



**COLLEGE OF HEALTH
AND HUMAN SCIENCES
COLORADO STATE UNIVERSITY**

COLLEGE CODE

Approved by CHHS Electorate on September 10, 2024

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I. Introduction

[College of Health and Human Sciences \(colostate.edu\)](http://colostate.edu)

This document describes the organization and administrative processes of the College of Health and Human Sciences (CHHS). The CHHS Code contains the operational guidelines, policies, and procedures that apply to the college and fulfill its mission, and the College shall operate under this Code.

The CHHS Code shall be consistent with the provisions of the Colorado State University's Code, [Academic Faculty & Administrative Professional Manual \(AFAPM\)](#). The AFAPM contains policies and procedures that apply to faculty members and administrative professionals employed at Colorado State University. The document formally captures the shared understanding of the cooperative compact among the Board of Governors of the Colorado State University System, the University administration, the faculty, and the administrative professionals that are used to manage the institution effectively.

The CHHS Code shall not conflict with the AFAPM or with codes from the college's eight academic units. The AFAPM and the college's academic unit codes shall take precedence over the CHHS college code ([AFAPM – Section C.2.4.1.1](#)).

College Description

The College of Health and Human Sciences comprises eight academic units: the Departments of Construction Management, Design and Merchandising, Food Science and Human Nutrition, Health and Exercise Science, Human Development and Family Studies, Occupational Therapy, and the Schools of Education and Social Work. CHHS is one of the largest colleges at CSU. Several of the College's academic programs are nationally recognized or ranked. The College of Health and Human Sciences houses more than 20 different Institutes, Centers, Special Units, and Extension offices designed to provide a broad range of research and outreach activities that support social, economic, and community development in Colorado, the nation, and the world.

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 the communities in which they live.

Colorado State University's Principles of Community

The [Principles of Community](#) support the Colorado State University Mission and Vision of access, research, teaching, service, and engagement. A collaborative and vibrant community is a foundation for learning, critical inquiry, and discovery. Therefore, each member of the CSU Community has a responsibility to uphold these principles when engaging with one another and acting on behalf of the university.

Inclusion

We create and nurture inclusive environments and welcome, value, and affirm all members of our community, including their various identities, skills, ideas, talents, and contributions.

Integrity

We are accountable for our actions and will act ethically and honestly in all our interactions.

Respect

We honor the inherent dignity of all people within an environment where we are committed to freedom of expression, critical discourse, and the advancement of knowledge.

Service

We are responsible, individually and collectively, to give of our time, talents, and resources to promote the well-being of each other and the development of our local, regional, and global communities.

Social Justice

We have the right to be treated and the responsibility to treat others with fairness and equity, the duty to challenge prejudice, and to uphold the laws, policies, and procedures that promote justice in all respects.

II. CHHS Administrative Organization

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 [AFAPM – Section C.2.6.1](#) and pertain to teaching, research, extension, engagement/outreach, and service.

The College administration is also comprised of Associate Deans, and/or Assistant Deans, and/or other administrative personnel, with responsibilities assigned by the Dean. The Dean appoints the Associate Deans and/or Assistant Deans and/or other administrative personnel. Search and hiring procedures for administrators (“at-will” employees) shall be conducted in accordance with the [AFAPM – Section E.4.4.](#)

The Dean, working in conjunction with the Executive Council, establishes the administrative structure of the Dean's Office. Executive Council officers include all Associate and Assistant Deans, the Executive Director of Operations, and the Executive Assistant to the Dean. Duties will be negotiated with and identified by the Dean. The Dean specifies one of the Executive Council officers to represent the College in the Dean’s absence and on other occasions as required.

