

CODE
Department of Agricultural Biology

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I. Department Mission and Objectives

- A. Mission: We improve human well-being through improving ecosystem sustainability. We do this through generating and sharing discoveries on the arthropods, weeds, plant diseases, and abiotic plant stresses that impact ecosystem services in agricultural and natural environments and in urban areas.
- B. Vision: We will be recognized globally as a primary source for information and education in entomology, plant pathology, and weed science that people need for a safe, nutritious, and sustainable food supply.
- C. Values: We hold ourselves to a standard of excellence in teaching, research, extension, and service. We maintain integrity and clarity in how we communicate scientific information. We respect varying approaches to research, teaching, extension, and service. We include people from all backgrounds in serving our departmental mission. Inclusion and diversity will be prioritized in research, teaching, extension, and service.
- D. Objective: All faculty members will contribute to the Land Grant Mission of teaching, research, extension, and/or service, with a focus on ecosystem protection through increased knowledge of entomology, plant pathology, and weed science. Detailed goals and metrics are provided in our strategic plan.

II. Departmental Organization and Structure

- A. Department organization: The department consists of faculty, students, and staff, each of whom is expected to contribute to an environment conducive to excellence in research, teaching, extension, and service. The department head is responsible for department leadership and administration and is advised and assisted by an appointed and approved associate head, the elected executive committee of tenured faculty, the elected graduate program committee, the elected undergraduate program committee, and the promotion and tenure committees, which consist of all tenured faculty. Additional appointed standing and ad-hoc committees consisting of faculty, students, and/or staff may also assist in meeting department objectives. Meetings of committees shall be conducted following the principles of Robert's Rules of Order and meeting minutes describing decisions made by committees that affect department goals, objectives, or finances are filed in the department office.
- B. Department structure:
 - 1. Department Head
 - 2. Associate Department Head
 - 3. Standing Committees
 - a. Executive Committee
 - b. Undergraduate Program Committee
 - c. Graduate Program Committee
 - d. Tenure and Promotion Committees
 - e. Awards Committee (Faculty and Staff)
 - f. Diversity, Equity, and Inclusion Committee
 - 4. Temporary Committees
 - a. Faculty Search Committee
 - b. Faculty Disciplinary Committee
 - c. Graduate Student Advisory Committee
 - d. Ad Hoc Committees

III. Duties of the Department Head

A. Leadership

1. Provide leadership in the execution of department, college, and university policies and goals and play a part in developing those policies and goals. Act as a liaison with the leadership of other programs, departments, or units in the university.
2. Act according to the principles of community in departmental, college, and campus interactions and with external department stakeholders and partners.
3. Facilitate development of and seek to provide resources to allow the faculty to execute the department's strategic plan.
4. Communicate to the dean and other administrators the department's requirements needed to accomplish faculty, departmental, college, and university goals. In addition, communicate the information from the dean and the directors of the Agricultural Experiment Station and Cooperative Extension regarding their concerns and perceptions of the department in relation to the goals of the university and the needs of the people of Colorado and other constituencies.
5. Engage with relevant government agencies, commodity groups, and other citizens or organizations important to the department. Keep faculty members apprised of the nature of these communications.

B. Departmental Administration

1. Be responsible for the department budget.
2. Keep members of the department informed on all aspects concerning professional welfare, significant problems in the department, and actions taken with respect to department operations and administration. This shall include an annual state of the department report, including the status of department budgets, at the first departmental meeting of fall semester.
3. Insure the completion of all required annual evaluations for faculty members and staff. (See Sec. IX for faculty evaluation.)
4. Initiate the tenure, promotion, and performance evaluation processes for faculty members, as described in the Academic Faculty and Administrative Professional Manual.
5. Call meetings of the executive committee and prepare the agenda for the meetings. The executive committee should schedule at least two meetings per semester.
6. Sit as ex officio member of all committees unless otherwise specified.
7. Serve as or appoint an acting chair of any committee that is temporarily without a chair.
8. Approve the composition of all graduate student advisory committees pursuing a degree program administered by Agricultural Biology.
9. Appoint the associate department head.
10. If the associate head is unavailable and the department head is unable to perform his/her duties for a short time, the department head or the dean will appoint an acting head. When possible, the acting head shall be a member of the executive committee.

11. Inform faculty members and the dean if an extended period of absence that will impact department function (e.g., one month or greater) is anticipated so that the dean may appoint, in consultation with faculty members, an acting department head.
12. Perform all duties outlined in the Academic Faculty and Administrative Professional Manual.
13. Perform other duties specified below.

IV. Selection and Duties of the Associate Department Head

- A. The associate department head shall be appointed by the department head with annual approval by a majority vote of those eligible to vote at departmental meetings. The term of office shall be at the discretion of the department head.
- B. The associate department head shall perform duties assigned by the department head that facilitate the running of the department. If authorized by the department head, the associate department head shall have full powers to make decisions for the department head.
- C. If serving as acting department head, but unable to perform his/her duties, then the associate department head will appoint a tenured faculty member as acting head. When possible, the appointee shall be a member of the executive committee.
- D. The associate department head shall be a non-voting, ex officio member of the executive committee.
- E. The associate department head shall chair the undergraduate program committee.

V. Conduct of Departmental Business

- A. There must be at least one faculty meeting each semester of the academic year. The meetings may be called by the department head or be requested by any faculty member. Departmental faculty are expected to attend and participate in faculty meetings.
- B. Regular faculty meeting dates will be set before the beginning of each semester, but additional dates may be added if required or meetings may be canceled if there is not sufficient business to conduct at the meeting. If the meetings dates must be changed or added, at least one week notice will be provided. The meeting agenda will be provided to all faculty members at least one day prior to the meeting.
- C. In addition to the faculty of the department, a student representative, and a staff representative shall be informed of the time and place of departmental meetings and be permitted to attend, except for parts of meetings dealing with personnel matters.
- D. Business, generally, shall be conducted at faculty meetings. Alternatively, when agreed to by faculty vote, written ballots may be distributed and/or returned outside of formal meetings. Departmental and committee meetings will be conducted in such a way as to encourage free discussion; however, procedures should follow those outlined in this code and in the most recent edition of Robert's Rules of Order.
- E. For any vote to be valid, a quorum must participate, either by physical presence or by proxy. A quorum shall be defined as more than 50% of those eligible to vote. See Appendix A for voting procedures, the percent required for a passing vote, and who may vote on specific issues.
- F. At least two days prior to faculty meetings, the department head will call for agenda items. At each meeting, committee chairs may report on activities of their committees. Members of college and university committees and the departmental representative to faculty council may also report on the activities of those units.
- G. Meeting minutes, including all actions taken (motions, amendments, and votes) and brief summaries of important discussions will be recorded by a department office staff member. This person will be responsible

for archiving the meeting agenda, discussion summaries, any handouts distributed at the meeting, and will record of all actions. Decisions regarding personnel matters may be archived confidentially, following university procedures. This archive will be kept in a file in the department office and meeting agendas and minutes will be posted online. If another recorder is required because of the meeting topic or because an office staff member is unavailable, the associate department head or another member of the faculty will be appointed as recorder for that meeting.

VI. Department Strategic Plan

- A. The comprehensive strategic plan for the department must be updated annually, and reexamined in detail every five years. This process will be coordinated by the Executive Committee and Department Head.
- B. In addition to university and college requirements, this plan will include measurable goals, clarify the metrics that will be used to measure progress, and state the department priorities and justifications for new and replacement faculty positions. The plan will also describe the mission and values of the department, a plan for inclusiveness and supporting and enhancing diversity, and will adhere to the principles of community.
- C. The department's strategic plan and the annual updates must be approved by a majority vote of the faculty before implementation and submission to upper administration.

VII. Evaluation of Departmental Operations

- A. The department must evaluate departmental operations every six years.
- B. Procedures for this self-evaluation are those outlined by the provost.

