTE following six years of full-time employment. These leaves are not to be considered a sabbatical, but may allow adequate time for the faculty member to re-train, study or engage in professional development that will positively impact their role as a faculty member. Guidelines from the university are forthcoming.

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 or professional development plan for the professional development of the individual.
2. The value of the leave or professional development plan for the department/school, College and University.

3. The quality and significance of the proposed 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 tenured line, and length of time since previous sabbatical leave or professional leave for NTTF. 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 or professional development requests 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 tenure track, contract or continuing appointment, and length of time since previous leave or professional development time.

Sabbatical or Professional Development Leave Report

Upon completion of the leave, the faculty member shall submit a final 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 this leave or professional development activity and the benefits derived by the faculty member from the this activity. Final 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 CHHS *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 tenure track, tenured, non-tenure track on continuing or contract appointment, part time, or transitional appointee with the rank above that of instructor or equivalent;
- Administratively responsible to a unit head/director within the College of Health and Human Sciences.

Appendix A

This will be updated upon new university documentation

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 the 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.