Academic Units

The College includes six academic departments and two academic schools as follows:

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

The administrative officer of each academic unit is a head or director whose duties and responsibilities pertaining to teaching, research, and service are outlined in the [AFAPM – Section C.2.2.](#)

Academic Unit Codes

Each academic unit shall formulate a code consistent with the provisions of the Academic Faculty and Administrative Professional Manual. After the academic unit codes have been approved by a majority of the eligible voting members of each academic unit, a copy and any subsequent changes shall be provided to the Dean of the College and the Provost and, upon their acceptance as specified in the [AFAPM – Section C.2.4.3](#), the academic unit shall begin to operate in accordance with the procedures of its code. Copies of the academic unit code shall be provided to each faculty member of the academic unit. The unit's code shall be reviewed as specified in the [AFAPM – Section C.2.4.2.2.e](#).

Academic Unit Review and Assessment

Each academic unit must participate in the Academic Program Review and Improvement process, which is designed to support continuous and systematic evaluation of departmental performance and encourage action planning that strengthens program quality and impact in accordance with the University's role and mission. Evaluations of academic units will be conducted as specified in the [AFAPM – Section C.2.4.2.2.d](#).

College Executive Council

Description and Membership

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

- Dean
- All Associate Deans and/or Assistant Deans
- Executive Director of Operations
- Dean's Executive Assistant

Duties shall be:

- To support the Dean in developing strategic goals and fulfilling the College's mission.
- To act as a sounding board for important decisions and initiatives by offering insights and recommendations.
- To facilitate communication between the Dean's Office and other stakeholders to ensure that a wide range of perspectives informs decision-making.
- To provide input about resource allocation and budget decisions.
- To offer academic and program oversight and advice on the development, evaluation, and enhancement of academic programs and initiatives.
- To assist the Dean in addressing personnel and staffing requirements and aligning operational and organizational structures with the College's mission.

Meetings will be:

Convened by the Dean on a regular basis and as needed to fulfill the Council's responsibilities.

College Administrative Cabinet Membership

Description and 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
- All Associate Deans and/or Assistant Deans
- Executive Director of Operations
- Executive Director of Development
- Director of Communications
- Dean Appointees

Duties and Responsibilities

- 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 academic units impacted by College or University policies or actions.
- To facilitate communication with the faculty, staff, and students concerning College and University activities.

Meetings shall be held:

Convened by the Dean at least once a month during the academic year and as needed to fulfill the committee's duties.

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 – Section B.2.6](#) and [AFAPM – Section C.2.3.3](#).

The Academic Faculty and Administrative Professional Manual defines faculty and administration professionals in [AFAPM – Sections D.1.1 and D.1.2](#), respectively. As university policy is in place, this will require updating.

Meetings of All-College Personnel

At least one College meeting of all college personnel shall be held each year; the time, place, and agenda 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 canceled or postponed, all personnel will be notified.

III. College Committee Procedures

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

- College Curriculum Committee
- Commencement Committee
- All-College and Alumni Awards Committee
- College Scholarship Committee
- Research Committee
- Graduate Coordinators Committee
- Promotion and Tenure Advisory Committee
- College Diversity and Equity Advisory Committee
- College IT Faculty and Staff Advisory Committee
- Tenure-Track Faculty Advisory Committee
- Non-Tenure-Track Faculty Advisory Committee
- Internship and Experiential Education Advisory Committee
- Academic Success and Advising Advisory Committee
- Student Group: Dean's Ambassadors Program
- Student Group: Student Technology Fee Advisory 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 Executive Council and/or 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 CHHS Code, the terms of service for all members selected to serve on the College's standing committees shall be three years, with the terms of one-third of the members expiring each year.

Eligible members, except where expressly noted, include all faculty or staff with an appointment of 50% time or greater. The Dean's Executive Assistant shall manage term limits and notify units of membership needs and expiring terms. For newly elected or appointed members of all standing committees, terms of service will begin August 16 (following elections) by the College or academic unit electorate. It is suggested that members not serve on more than one College standing committee at one time.

Vacancies for unexpired terms of the College's standing committees shall be filled through appointments by the academic unit 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 November 1, the Dean's Office shall inform each academic unit head of the committee vacancies that must be filled for the next academic year.
- Each academic unit will select its representatives, as required, and notify the Dean's Office/Faculty Council of the results by March 1.
- Committee Chairs shall be elected annually by the committee members unless otherwise specified.
- Students can be elected to college committees through the Dean's Ambassadors or another college student leadership group when a committee membership requires student representation.