VIII. Selection and Duties of Committees

- A. Executive Committee
 - 1. Selection
 - a. This committee will be composed of five elected departmental tenured faculty members and the associate department head serving as a non-voting, ex officio member.
 - b. The term shall be three years with staggered terms. Members may not serve consecutive terms.
 - c. The committee must vote in a chair in the spring to serve in the following year.
 - 2. Duties
 - a. Provide council and advice to the department head on matters of concern to the faculty members and on any matter about which the department head seeks advice and counsel.
 - b. Be responsible for coordination of the department's strategic planning process.
 - c. Elected members of the committee are responsible for soliciting ideas from members of the faculty. Department faculty members are also responsible for conveying their ideas and attitudes regarding departmental operations, whenever appropriate.
 - d. At the request of the dean, meet with the dean with or without the department head being present to discuss urgent or sensitive matters of concern to the department.
 - e. Function as the departmental code committee.
 - f. Review requests to the department head by tenured faculty members for change in status such as changing from full time to part time tenure or to transitional status and make recommendations to the department head regarding such requests.

- g. Maintain an adequate written record of committee recommendations and actions.
 - h. This committee may meet without the department head or associate department head being present. The outcomes of these meetings shall be recorded and be archived either in the department or the dean's office.
- B. Undergraduate Program Committee (*Approved by faculty September 11, 2020*)
1. Selection and Membership
 - a. This committee will be chaired by the associate head and composed of three elected faculty members, one departmental undergraduate student, the department's representative to the College of Agricultural Sciences Academic Affairs Committee as an ex officio member, and the department's academic success coordinator (ASC) or a representative of the College of Agricultural Sciences ASC team, if Agricultural Biology does not have its own ASC, who shall serve as an ex officio member.
 - b. All eligible faculty members, as defined in the appendices, may vote in the elections, which will be held in the spring with terms beginning the following fall semester. A rank choice ballot will be used for this election. The undergraduate student will be elected by a vote of all eligible undergraduate students in the department and will be elected at the beginning of the fall semester with the member's term beginning immediately following the election.
 - c. The terms of elected faculty members shall be three years. Terms of the three inaugural committee members will be one, two, and three years to ensure staggered transitions of terms in the future. The student term shall be one year. Elected faculty members may serve a maximum of two consecutive terms and students a maximum of three consecutive terms.
 2. Duties
 - a. Duties of faculty, including the chair, and department staff members of the committee.
 - i. Solicit award nominees from faculty members and students, evaluate applications for and designate recipients of department undergraduate awards, and recommend students for other awards.
 - ii. Oversee assignments of advisers to undergraduates and adviser-advisee expectation agreements.
 - iii. Coordinate service-learning, internships, and research experiences by identifying opportunities, distributing information, and overseeing internship experiences.
 - iv. Recommend students for financial aid and assistantships.
 - v. One member of this committee will serve on the College of Agricultural Sciences Scholarship Committee.
 - b. Duties of all committee members.
 - i. Review education program and curriculum including, but not limited to, the following:
 - a. Establish, review, and revise requirements for graduation.
 - b. Review and revise student learning outcomes for undergraduate program.
 - c. Identify gaps and redundancies in curriculum.
 - d. Solicit, receive, summarize, and report feedback from students about undergraduate program.
 - e. Work with the graduate program committee to administer the Masters in Pest Management program (also known as 4+1 and sequential degree program).

- f. Confer with the department's diversity, equity, and inclusion committee to ensure alignment of undergraduate programs and practices with department diversity, equity, and inclusion objectives.
 - ii. Prepare programmatic and curricular recommendations for departmental consideration.
 - iii. Advise the department head and faculty members on proposals for new courses and major changes to existing courses.
 - iv. Review course offerings and scheduling annually to ensure that students have sufficient access to courses (departmental and non-departmental) to make adequate progress towards program and degree completion.
 - v. Identify opportunities, apply for, and distribute information about funding for undergraduate research.
 - vi. Develop and maintain a departmental manual for undergraduate major and minors.
 - vii. Prepare recruitment materials and recruit students.
 - viii. Develop and maintain written operating guidelines.
 - ix. Maintain an adequate written record of committee recommendations and actions and submit them to the department office to be archived.
- C. Graduate Program Committee (*Approved by faculty September 11, 2020*)
1. Selection and Membership
 - a. This committee will be composed of four elected faculty members, one departmental graduate student, the department's representative to the College of Agricultural Sciences Academic Affairs Committee, who shall serve as an ex officio member, and the department's graduate student coordinator.
 - b. All eligible faculty members, as defined in the appendices, may vote in the elections. A rank choice ballot will be used for this election. The graduate student will be elected by a vote of all graduate students who have a primary advisor in the department.
 - c. The terms of elected faculty members shall be three years. Starts will be staggered. The student term shall be one year. Elected faculty members may serve a maximum of two consecutive terms, and students a maximum of three consecutive terms.
 2. Duties
 - a. Duties of faculty and department staff members of the committee.
 - i. Review and evaluate all applications to the graduate programs of the department.
 - ii. Circulate applications to appropriate faculty members to determine potential advisors.
 - iii. Recommend applicants to the department head for admission and notify applying students of the department's recommendation.
 - iv. Recommend students for financial aid and assistantships.
 - v. Evaluate departmental teaching assistants, in consultation with appropriate faculty members, and provide recommendations for appointment to the department head.
 - vi. Prepare curricular recommendations for departmental consideration.
 - b. Duties of all committee members
 - i. Select a chair from among the elected faculty members.

- ii. Review education program and curriculum every five years, in coordination with the departmental strategic planning process.
- iii. Advise the department head and faculty members on proposals for new courses and major changes to existing courses.
- iv. Prepare proposals to be submitted to the faculty for modifications in the education program.
- v. Review course offerings and scheduling annually to ensure that students have sufficient access to courses (departmental and non-departmental) to make adequate progress towards program and degree completion.
- vi. Develop and maintain a departmental manual for graduate education.
- vii. Work with the undergraduate program committee to administer the Masters in Pest Management program (also known as 4+1 and sequential degree program).
- viii. Prepare recruitment materials and recruit students.
- ix. Develop and maintain written operating guidelines.
- x. Maintain an adequate written record of committee recommendations and actions and submit them to the department office to be archived.

D. Tenure and Promotion Committees

1. Selection

- a. The tenure committee shall be composed of all tenured faculty members of the department of higher rank than the faculty members under consideration and who have been members of the university faculty for at least one year.
- b. The promotion committee shall be composed of all faculty members of higher rank than faculty members under consideration and who have been members of the university faculty for at least one year. When tenure-track faculty members are being reviewed, the committee will include only tenured faculty members. When non-tenure track faculty members are being reviewed, committees also shall include all non-tenure track faculty members of higher rank who have completed at least one year of service in AG BIO. If no other non-tenure track faculty members are in the department, the promotion committee may seek promotion advice from non-tenure track faculty members from other departments.

2. Duties of the Committees

- a. The promotion and tenure committees shall be convened no later than the first week in September of each year to begin the evaluation process.
- b. The promotion and tenure committees shall elect their own chair. The chair must be a tenured full professor. The term of the chair shall be one year. The same person shall chair both these committees concurrently. The chair may serve at most two consecutive terms. The chair will be elected at the end of the departmental portion of the promotion and tenure cycle, which is currently at the end of October the year proceeding service.
- c. Develop and maintain written operating guidelines pertinent to the tenure and promotion committees.
- d. Maintain an adequate written record of committee actions and deposit the record in the departmental office.

3. Duties of the Tenure Committee

- a. Evaluate the faculty members listed by the department head for consideration for tenure.