Records and Annual Reports

- Records (e.g., curriculum change requests) of each meeting must be kept on file by the chair and administrative assistant on the committee (when applicable).
- Each committee's chairperson shall submit an annual report summarizing committee activities to the Dean of the College by June 30.

Quorum

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

Meetings

The Dean, Associate Dean, designated Director, or Committee Chair may convene a meeting as specified in each committee description.

IV. College Committee Membership and Responsibilities

The standing committees of the College are:

- College Curriculum Committee
- Commencement Committee
- College Awards Review Committee
- College Scholarship Committee
- Research Committee
- Graduate Coordinators Committee
- Promotion and Tenure Advisory Committee
- College Diversity and Equity Advisory Committee
- College IT Faculty and Staff Advisory Committee
- Tenure-Track Faculty Advisory Committee
- Non-Tenure-Track Faculty Advisory Committee
- Internship and Experiential Education Advisory Committee
- Academic Success and Advising Advisory Committee
- Student Group: Dean's Ambassadors Program
- Student Group: Technology Student Fee Advisory Committee

College Curriculum Committee

Description and Membership

The voting membership of the Curriculum Committee shall consist of one faculty representative (TTF or NTTf) from each academic unit in the College. The committee members shall serve a three-year term. Committee members may serve two consecutive terms. The Dean will assign an Associate Dean of the College as an ex officio, non-voting member. An Administrative Assistant from the Dean's Office is responsible for administering related curriculum forms and paperwork.

College Committee Chair and College Representative to the University College Committee

Every three years, at the beginning of the spring term, the committee nominates and selects a Chair from the voting members. The Chair may serve two consecutive three-year terms. The College Curriculum Committee Chair will become an ex officio, non-voting committee member and will be the College representative to the University Curriculum Committee. Therefore, the academic unit for which the Chair had represented as a voting member must assign a new faculty representative to the College Curriculum Committee as a voting member. This way, the committee will have eight voting members and two ex officio, non-voting members.

Duties shall be:

- To receive or initiate recommendations pertaining to every course and program offered for academic credit by all college academic units, including those offered by the college.
- To evaluate all proposals for new undergraduate courses and programs as well as changes in existing courses and programs before consideration and approval by the University Curriculum Committee.
- To evaluate all proposals for new undergraduate courses and programs as well as changes in existing courses and programs before consideration and approval by the University Curriculum Committee.
- To forward approved curricula to the Dean and then to the University Curriculum and Catalog Administration Office for additional review and approvals.
- To develop and implement necessary administrative procedures for informing and coordinating academic units within the CHHS and other interested colleges concerning courses and programs under consideration.

Meetings will be:

Convened by the committee chair or Associate Dean at least twice a month during the academic year and as needed to fulfill the committee's duties.

Commencement Committee

Description and Membership

Membership shall consist of one representative from each academic unit of the College and the college's undergraduate student success coordinator. The Student Success coordinator will serve as the college's representative to the University Commencement Committee, and an Associate Dean (appointed by the Dean) will serve as co-chair of the college committee. An Administrative Assistant from the Dean's Office shall attend all meetings and implement administrative details as needed.

Duties shall be:

- To coordinate commencement activities within the college.
- To oversee commencement activities within academic units in ordinance with university and college guidelines.
- Serve as a conduit for information about university-level commencement activities to academic units.

Meetings will be:

Convened by the co-chairs monthly during the academic year and as needed to fulfill the committee's duties.

College Awards Review Committee

Description and 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 shall be:

- To review award nomination packets for each of the all-college awards. Sub-committees may be formed for the review and recommendation process.
- To recommend award recipient recommendations to the Dean.
- The committee will review other college awards as charged by the Dean.

Meetings will be:

Convened by the Associate Dean as needed to fulfill the committee's duties.