- b. This committee also shall evaluate annually each untenured tenure-track faculty member not included in section VIII.D.3.a above. The chair of the committee shall prepare a report representing the committee's view regarding that faculty member's progress toward tenure. These reports shall be supplied to the Department Head and the evaluated faculty member during the spring semester. The committee shall recommend for or against contract reappointment.
- c. If the committee so votes, it may request that the department head initiate tenure consideration for additional faculty members.
- d. The committee will vote on the faculty members under consideration for tenure. Voting will be by secret ballot, which shall be mailed to all eligible faculty members.
- e. The results of any vote, positive or negative, must be forwarded to the department head with justification. If the vote is not unanimous, the justification must include a minority report, approved by the minority, and the minority report must be provided to either the department head or to the dean. This process may be stopped at any time by written request of the promotion candidate. These committees will follow the same evaluation and reporting procedures outlined above.

4. Duties of the Promotion Committee

- a. Evaluate the faculty members listed by the department head for consideration for promotion.
- b. This committee also shall evaluate annually each eligible faculty member not included in section VIII.D.4.a above. From that evaluation, the chair of the committee shall prepare a report representing the committee's view regarding that member's progress toward promotion. In the case of promotion and tenure, a single report covering both is sufficient. These reports shall be supplied to the department head and the evaluated faculty member.
- c. If the committee so votes, it may request that the department head initiate promotion consideration for additional faculty members.
- d. The committee will vote on the faculty members under consideration for promotion.
- e. The results of any vote, positive or negative must be forwarded to the department head with justification. If the vote is not unanimous, the justification must include a minority report, approved by the minority, and the minority report must be provided to either the department head or to the dean. This process may be stopped at any time by written request of the promotion candidate. These committees will follow the same evaluation and reporting procedures outlined above.
- f. This committee also shall evaluate annually non-tenure track faculty members. The committee may also evaluate annually administrative professionals, if deemed appropriate by the department head. The chair of the committee shall prepare a report representing the committee's view regarding that person's performance and if appropriate progress toward promotion. These reports shall be supplied to the department head and the evaluated person during the spring semester.

E. Awards Committee (Faculty/Staff)

1. Selection

- a. This committee shall be appointed by the department head in consultation with the executive committee and be composed of three faculty members, one administrative professional employee, and one state classified employee. The term of appointment will be three years, with one or two terms ending each year.

2. Duties

- a. With the aid of the faculty and staff of the department, this committee may prepare and submit nominations for international, national, state, university and college awards for faculty members and staff.
 - b. Develop and maintain written operating guidelines pertinent to the awards and development committee.
 - c. Maintain an adequate written record of committee actions.
- E. Faculty Search Committee
- Departmental process and procedures will conform with the University as described in the Academic Faculty and Administrative Professional Manual and the guidelines of the Office of Equal Opportunity.
- 1. Selection
 - a. The department head, in consultation with the executive committee or faculty members, shall appoint a chair and committee members.
 - b. A majority of the search committee members shall be tenure track or tenured faculty members in the department, but the committee may include persons who are non-tenure track faculty members or faculty affiliates, and who are not from the department.
 - 2. Duties
 - a. Identify and recruit the best possible candidates for the position.
 - b. Conform to University Academic Faculty and Administrative Professional Manual and Office of Equal Opportunity procedures, processes and guidelines governing faculty position searches.
 - c. Through appropriate means, keep the faculty members informed of the committee's actions and the status of the search, consistent with Office of Equal Opportunity guidelines.
- F. Diversity Equity and Inclusion Committee (*Approved by faculty April 24, 2020*)
- 1. Selection
 - a. The committee consists of the department's representatives to the College Diversity Catalyst Team, and additional faculty members, graduate students, post-doctoral researchers, staff and undergraduate students so that there are two each of faculty members, graduate students, post-doctoral researchers, staff, and undergraduate students associated with the department on the committee.
 - b. Committee members are elected by the group they represent through electronic or physical ballot. Candidates must be nominated by themselves or another member of their group to be eligible.
 - c. The terms of elected faculty and staff will be three years, for graduate students and post-docs two years, for undergraduate student will be one year.
 - d. Members will be elected in the spring for terms beginning the following fall. Elected faculty members may serve a maximum of two consecutive terms, and students a maximum of three consecutive terms.
 - e. The chair of the committee will be a member of the committee and will be elected at the beginning of each academic year by the members of the committee.
 - 2. Duties
 - a. Keeping records of the committee decisions and actions.

- b. Identify priorities for diversity, equity and inclusion related activities, training, and events.
 - c. Recommend to the department head policy changes and or activities that will enhance inclusion and equity within the department and university.
 - d. Assess and provide input to the department head regarding the culture and climate of the department
 - e. Remain up-to-date and serve as a resource for department members on the university's procedures and policies regarding bias and equity issues and reporting.
- G. Faculty Disciplinary Committee
- 1. Selection
 - a. This committee shall be formed only when charges are brought against a tenured faculty member of the department according to the [Academic Faculty and Administrative Professional Manual](#).
 - b. It will be composed of six members, selected at random from a pool of tenured faculty for each disciplinary process. Initially this pool shall include the names of the entire department tenured faculty except the Department Head, the faculty member under review, and any tenured faculty member who has not been a member of the University faculty for one year.
 - c. Once a person has served on such a committee, his/her name will be removed from the pool until all eligible faculty names have been selected. A person who leaves the committee without serving shall not have his/her name removed from the pool for subsequent committees.
 - d. Replacements for the committee ([Academic Faculty and Administrative Professional Manual](#)) shall be selected in the same manner.
 - e. Names of newly tenured faculty will be added to the pool.
 - 2. Duties
 - a. The committee shall follow the procedures outlined in the [Academic Faculty and Administrative Professional Manual](#).
 - b. Develop and maintain written operating guidelines.
 - c. Maintain an adequate written record of committee actions
- H. Ad Hoc Committees
- 1. Selection
 - a. The Department Head may appoint these committees from time to time for specific tasks.
 - b. The formation of such committees by the department head shall be done only after consultation with the executive committee and/or the faculty.
 - 2. Duties
 - a. The duties and term of each committee shall be clearly stated by the department head at the time of committee formation.
 - b. The department head shall inform the faculty of the membership and charge of each committee.
 - c. Develop and maintain written operating guidelines.
 - d. Maintain an adequate written record of committee actions.

I. Graduate Student Advisory Committee

1. The Major advisor and graduate student will select the members of the student's graduate student advisory committee. The composition of a graduate student advisory committee must be approved by the department head. Only under unusual circumstances will the composition of a graduate student advisory committee, as selected by the major advisor and graduate student, not be approved.
 - a. Faculty members and joint appointment faculty members on the tenure track, tenured, or on the non-tenure professor track may serve as chairs, co-chairs, and voting members of graduate student advisory committees.
 - b. Faculty members on the instructor track, joint administrative professional, emeriti, and people with faculty affiliate appointments may serve as co-chairs and as voting members of graduate student advisory committees, subject to graduate school policy. Faculty members who become emeriti may remain in the role of major advisor of a student whose graduate advisory committee is already approved by the graduate school, subject to policy of the graduate school.
 - c. Members of graduate student advisory committees must hold an academic degree equal to or higher than that sought by the student.

IX. Selection of Departmental Representatives to College and University Committees

- A. University code will be followed where procedures are specified; otherwise, the procedures listed below will be followed except that appointments or nominations to college or university ad hoc committees shall be made by the department head in consultation with the executive committee and/or the department faculty. If procedures are not addressed in the university or department codes then the college code will be followed.
- B. Members of all college and university committees shall be responsible for reporting activities of these committees to the faculty.
- C. College Committees
 1. The department head will appoint faculty members to represent the department on the college academic affairs, resident instruction, scholarship, and student affairs committees in consultation with the education committee.
 2. The department head will appoint a departmental representative to the college computer technology and telecommunications committee in consultation with the executive committee. This person may be a member of either the faculty or the administrative professional staff.
 3. The department head will appoint a departmental representative to the college strategic planning and evaluation committee in consultation with the executive committee.
- D. University Committees
 1. Any faculty member may make nominations to committees of faculty council through the procedures established by that body.

X. Faculty Grievance

- A. Procedures will follow those in the Academic Faculty and Administrative Professional Manual

XI. Student Appeal Policy and Process

- A. Appeal policies and procedures are those given in Academic Faculty and Administrative Professional Manual

XII. Procedures for Selection and Appointment of New Faculty Members

- A. Tenured, Tenure-Track, Contract and Continuing Faculty
 1. Departmental processes and procedures will conform to those of the University as described in the [Academic Faculty and Administrative Professional Manual](#) and with the guidelines of the [Office of Equal Opportunity](#).
 2. The procedures outlined for the search committee shall be followed.
 3. Recommendation of hire to the department head of a candidate for a position on the faculty is made by a simple majority vote by the members of the faculty.
 4. Appointment to a professor track position requires a terminal degree in a relevant field of study. The default rank for appointment is assistant professor. If the candidate is an assistant professor or a newly appointed associate professor at a peer or aspirational institution, up to four years of credit toward promotion, and if appropriate, tenure, to associate professor may be provided for similar service at the other institution. If the candidate is an established associate professor or full professor at a peer or aspirational institution, then the promotion and tenure committee will vote upon the rank of the position based upon promotion and tenure criteria used for that rank.
 5. Appointment to an instructor track position requires an M.S. degree. A Ph.D. degree or other terminal degree is also acceptable. The default rank for appointment is instructor. If the candidate is an instructor or in a position equivalent to a senior instructor or a master instructor at a peer or aspirational institution, up to four years of credit toward promotion may be provided for similar service at the other institution. Instructor positions are designed for faculty members who have a majority appointment in classroom based teaching. Instructors may be on contract or on continuous appointments.
 6. For the professor series, positions will be designed as tenure track positions if the person in the position is expected to develop scholarly work in research, teaching and/or extension, if they are expected to gain a national or international reputation for their scholarly or creative work, and if they provide service to the department, college, university, scientific societies, and/or state, national, or international entities. Instead, if the position focuses only on one or two of these four activities (research, teaching, extension, service), then the position may be a non-tenure track position. Non-tenure track professors may be grant-funded or may be on departmentally-funded contract or continuous appointments.
- B. Adjunct Faculty
 1. Departmental process and procedures will conform with those of the University as described in the Academic Faculty and Administrative Professional Manual and with the guidelines of the Office of Equal Opportunity.
 2. Adjunct faculty are non-tenure track and may be in the instructor series or the professor series.

3. Adjunct faculty appointments are generally intended to cover temporary or emergency situations and shall be made for specified functions by the department head in consultation with the executive committee and/or the faculty. Appointment to an adjunct position is limited to two consecutive semesters or to appointments that are less than 50% time.

XIII. Procedures for Selection and Appointment of Non-Faculty Positions

- A. Administrative Professionals, Research Scientists, and Classified Staff
 1. Departmental process and procedures will conform with those of the university as described in the Academic Faculty and Administrative Professional Manual and with the guidelines of the Office of Equal Opportunity.
 2. Administrative professionals and classified staff shall be appointed by the department head after an appropriate search and after consultation with the appropriate parties. Annual review and promotion processes will be determined as appropriate for the position at the time of hire.
- B. Post-Doctoral Fellows
 1. Departmental process and procedures will conform with those of the University as described in the Academic Faculty and Administrative Professional Manual and with the guidelines of the Office of Equal Opportunity.
 2. Post-doctoral fellows shall be appointed by the department head after an appropriate search and after consultation with the appropriate parties. Annual review and promotion processes will be determined as appropriate for the position at the time of hire.
 3. Post-doctoral fellows who are employees of an agency granting them a fellowship shall be provided the same departmental opportunities as postdocs employed through the department whenever possible.
- C. Other non-faculty positions
 1. Persons shall be appointed to other positions by the department head following approved university policy and, where appropriate, after consulting with person(s) with whom those employees will be working.

XIV. Annual Faculty Evaluations

- A. The department head is required to perform annual evaluations of each faculty member, excepting faculty affiliates.
- B. These evaluations are in addition to those performed by the tenure and promotion committees.
- C. The procedure shall be as follows:
 1. The department head will inform the faculty in writing when evaluations will be conducted and what documentation is required. Reviews of performance must be based upon each faculty member's effort distribution in each of the areas of responsibility. The Department head should request appropriate documentation and a meeting to review faculty member performance in these areas. Faculty members may submit documentation in addition to what is requested. Existing records and documents should be used where possible to avoid burdensome additional reporting.

2. The department head will prepare a written evaluation of the faculty member's performance during the past year, based on the documentation provided and on observations made during the corresponding period.
 3. A meeting between the department head and the faculty member to discuss the written evaluation must be scheduled if either person requests it.
 4. Both parties must sign the evaluation. The faculty member may attach dissenting opinion on any part of the evaluation. Copies of the signed evaluation along with any dissenting opinion are forwarded to the dean and provided to the faculty member. The original is placed in the faculty member's confidential file.
 5. Criteria for these evaluations are described in Appendix C.
- D. Evaluating In-class and Online Teaching Effectiveness
1. Excellent teachers are characterized by their command of subject matter; logical organization and presentation of course material; ability to help students recognize relationships among fields of knowledge; energy and enthusiasm; availability to help students outside of class; encouragement of curiosity, creativity, and critical thought; awareness of their own and their students' backgrounds and identities and how these affect the learning process; engagement of students in the learning process; understanding of how students learn and encouragement of effective learning strategies; use of clear grading criteria; and respectful responses to student questions and ideas.
 2. The department shall annually evaluate teaching effectiveness using the procedures described in section E.12.1 of the Faculty and Administrative Professional Manual. The goal of this assessment shall be to provide both formative assessment of faculty teaching, as well as summative assessments for the purposes of evaluating faculty for tenure, promotion, annual and comprehensive review of faculty performance. Evaluation of teaching effectiveness shall include substantive review of multiple sources of information.
 3. Annually, Faculty shall use the Teaching Effectiveness Documentation form (Goal setting form: <https://tilt.colostate.edu/proDev/tef/pdfs/goalSettingForm.pdf>) to summarize their teaching strengths and weaknesses and identify a near-term teaching effectiveness goal, and to develop a plan to achieve this goal. Documents that may be of use in preparing these materials are the Teaching Effectiveness – Framework at a Glance (<https://tilt.colostate.edu/proDev/tef/>) and the Framework for Developing Teaching Effectiveness (<https://tilt.colostate.edu/proDev/tef/pdfs/frameworkDevelopingTeachingEffectiveness.pdf>).
 4. In creating this document, faculty will provide a summary of their student survey results from the past year and use these data along with data from at least two additional sources of information to document their teaching effectiveness and progress towards their current teaching effectiveness goal, and to establish a new goal and plan. Information sources may include, but are not limited to:
 - a. Student survey results
 - b. Summaries of how the instructor uses information from student feedback to improve course design or delivery, as well as outcomes of such improvements
 - c. Course syllabi that support student learning
 - d. Signed peer reviews
 - e. Examples of course improvements and their effect on student learning
 - f. Development of new courses and teaching techniques
 - g. Integration of service learning

- h. Letters, electronic mail messages and/or other forms of written comments from current or former students
 - i. Evidence of the use of active and/or experiential learning and their effect on student learning
 - j. Student learning achievements
 - k. Professional development activities related to teaching and learning
 - l. Assessments from conference/workshop attendees
 - m. Self-assessment of placement and evidence of growth on Framework for Teaching Effectiveness
 - n. Evidence of work on/improvement of university priorities to improve student success, i.e. FFW (First Four Weeks), Principles of Community, Inclusive Excellence.
5. This document shall be included in the materials submitted to the promotion and tenure committees for use in their annual evaluation of faculty progress and to the Department head for use during the annual review process.