College Scholarship Committee

Description and Membership

Membership shall consist of one faculty or staff representative from each academic unit of the College. An Associate Dean (appointed by the Dean), the college's undergraduate student success coordinator, and a member of the college operations team shall be ex officio, non-voting members. The Associate Dean will chair the committee. A member of the CHHS Advancement staff will act as a liaison with the committee to provide necessary fund information and stewardship administration.

Duties shall be:

- To review and select scholarship and award recipients for all-college, interdepartmental, and unit-level funds.
- To promote scholarships and awards to students and support students in the application process.
- To attend and participate in the college scholarship and student funds celebrations.
- To facilitate and implement all necessary college and unit award and scholarship disbursement activities.

Meetings will be:

Convened by the Associate Dean monthly and as needed to fulfill the committee's duties.

Research Committee

Description and Membership

Membership shall consist of one faculty or staff representative with a research appointment from each academic unit. An Associate Dean (appointed by the Dean) shall chair the committee as a non-voting member.

Duties shall be:

- To promote interdisciplinary research activity within the College.
- To assist in promoting, encouraging, and supporting individual faculty member's research interests, including reviewing 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 will be:

Convened by the Associate Dean at least once per year and as needed to fulfill the committee's duties.

Graduate Coordinators Committee

Description and 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 shall be:

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

Meetings will be:

Convened by the Associate Dean at least once yearly and as needed to fulfill the committee's duties.

Promotion and Tenure Advisory Committee

Description and Membership

Membership shall consist of one tenured full professor from each academic unit who serves as the chairperson of each unit's Promotion and Tenure Committee. The Dean will serve as chair of this committee.

Duties shall be:

- To review all promotion and/or tenure dossiers.
- To advise the Dean on all promotion and/or tenure dossiers.

Meetings will be:

Convened by the Dean at least once per fall semester for tenure-track applications, once per spring semester for contract and continuing faculty applications, and as needed to fulfill the committee's duties.

College Diversity and Equity Advisory Committee

Description and Membership

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

Duties shall be:

- To evaluate the college and academic unit diversity plans and recommend goals, strategies, and metrics.
- To discuss various issues/concerns related to diversity, equity, and inclusive excellence.
- To develop and promote recommendations to ensure a more inclusive environment.

Meetings will be:

Convened by the Associate Dean at least once per semester and as needed to fulfill the committee's duties.

College IT Faculty and Staff Advisory Committee

Description and Membership

Voting membership shall consist of one faculty or staff representative from each academic unit of the College. The Director of Information Technology serves as chair of the committee. The College's representative on the Faculty Council's Committee on Information Technology is an ex officio, non-voting member.

Duties shall be:

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

Meetings will be:

Convened by the Director of Information Technology at least once per semester and as needed to fulfill the committee's duties.

Tenure-Track Faculty Advisory Committee

Description and Membership

Membership shall consist of one tenure-track/tenured faculty member from each academic unit (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 shall be:

- 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 academic units 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.) The 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 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 will be:

Convened by the Dean as needed to fulfill the committee's duties.

Non-Tenure-Track Faculty Advisory Committee

Description and 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 shall be:

- 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 will be:

Convened by the Dean as needed to fulfill the committee's duties.

Internship and Experiential Education Advisory Committee

Description and Membership

The committee is dedicated to enhancing and advancing student internships, fieldwork, and other experiential learning opportunities. The committee focuses on fostering collaboration among Internship and Experiential Learning Coordinators, faculty, and staff to ensure high-quality learning experiences for students. It also supports the consistent application of university policies related to experiential learning and promotes initiatives that strengthen community engagement within the College.

Membership shall consist of the Associate Dean for Undergraduate Affairs, Dean's Team Members responsible for career education and student success, a minimum of one faculty or staff member responsible for internship or experiential education from each academic unit, and any other relevant college personnel directly involved in internship and experiential education coordination. In this way, all internship and experiential coordinators and support staff within the college have the opportunity to participate on this advisory committee.

Duties shall be:

- To advise the Dean regarding issues and concerns related to internships and experiential education.
- To support policy implementation and ensure effective alignment of university guidelines regarding experiential learning, including compliance with accreditation standards and the Office of General Council and Risk Management policies.
- To promote community engagement and develop initiatives encouraging collaboration and engagement among faculty, staff, and community partners involved in experiential education.
- To share best practices and resources, exchanging strategies, tools, and information to continuously improve advising, supervision, and support of experiential learning opportunities across the College.
- To collaborate with the college's career education staff and the CSU Career Center to support student success.
- To offer professional development and facilitate opportunities for faculty and staff to grow professionally in areas related to internship and experiential education.

Meetings will be:

Convened by the Associate Dean monthly and as needed to fulfill the committee's duties.

Academic Success and Advising Advisory Committee

Description and Membership

The Advisory Committee on Academic Success and Advising enhances the College's commitment to student achievement by improving academic advising practices, supporting student retention, and ensuring all students have access to the resources they need to succeed academically. The committee will assess advising models, develop best practices, and recommend strategies to strengthen academic support services across the College.

Membership shall consist of the Associate Dean for Undergraduate Affairs, Dean's Team Members responsible for student success, at least one academic advisor representative from each academic unit, and any other relevant college personnel directly involved in academic success and advising. In this way, all academic advisors within the college have the opportunity to participate on this advisory committee.

Duties shall be:

- To advise the Dean regarding issues and concerns related to academic success and advising.
- To enhance academic advising and offer professional development and support to college academic advisors.
- To address barriers to student success, create strategies to improve retention and graduation rates, and use an equitable framework to recommend initiatives to support academic advising.
- To promote collaboration among academic advising units and other campus services that are essential to student success.
- To offer guidance on data-informed decision-making and assessment related to metrics of academic success and advising impact.
- To serve as a platform for sharing information about university-coordinated and standardized advising practices.

Meetings will be:

Convened by the Associate Dean monthly and as needed to fulfill the committee's duties.

Dean's Ambassadors Program

Description and Membership

The CHHS Dean's Ambassadors Program (D.A.P.) serves as the college's student council. The D.A.P. enhances service among students, promotes student success, and engages students in advancing recruitment and philanthropy within CHHS and CSU. This program empowers dedicated and passionate students to represent the College in various capacities, promoting the positive image of CHHS, enhancing the student voice and their representation, recruiting prospective students, advancing philanthropy, and celebrating the impact of student leaders. With the development of a community of student leaders, the overall student experience within the college and their personal, professional, and academic growth are enhanced. The Associate Dean for Undergraduate Affairs will oversee the program or

Membership and Selection

Membership shall consist of a diverse group of students who have demonstrated a desire to develop leadership skills and a passion for CHHS and CSU. Students from all academic units in the College can be represented in the D.A.P. The selection process will include information sessions and interviews.

Eligibility Requirements

- Academic standing and program selection activities will be considered.
- Be enrolled as a full-time undergraduate/graduate student in residence for the membership duration.
- If selected, one academic-year commitment (2 consecutive semesters, not including summer semester) is required.

Duties shall be:

- To represent the college at university functions such as prospective student recruitment events, alumni events, and community outreach programs
- To serve as the face of CHHS, interacting with various stakeholders, including donors, alumni, faculty, staff, students, and families.
- To approve prospective ASCSU Senators not pursuing ASCSU general election.
- To review ASCSU Senate propositions and proposals. And be a liaison between senators and CHHS students.
- To serve as representatives of CHHS students on university fee boards.
- To act as the Student Technology Fee Advisory Committee.
- To attend program meetings and participate in mentorship CHHS faculty and staff; through regular meetings, ambassadors will develop leadership skills, expand their networks, and learn more about the College.

Meetings will be:

Convened by the Dean's Office Advisors as needed to fulfill the program duties.

Student Technology Fee Advisory Committee

Description and Membership

The Dean's Ambassadors will serve as the Student Technology Fee Advisory Committee.