XV. Performance Reviews for Faculty

- A. A Comprehensive Review of tenure track faculty shall be conducted in the midpoint of the probationary period.
 - 1. This review will follow the guidelines set forth in the Academic Faculty and Administrative Professional Manual.
 - 2. The composition of the review committee shall be the same as that of the tenure committee, as established in Section VII.D.1.a of this Code.
- B. Promotion progress review
 - 1. This review will follow the guidelines set forth in the Academic Faculty and Administrative Professional Manual and by the Provost.
 - 2. The composition of the review committee shall be the same as that of the promotion committee, as established in Section VII.D.1.b of this Code.
- C. A Phase I Comprehensive Performance Review of faculty shall be conducted every five years, beginning in the 5th year after tenure.
 - 1. This review will follow the guidelines set forth in the Academic Faculty and Administrative Professional Manual.
 - 2. This review is a duty of the department head.
- D. A Phase II comprehensive performance review will be initiated if the department head decides that the faculty member's performance was not satisfactory in the phase I review.
 - 1. This review will follow the guidelines set forth in the Academic Faculty and Administrative Professional Manual.
 - 2. The peer review committee shall be comprised of four department faculty members of equal or higher rank than the faculty member under review and one faculty member of equal or higher rank from outside of the department but within the College.
 - 3. The peer review committee members shall be chosen from among the eligible faculty by mutual agreement of the department head and the faculty member under review.
 - 4. If these two parties are unable to fill the committee by mutual agreement, then the additional required members shall be selected by the executive committee.
 - 5. The criteria for peer evaluation shall be those used for promotion to the rank held by the faculty member under Phase II review (See the Academic Faculty and Administrative Professional Manual). The primary question posed to the peer review committee will be

whether the faculty member has continued to meet or exceed those standards. The committee will take into account changes in appointment, responsibilities, nature of duties, etc. that might affect faculty member performance.

6. The review materials to be provided to the committee shall be the same kinds of materials as required in promotion packages for tenure track faculty members. In addition, the peer review committee shall be provided with the annual and Phase I comprehensive reviews that lead to the Phase II review, as well as documentation of efforts taken by the faculty member to address concerns raised during these reviews.
7. The faculty member under review shall also be invited to provide the peer review committee with any other materials that he or she thinks is relevant to the case.
8. In cases where action is required, as set forth in the Academic Faculty and Administrative Professional Manual, the peer review committee shall provide the faculty member under review with a written recommendation within 15 days of receiving the documentation described in XIV.D.6 and XIV.D.7 above.
9. The faculty member under review shall have seven days to respond in writing to the peer review committee's recommendation.
10. The peer review committee recommendation and the faculty member's response are then forwarded to department head who shall forward them to the dean, as required in the Academic Faculty and Administrative Professional Manual.

XVI. Mentoring of Faculty

- A. During the first six months of each newly hired tenure track or non-tenure track faculty member's appointment, the department head, in consultation with the executive committee and the newly hired faculty member, will appoint a mentoring committee of three academic faculty members.
- B. At any time, if the mentoring relationship is not satisfactory to the mentee or the mentoring committee, the department head, in consultation with the executive committee and the mentee, will appoint a new mentoring committee.
- C. If a faculty member in the instructor series or an associate professor is not promoted after their first attempt, a mentoring committee shall be appointed by the department head, in consultation with the executive committee. The mentoring committee shall provide annual written feedback, in consultation with the promotions and tenure committee, to the faculty member until promotion is achieved or until the faculty member decides to no longer pursue promotion.

XVII. Amendments to the Departmental Code

- A. Amendments to the departmental code may be proposed by any member of the faculty to members of the executive committee or to the faculty at a faculty meeting.
- B. To be passed, a proposed amendment must receive a favorable vote from at least two-thirds of those eligible to vote (see Appendix A).
- C. Amendments to the appendices shall be by majority vote.
- D. The departmental code shall be reviewed in the year prior to the end of each term of the department head.

APPENDIX A: Voting members and voting processes of the department

- I. Only faculty meeting the eligibility requirements in the Academic Faculty and Administrative Professional Manual are permitted to vote on academic, personnel, and fiscal matters, and on amendments to the departmental code. A quorum for a meeting is considered to be more than 50% of those eligible to vote. Faculty members on leave out of state (leave of absence or sabbatical leave) will not be counted in the quorum but will be permitted to vote on all matters permitted by the faculty manual and departmental code. Faculty members on leave can request exemption from voting. An abstention will count toward the number of faculty members necessary for a quorum. Proxy votes are appropriate on all issues except a recommendation for the granting of tenure, recommendation for promotion, or code changes.
- II. On other matters, the academic faculty may agree to invite any or all or the following persons or groups to participate in voting. These include administrative professionals, state classified personnel, the student representative to the faculty meetings, emeritus faculty members and affiliate faculty members. Persons not a part of the academic faculty will be counted in the quorum only if they vote.
- III. Rank choice voting may be used when voting among three or more choices.
- IV. Paper ballots will be provided and may be returned in person. If the voter is out of state, the ballot may be provided and returned by email.

APPENDIX B: Definition of Department Faculty

- I. Tenure track faculty members are assistant professors, associate professors, or professors on regular full-time or part-time appointments. They have full voting rights in faculty meetings, subject to the rules governing tenure and promotion decisions. (See the Academic Faculty and Administrative Professional Manual).
- II. Non-tenure track faculty members may be instructors, senior instructors, or master instructors, or they may be assistant professors, associate professors, or full professors. They may vote on most departmental matters, with the exception of personnel matters involving tenured and tenure-track faculty.
- III. Emeritus Faculty
 - A. Appointment procedures will follow the Academic Faculty and Administrative Professional Manual.
 - B. Emeritus faculty members may serve on student graduate committees, be co-advisors of graduate students, supervise student research projects, and be appointed to temporary faculty positions.
- IV. Adjunct faculty members are non-tenure track and may be in the instructor series or the professor series. Adjuncts faculty members are either on short term appointment of no more than two consecutive semesters or they are appointed for less than 50% time. Adjunct faculty members do not have voting rights in the department.
- VI. Joint faculty appointments are faculty members appointed to two departments and they may attend faculty meetings. Voting rights of jointly appointed faculty members lie in the department contracting for the greatest percentage of time. Joint faculty appointments can be recommended by any faculty member or any group of faculty. After the faculty have had an opportunity to examine the vita of nominee, a vote will be taken. If, by simple majority, the vote is positive, the department Head shall make the appointment.
- VIII. Joint Faculty and Administrative Professional Appointments are persons appointed to both the Administrative Professional staff and to the Faculty. They may attend departmental meetings, participate in discussions, and serve on graduate student committees. Their voting rights lie in the department contracting for the greatest percentage of time. Persons holding administrative professional appointments can be recommend for joint faculty member and administrative professional appointments by any faculty member or any group of faculty. After the faculty have had an opportunity to examine the vita of nominee, a vote will be taken. If, by simple majority, the vote is positive, the department head shall make the appointment.
- IX. Transitional Appointments (See the Academic Faculty and Administrative Professional Manual).
- X. Faculty Affiliates are professionals whose work associates them with the department, but who are not employed as faculty members at Colorado State University. Faculty affiliates generally have

stature and qualifications similar to those of faculty. Faculty affiliates may attend departmental meetings but do not vote. (See the Academic Faculty and Administrative Professional Manual).

A. Faculty affiliates can be recommended by any faculty member or any group of faculty members. After the faculty has had an opportunity to examine the vita of nominee, a vote will be taken. If, by simple majority, the vote is positive, the department head shall make the appointment. B. Such appointments must be renewed annually.

C. Faculty affiliates may serve on student graduate committees, be co-advisors of graduate students, or supervise student research projects.

XI. Department associates are persons whose work associates them with the department. The position of associate is recognition of contributions to department programs in Colorado. Associates do not attend department meetings and do not vote.

A. Department associates can be recommended by any faculty member or any group of faculty members. After the faculty members have had an opportunity to examine the vita of nominee, a vote will be taken. If, by simple majority, the vote is positive, the department head shall make the appointment.