The Director of Information Technology serves as chair of the committee.

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

Duties shall be:

- 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 will be:

Convened by the Director of Information Technology at least once per semester and as needed to fulfill the committee's duties.

Faculty Council and University Committees

The College representatives to the University Faculty Council and 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.

The electors are those faculty eligible to vote and serve on the Faculty Council as defined in the [AFAPM Manual – Section C.2.1.4](#).

V. Faculty Advancement/Promotion and Tenure

Promotion and Tenure Refer to Departmental Codes and the [AFAPM – Section 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 [AFAPM – Section E.9 – E.14](#).

The code of each academic unit in the College shall 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 the [AFAPM – Section C.2.5](#). 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 year 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 non-tenure-track faculty or tenure-track/tenured faculty position at another like university. The distribution of the assignment may vary based on the 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 [AFAPM – Section E.9 and E.10](#).

Promotion in academic rank is awarded based on 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 the growth of the individual to the performance level of the higher rank, with the objective matching the expectations for the rank within the unit. Faculty members are typically eligible for consideration for promotion from assistant to associate or associate professor to professor after 5 years in rank.

The same 5-year timeline for eligibility is 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 [AFAPM – 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 academic unit. 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 – Section C.2.5](#)).

Recommendations, Criteria, and Documentation

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, commensurate with the faculty member's effort distribution and workload. For faculty with tenure or on 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. The candidate is nationally recognized as an authority in a particular area or areas of special emphasis. Evidence of extensive continuing scholarly activity is present.

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).

For NTT and TT faculty on the Professor track, application for promotion to Associate Professor or Professor must include an evaluation by no fewer than five reviewers who are external to the university. For NTT faculty on the Instructor track, the application must include no fewer than three reviewers, two of whom are external to the university. The units follow university procedures when selecting reviewers.

Faculty should always check with the Office of the Provost webpage to ensure they follow the most recent guidelines for submitting materials for reappointment, promotion, and/or tenure. The candidate's academic unit will prepare a recommendation that discusses the extent to which the candidate meets the relevant criteria and standards specified by the academic unit code. The recommendation should report the academic unit committee or faculty vote, including specifications of the numbers of those voting for and against and those abstaining. Any minority opinions concerning the recommendation must be discussed and documented as a minority report in the letter. Any agreements to award previous institutional experience(s) must be detailed in writing in the candidate's letter of offer. Guidelines on the desired documentation in each area of teaching and advising, research, and other creative activity, as well as service, can be found in academic unit codes.

Extension

Extension activity is another primary function of the College. Evaluation of persons with Extension appointments must be based on the initiative and leadership displayed in the conduct of Extension programs and research, effectiveness, 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 and 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 and 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 academic unit codes.

VI. College Personnel Performance Reviews

Evaluation of CHHS 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 evaluations 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 academic unit. The head/director will be rated on performance in the various areas of: 1) Leadership within the academic unit; 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 academic unit faculty or the elected academic unit 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 the 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 academic unit codes. The academic unit faculty, the Provost, and the President shall be notified in writing of the continuance decision.

Faculty Annual and Periodic Comprehensive Performance Review

All faculty in the college are subject to annual and periodic comprehensive reviews of performance as prescribed in the [AFAPM – Section E](#), and as described in each academic unit code. Engagement/outreach and Engagement efforts may be integrated into the faculty member's teaching, research, and service responsibilities. Annual and comprehensive reviews are 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 with appropriate documentation of the faculty member's annual activity as determined by the academic unit code. The following information should be included:

- A Summary of Activities Report as designed by each academic unit. 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.

Periodic Comprehensive Reviews are detailed in the Academic Faculty and Administrative Professional Manual ([Section E.14.3](#)). Each academic unit will follow the procedures described for Phase I comprehensive performance reviews on a 5-year cycle after the granting of tenure ([E14.3.1](#)). Phase II comprehensive performance reviews, when indicated, will also follow the procedures detailed in the Academic Faculty and Administrative Professional Manual ([E.14.3.2](#)).

Mentoring Support for Faculty

Academic units 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.

Academic Unit Committee Responsibilities in Evaluation

Academic units shall utilize a process to solicit evaluative information for persons who will eventually be considered for promotion and/or tenure, consonant with [AFAPM – Section E.14.2](#) Comprehensive Reviews of Faculty. This process shall involve either the academic unit tenured faculty or a representative committee, as specified in the academic unit 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. All promotion and tenure review committees must have a minimum of five voting members.

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 the tenure of untenured faculty, as well as 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.

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. The applicant shall wait at least two years before reapplying for promotion. The T&P Committee will also conduct midpoint reviews of NTTF but will not be involved in annual performance reviews.

The following guidelines apply to the process:

- The head/director may share all evaluation documents with the review body.
- The review committee may solicit opinions 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 needing improvement.
- Identification of items needing improvement in any of the above areas.
- In a separate paragraph or document, there needs to be a specific summary of the faculty member's 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 academic unit office, and the Dean's Office (original).

Relationship of Evaluation to Advancement and Salary Exercises

To receive an annual evaluation, faculty must assume responsibility for completing their documentation and submitting it to the department head/director by a deadline established by the academic unit. Faculty not completing this responsibility will not be eligible for a salary increase.

All faculty have the right to be informed about progress and deficiencies annually. The individual deserves an opportunity to take 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 to obtain a complete evaluation.

Self-Evaluation of CHHS 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 people in the College to bring about ongoing improvement in the College's 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 academic unit 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 academic unit codes. In the event that these measures do not satisfactorily resolve faculty issues, faculty and academic units 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.

Leave Guidelines

It is the responsibility of the department head/school director to authorize the absences of faculty members for legitimate purposes as specified in the [AFAPM – Section F](#). One important criterion for evaluating and approving leave requests is the extent to which the proposed leave activities support the academic unit 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's or school director's decision should be made using both academic unit and College guidelines, as set forth in academic unit codes.

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 academic unit, 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.

Faculty submitting applications for sabbatical leave must comply with the guidelines and policies outlined in the [AFAPM – Section F.3.4](#). Given that sabbatical leaves should be awarded only when there is a 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 - Academic unit Level Recommendation

- The value of sabbatical leave or professional development plan for the professional development of the individual.
- The value of the leave or professional development plan for the academic unit, College and University.
- The quality and significance of the proposed activities.
- The feasibility of the proposed projects/activities (e.g., time frame is realistic, and necessary resources are available).
- 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 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.

Criteria - Dean's Recommendation

- The value of the leave to the academic unit and College of Health and Human Sciences.
- The academic unit's ability to arrange feasible staffing alternatives if the leave is granted.
- If the number of sabbatical leaves or professional development requests that will be approved for the College is limited, the selection of qualified applications will be based on the extent to which sabbatical leaves are equitably distributed among academic units.
- 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 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. For additional detail, see [AFAPM – Section F.3.4](#) (Sabbatical Leave) of the University's Academic Faculty & Administrative Professional Manual. Refer to Appendix A of this *Code* for guidelines regarding the preparation of the sabbatical application and report.

VII. CHHS Code Amendment Procedure

Any College community member may propose to amend the CHHS 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 the Faculty Council), and policy changes by other entities outside of CHHS will be updated as needed and do not require a vote of the eligible electorate. 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 one week before 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/revised code along with any rationale shall be distributed to eligible voters within a week following the All-College Meeting where the proposed amendments were discussed. The eligible electorate will have the option of returning the ballots electronically or printing and returning them.

In order to be counted, ballots must be returned by the stated deadline (but no later than six working days after distribution).

The eligible electorate is defined as faculty, administrative professionals, and state classified employees who meet the following criteria:

- Currently on an active employment assignment, on sabbatical leave or transitional appointment
- Completion of at least one year of service at the University at 50% FTE or greater
- Administratively responsible to a unit head/director or the Dean within the College of Health and Human Sciences.