B. Such appointments must be renewed every five years.

APPENDIX C: Expectations for teaching, research, extension, and service of non-tenure track and of tenure track faculty members.

For the professor series, positions will be designed as tenure track positions if the person holding the position is expected to developed scholarly work in research, teaching and/or extension, and service. If the position focuses only on one or two of these four core land grant university activities, then the position is designed as a non-tenure track position.

Instructor series positions are non-tenure track positions.

<p style="text-align: center;">Instructor Pathway</p> <p>Majority of workload in instruction on an averaged and annualized basis</p>	<p style="text-align: center;">Professor Pathway</p> <p>Variable workload in instruction, research and/or service on an averaged and annualized basis</p>
<p>Rank/ HR Classification: Instructor Working Title: Instructor</p> <p>Required:</p> <ul style="list-style-type: none"> • Minimum Master’s degree (or commensurate specialized experience/training) • Minimum of 2 years professional experience <p>Preferred:</p> <ul style="list-style-type: none"> • Teaching experience in higher education setting 	
<p>Rank/ HR Classification: Senior Instructor Working Title: Senior Instructor</p> <p>Required:</p> <ul style="list-style-type: none"> • Minimum Master’s degree (or commensurate experience) OR Instructor Rank • Minimum of 5 years professional experience as instructor (or equivalent) <p>Preferred:</p> <ul style="list-style-type: none"> • Teaching experience at CSU <p>Demonstrated Excellence in the following areas (dependent on position description):</p> <ul style="list-style-type: none"> • <u>Effectiveness in Teaching</u> – As defined below • <u>Continuing education</u>- 5 hours per year <p><u>Service</u> to the <i>department</i> that draws upon the individual’s expertise</p>	<p>Rank/ HR Classification: Assistant Professor Working Title for tenure track faculty: Assistant Professor Working Title for NTTF: Assistant Professor of Practice</p> <p>Required:</p> <ul style="list-style-type: none"> • Discipline specific terminal degree <p>Preferred: Record of achievement in the areas of Instruction and/or Extension, Research, and Service, as appropriate for the position description.</p> <p>Demonstrated Excellence in the following areas (dependent on position description):</p> <ul style="list-style-type: none"> • <u>Effectiveness in Teaching</u> – As defined below • <u>Effectiveness in Extension</u> – As defined below • <u>Quality of Research</u>- As defined below

	<p><u>Service</u> to the <i>department</i> that draws upon the individual's expertise</p>
<p>Rank/ HR Classification: Master Instructor Working Title: Master Instructor</p> <p>Required:</p> <ul style="list-style-type: none"> • Minimum Master's degree (or commensurate experience) OR Senior Instructor Rank • Minimum of 5 years professional experience as Senior Instructor (or equivalent) <p>Preferred: Teaching experience at CSU</p> <p>Demonstrated Excellence in the following areas:</p> <ul style="list-style-type: none"> • <u>Leadership in Teaching</u> – as defined below and with <i>comprehensive evaluations of these innovations</i> • <u>Continuing education</u>- 5 hours per year <u>Service to Campus/ University</u> beyond the department that draws upon the individual's expertise 	<p>Rank/ HR Classification: Associate Professor Working Title for tenure track faculty: Associate Professor Working Title for NTTF: Associate Professor of Practice</p> <p>Required:</p> <ul style="list-style-type: none"> • Discipline specific terminal Degree OR Assistant Professor Rank • Minimum of 5 years relevant professional experience <p>Demonstrated Excellence in the following areas (dependent on FTE):</p> <ul style="list-style-type: none"> • <u>Leadership in Teaching</u> – as defined below and with <i>comprehensive evaluations of these innovations</i> • <u>Leadership in Extension</u> – as defined below and with <i>comprehensive evaluations of these innovations</i> • <u>Leadership and Productivity in Research</u> • <u>Service to Campus/ University</u> beyond the department that draws upon the individual's expertise
	<p>Rank/ Classification: Professor Working Title for tenure track faculty: Professor Working Title for NTTF: Professor of Practice</p> <p>Required:</p> <ul style="list-style-type: none"> • Discipline specific terminal Degree OR Associate Professor Rank • 10 years of relevant professional experience <p>Demonstrated Excellence in the following areas (dependent on FTE):</p> <ul style="list-style-type: none"> • <u>Leadership in Teaching</u> – as defined below and with <i>comprehensive evaluations of these innovations</i> • <u>Leadership in Extension</u> – as defined below and with <i>comprehensive evaluations of these innovations</i> • <u>Sustainability in Research</u> <p><u>Service to Communities</u> and partners beyond the University that draws upon the individual's expertise</p>

Faculty members' work varies considerably; this is reflected in the differences in the percentage of time they allocate to teaching, research, and service. The following outlines the metrics for evaluation in each area which may be adjusted according to the position description and rank. Recognition is given for collaborative activities that result in synergistic outcomes. In all activities, faculty members are expected to conduct themselves according to the Principles of Community.

Instruction, Advising, and Mentoring

- Effectiveness of Course Delivery
- Quality of Course Content
- Effectiveness in Developing and Managing Instruction
 - Quality of Course Development
 - Quality of Curriculum Development
 - Effectiveness in Managing Multiple Course Sections
- Effectiveness in Mentoring Students
- Effectiveness of Academic Advising
- Using Research and Original Creative Work to Enhance Teaching
- Using Service to Enhance Teaching

Research, Scholarship, and Creative Activity

- Quality of Research and Original Creative Work
- Programmatic Nature of Research or Focus of Original Creative Work
- Sustainability of Research and Original Creative Work
- Productivity in Research and Original Creative Work
- Using Teaching to Enhance Research and Original Creative Work
- Using Service to Enhance Research and Original Creative Work

Extension

- Quality and effectiveness of extension activities and creative ways of engaging constituents, stakeholders, departmental faculty and county extension agents
- Effective program development and focus of extension activities in relation to individual's expertise
- Sustainability of extension activities through extramural funds to strengthen and build connections with stakeholders and perform applied research as relevant to immediate stakeholder needs and concerns
- Productivity as relevant to extension including extension publications, presentations, one-to-one consultation, writing and distributing educational materials, as well as applied research to address stakeholder initiatives
- Effective in providing accurate information and advice on product labels, laws, or policies that affect food safety and quality or land management.
- Using best practices in teaching to enhance extension and engagement through workshops, webinars, and online media.
- Using service to enhance applied research, extension and engagement including but not limited to involvement and initiation of citizen science activities, K-12 programs. 4H programs etc

University/ Professional/ Public Service and Outreach

- Service to the Institution
- Service to the Profession
- Service to Society through Consultation and Engagement
- Using Teaching, Research, Extension, or Creative Activity to Enhance Service

Professional Development:

- Workshops
- Webinars
- Courses
- Conferences
- Other professional interactions

GUIDELINES FOR ANNUAL EVALUATION OF CONTRACT, CONTINUING AND ADJUNCT FACULTY (CCAF)

(Approved by faculty May 13, 2021)

Overview

This document has been prepared by the CAS Contract, Continuing and Contract Faculty (CCAF) Committee and is designed to provide accountability and rationale for annual faculty evaluations.

Interpreting Annual Evaluation Materials

In evaluating annual faculty work performance, the CAS does not use rigid numerical scales or quantitative formulae associated with performance activity within each of the areas of teaching, scholarship, and service/ outreach. Given the variability across our specialization areas, a rigid metric does not serve the CAS well. It is understood that the evaluation guidelines are considered holistically rather than as compartmented check-offs. For example, an exceptional or extraordinary demonstration of one or more aspect(s) may carry more weight depending on the factors involved for the individual faculty member (e.g., faculty appointment type, workload percentage, time in rank). As well, because of the variability in workload expectations among faculty members, it is difficult to develop one method by which to assess the quality of faculty work. Thus, accomplishments should be expressed in terms of scope, impact, and depth of influence. Providing a clear explanation of and evidence for achievements is the responsibility of each individual faculty member.

Evaluation Ratings

The rubrics for teaching, scholarship, and service/ outreach are developed to encompass all CCAF roles, types of work, and varying workloads within the CAS. The individual faculty member and Department Head must clearly identify which expectations pertain to the role and stated workload of the faculty member, and thus the areas in which the faculty member can be expected to be evaluated. Rubrics for teaching and service/ outreach areas are associated with provided tables that contain "Examples of Types of Evidence". Faculty are not expected to provide examples for each item. Rather, these should be used to guide faculty members on the possible types of information they can provide as evidence of their accomplishments. The evidence provided will vary based on individual workloads and expectations, as agreed upon by the faculty member and Department Head. The Department Head will provide an overall evaluation of: "Superior," "Exceeds Expectations," "Meets Expectations," "Below Expectations," and "Unsatisfactory" for the areas of teaching, scholarship, service/ outreach, and an overall evaluation ranking. Faculty will be evaluated based on workload distribution, quality of work, and quality of the evidence they provide. It also should be made clear that a rating of "meets expectations" indicates that the faculty member is achieving their stated expectations. Ratings of exceeds expectations and superior are reserved for faculty members who are demonstrating exceptional work and not all faculty will achieve these ratings in all categories, nor should they, on a regular basis.

Rubric descriptors are minimal guidelines and specific performance categories are based on 35% effort distribution. If a faculty member has an effort distribution greater than or less than 35% effort devoted to any category, the expectations will be adjusted accordingly by shifting the contributions required for each rating. For example, the items listed as "Exceeds Expectations" based on a 35% effort may appropriately correspond to "Superior" for someone with a 25% effort and so on. ***It is also recognized that some flexibility will exist in a faculty member's workload. For example, although workload may not indicate a percentage of research, the dissemination of scholarship has value and contributes regardless. Please meet with departmental advisors to ensure alignments with departmental codes and expectations.***

Faculty Development and Progression

It is acknowledged that ongoing development and demonstrable progress for each faculty member is important to consider in the evaluative process. Although evaluations are conducted on a yearly basis, not all work is completed within a single year time- frame. Thus, efforts being put forward to support longer-term projects, not just completed work, are considered in annual evaluation efforts. This includes the demonstration of efforts toward sustained and long-term development in teaching, scholarship, and service/ outreach.

Table 1: Evidence for **Teaching Effectiveness**, based on a 35% workload allocated to teaching

	Instructor	Senior Instructor / Assistant Professor	Master Instructor / Associate Professor	Professor
Superior	<p>Meets a minimum of ‘meets expectations’ criteria and one or more of the following three criteria.</p> <ul style="list-style-type: none"> ● Provides teaching/learning related service (e.g. training Graduate Teaching Assistants, serving as coordinator of a course, and/or contributing to course or program assessment, curriculum revision) ● Collaborates with student in writing and presentations leading to publications (may be non-refereed) or presentations at local meetings or conferences ● Redesign existing courses 	<p>Meets a minimum of ‘meets expectations’ criteria and one or more of the following three criteria.</p> <ul style="list-style-type: none"> ● Provides teaching/learning related service (e.g. training Graduate Teaching Assistants, serving as coordinator of a course, and/or contributing to course or program assessment, curriculum revision) ● Collaborates with student in writing and presentations leading to publications (may be non-refereed) or presentations at local meetings or conferences ● Develop new or redesign existing courses 	<p>Meets ‘superior’ under Senior Instructor/ Assistant Professor rank AND exemplifies leadership AND broader scope of impact for conducted work.</p>	<p>Meets ‘superior’ under Master Instructor/ Associate Professor rank AND exemplifies leadership AND broader scope of impact for conducted work.</p>
Exceeds Expectations	<p>Meets a minimum of ‘meets expectations’ criteria and demonstrates.</p> <ul style="list-style-type: none"> ● Integration of professional development into instructional material 	<p>Meets a minimum of ‘meets expectations’ criteria and demonstrates one or more of the following two criteria.</p> <ul style="list-style-type: none"> ● Integration of professional development into instructional material ● Mentors students in their teaching 	<p>Meets ‘exceeds expectations’ under Senior Instructor/ Assistant Professor rank AND exemplifies leadership OR broader scope of recognition for conducted work.</p>	<p>Meets “exceeds expectations” under Master Instructor/ Associate Professor rank AND exemplifies leadership OR broader scope of recognition for conducted work.</p>
Meets Expectations	<ul style="list-style-type: none"> ● Develops annual (and 5-year) teaching plan based on the Teaching Effective Framework (TEF)* ● Engages with the TEF (reflect and assess, identify and align, plan, engage and integrate) and one or more teaching domains (curriculum, classroom climate, pedagogical content knowledge, student motivation, inclusive pedagogy, feedback and assessment, and instructional strategies) each year ● Creates an inclusive learning environment for a diverse student population in and/or outside of class (see TILT website for further guidance) 	<ul style="list-style-type: none"> ● Develops annual (and 5-year) teaching plan based on the Teaching Effective Framework (TEF)* ● Actively moves through the four steps within the TEF (reflect and assess, identify and align, plan, engage and integrate) and demonstrates growth in one or more teaching domains (curriculum, classroom climate, pedagogical content knowledge, student motivation, inclusive pedagogy, feedback and assessment, and instructional strategies) each year ● Provides letters of support for student applications for scholarships, graduate or 	<p>Meets “meets expectations” under Senior Instructor/ Assistant Professor rank AND exemplifies leadership OR broader scope of recognition for conducted work by demonstrating significant impact in at least two of the following four criteria.</p> <ul style="list-style-type: none"> ● Provides teaching/learning related service (e.g. training Graduate Teaching Assistants, serving as coordinator of a course, and/or contributing to course or program assessment, curriculum revision) ● Collaborates with student in writing and presentations leading to publications (may be non-refereed) or presentations at local meetings or conferences 	<p>Evidence of sustainably meeting criteria under Associate Professor rank AND/OR demonstrates national/ international recognition.</p>

		<p>professional school, jobs, or other opportunities</p> <ul style="list-style-type: none"> ● Participates in undergraduate mentorship activities 	<ul style="list-style-type: none"> ● Builds a network around instructional excellence by engaging/ strategizing/ collaborating with other teaching faculty ● Leads in teaching practice. Examples include: <ul style="list-style-type: none"> ○ lead TILT workshop or seminar ○ initiate new teaching collaborations internal and external to the department ○ develop new or redesign existing courses 	
Below Expectations	<i>Does not meet the minimum criteria under 'meets expectations.'</i>	<i>Does not meet the minimum criteria under 'meets expectations.'</i>	<i>Does not meet the minimum criteria under 'meets expectations.'</i>	<i>Does not meet the minimum criteria under 'meets expectations.'</i>

Table 2: Evidence for **Scholarly Activity**: based on a 35% workload allocated to Scholarly Activities

	Instructor	Senior Instructor / Assistant Professor	Master Instructor / Associate Professor	Professor
Superior	<p><i>Meets a minimum of 'meets expectations' criteria and two of the following six criteria.</i></p> <ul style="list-style-type: none"> ● 4 or more additional publications in professional journals, or written scholarly/creative documents published inside or outside of CSU ● 1-2 presentations at regional/national or international conferences, as permitted by funding ● Receipt or continued management of a multi-year, external grant, with evidence of related scholarly output ● Submission of >2 internal and/or external proposals ● 1 invited talk at a conference or university ● Leads efforts in any of the above criteria 	<p><i>Meets a minimum of 'meets expectations' criteria and three of the following six criteria.</i></p> <ul style="list-style-type: none"> ● 4 or more additional publications in professional journals, or written scholarly/creative documents published inside or outside of CSU ● 1-2 presentations at regional/national or international conferences, as permitted by funding ● Receipt or continued management of a multi-year, external grant, with evidence of related scholarly output ● Submission of >2 internal and/or external proposals ● 1 invited talk at a conference or university ● Leads efforts in any of the above criteria 	<p><i>Meets 'superior' under Senior Instructor/ Assistant Professor rank AND exemplifies leadership AND broader scope of impact for conducted work.</i></p>	<p><i>Meets 'superior' under Master Instructor/ Associate Professor rank AND exemplifies leadership AND broader scope of impact for conducted work.</i></p>
Exceeds Expectations	<p><i>Meets a minimum of 'meets expectations' criteria and one of the six following criteria.</i></p> <ul style="list-style-type: none"> ● 1-2 additional publications in professional journals, or written scholarly/creative documents published inside or outside of CSU ● 1-2 additional presentations at regional/national or international conferences, as permitted by funding ● Submission of 1 additional internal or external grant proposal ● Students present mentored work at research conference ● Provides supervised research or teaching experiences ● As a result of mentorship, student advisee applies for award/grant ● Leads efforts in any of the above criteria 	<p><i>Meets a minimum of 'meets expectations' criteria and three of the six following criteria.</i></p> <ul style="list-style-type: none"> ● 1-2 additional publications in professional journals, or written scholarly/creative documents published inside or outside of CSU ● 1-2 additional presentations at regional/national or international conferences, as permitted by funding ● Submission of 1 additional internal or external grant proposal ● Students present mentored work at research conference ● Provides supervised research or teaching experiences ● As a result of mentorship, student advisee applies for award/grant ● Leads efforts in any of the above criteria 	<p><i>Meets 'exceeds expectations' under Senior Instructor/ Assistant Professor rank AND exemplifies leadership OR broader scope of recognition for conducted work.</i></p>	<p><i>Meets 'exceeds expectations' under Master Instructor/ Associate Professor rank AND exemplifies leadership OR broader scope of recognition for conducted work.</i></p>
Meets Expectations	<p><i>Meets a minimum of one of the three following criteria for scholarly excellence.</i></p> <ul style="list-style-type: none"> ● 1 peer-reviewed publication in professional journals, or written scholarly/creative 	<p><i>Meets a minimum of two of the three following criteria for scholarly excellence.</i></p>	<p><i>Meets a minimum of two of the three following criteria for mentoring.</i></p>	<p><i>Evidence of sustainably meeting criteria under the Associate Professor Rank AND/OR demonstrates international recognition.</i></p>

	<p>documents published inside or outside of CSU annually</p> <ul style="list-style-type: none"> • 1 presentation at regional/national or international conferences, as permitted by funding • Submission of 1 internal or external grant proposal <p>AND</p> <p><i>Meets a minimum of one of the following three criteria for mentoring.</i></p> <ul style="list-style-type: none"> • Mentors students in their writing endeavors, encouraging submission for publication or presentation • Serves as chair or co-chair on committees (graduate level) and advises, co-advises, or serves on committees for honors theses (undergraduate level) • Member of graduate or undergraduate student committees 	<ul style="list-style-type: none"> • 1 peer-reviewed publication in professional journals, or written scholarly/creative documents published inside or outside of CSU annually • 1 presentation at regional/national or international conferences, as permitted by funding • Submission of 1 internal or external grant proposal <p>AND</p> <p><i>Meets a minimum of two of the following three criteria for mentoring.</i></p> <ul style="list-style-type: none"> • Mentors students in their writing endeavors, encouraging submission for publication or presentation • Serves as chair or co-chair on committees (graduate level) and advises, co-advises, or serves on committees for honors theses (undergraduate level) • Member of graduate or undergraduate student committees 	<ul style="list-style-type: none"> • Mentors students in their writing endeavors, facilitating submission for publication or presentation • Serves as chair or co-chair on committees (graduate level) and advises, co-advises, or serves on committees for honors theses (undergraduate level) • Member of graduate or undergraduate student committees 	
<p>Below Expectations</p>	<p><i>Does not meet the minimum criteria for scholarly excellence and mentoring as described under 'meets expectations.'</i></p>	<p><i>Does not meet the minimum criteria for scholarly excellence and mentoring as described under 'meets expectations.'</i></p>	<p><i>Does not meet the minimum criteria for scholarly excellence and mentoring as described under 'meets expectations.'</i></p>	<p><i>Does not demonstrate evidence of sustainably meeting criteria under the Associate Professor rank AND/OR does not demonstrate international recognition.</i></p>

Table 3.1: Evidence for **Service/ Outreach**: based on a 35% workload allocated to Service/Outreach

	Instructor	Senior Instructor / Assistant Professor	Master Instructor / Associate Professor	Professor
Superior/ Exceeds Expectations	<p>Meets a minimum of ‘meets expectations’ criteria and one of the five following categories for exceeds expectations and three of the five following categories for superior (See types of service/outreach examples for each category in the Service/Outreach Categories and Examples Table)</p> <ul style="list-style-type: none"> • Department, College, University, and State Service • Faculty and Professional Mentorship • Professional/ Community Service • Editorial/ Grant/ Professional Review • Leadership 	<p>Meets a minimum of ‘meets expectations’ criteria and two of the five following categories for exceeds expectations and three of the five following categories for superior (See types of service/outreach examples for each category in the Service/Outreach Categories and Examples Table)</p> <ul style="list-style-type: none"> • Department, College, University, and State Service • Faculty and Professional Mentorship • Professional/ Community Service • Editorial/ Grant/ Professional Review • Leadership 	<p>Meets ‘superior/ exceeds expectations’ under Senior Instructor/ Assistant Professor rank AND exemplifies leadership AND broader scope of impact for conducted work.</p>	<p>Meets ‘superior/ exceeds expectations’ under Master Instructor/ Associate Professor rank AND exemplifies leadership AND broader scope of impact for conducted work.</p>
Meets Expectations	<p>Meets a minimum of two of the following four criteria.</p> <ul style="list-style-type: none"> • Serves on department, college, and/or university committees • Participates in the normal operations of the department and program by attending faculty meetings, provides constructive input on issues, and attends functions such as student poster presentations and seminars • Contributes to the department/college/university commensurate to job description. • Is an affiliate and/or member of at least one professional organization <p>AND</p> <p>Meets a minimum of one of the following three criteria.</p> <ul style="list-style-type: none"> • Provides outreach to lay audiences on topics within area of expertise 	<p>Meets the following four criteria.</p> <ul style="list-style-type: none"> • Serves on department, college, and/or university committees • Participates in the normal operations of the department and program by attending faculty meetings, provides constructive input on issues, and attends functions such as student poster presentations and seminars • Contributes to the department/college/university commensurate to job description. • Is an affiliate and/or member of at least one professional organization <p>AND</p> <p>Meets a minimum of one of the following three criteria.</p> <ul style="list-style-type: none"> • Provides outreach to lay audiences on topics within area of expertise • Develops opportunities and fosters relationships for professional 	<p>Meets “meets expectations” under Senior Instructor/ Assistant Professor rank AND exemplifies leadership OR broader scope of recognition for conducted work by demonstrating significant impact in accordance with position description</p>	<p>Demonstrate evidence of sustainably meeting criteria under the Associate Professor rank AND/OR demonstrates national/international recognition.</p>

	<ul style="list-style-type: none"> • Develops opportunities and fosters relationships for professional development or continuing education in the area of service. • Contributes to or participates in activities that showcase the department, college and/or university to external audiences 	<p>development or continuing education in the area of service.</p> <ul style="list-style-type: none"> • Contributes to or participates in activities that showcase the department, college and/or university to external audiences 		
<i>Below Expectations</i>	<i>Does not meet the minimum criteria for Service/Outreach excellence and mentoring as described under 'meets expectations.'</i>	<i>Does not meet the minimum criteria for Service/Outreach excellence and mentoring as described under 'meets expectations.'</i>	Does not meet the minimum criteria for Service/Outreach excellence and mentoring as described under 'meets expectations.'	Does not demonstrate evidence of sustainably meeting criteria under the Associate Professor rank AND/OR does not demonstrate national/international recognition.

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