

DEPARTMENT OF AGRICULTURAL AND RESOURCE ECONOMICS
Colorado State University
OPERATIONAL CODE
March 30, 2019

- I. THE DEPARTMENT OF AGRICULTURAL AND RESOURCE ECONOMICS (DARE)
 - A. The Department of Agricultural and Natural Resource Economics was established as an administrative unit in the College of Agricultural Sciences on July 1, 1983. The name of the department was changed subsequently to the Department of Agricultural and Resource Economics (DARE). The purposes of the operational code (hereinafter, the code) are to describe the organization and administration of the department and to define the roles of the faculty and department head with respect to activities and governance of the department.
 - B. The department also shall be home to the agricultural education program in the College of Agricultural Sciences. Unless otherwise indicated, faculty in this program will have the same rights and responsibilities as other faculty in the department.
 - C. The department shall be administered by a head whose duties are specified by this code and the faculty manual.
 - D. The department adheres to the procedures for conducting program reviews as specified by the Colorado State University academic program review process (<https://www.ir.colostate.edu/program-review-and-planning/>). The department is required by the faculty manual to conduct self-evaluation by eligible faculty members on a periodic basis. In addition, review of the program or portions of the program may be requested at any time by the head, by a majority of the eligible voting faculty of the department, or by university administration.

- II. THE FACULTY
 - A. Faculty are defined under section E.1 and administrative professionals are defined under section D.5.1 of the Colorado State University faculty code. Administrative professional positions are not faculty positions, although administrative professionals additionally may hold faculty positions under some conditions. Extension agents, extension specialists, research associates, research scientists and research scholars are administrative professional positions. Guidelines for advancement of administrative professionals are available from the director of Human Resource Services.
 - B. Faculty can be tenure track (TTF) or non-tenure track (NTTF). TTF and NTTF are administratively responsible to the department head. TTF can hold the rank of Assistant, Associate or Full Professor and may carry regular full-time, regular part-time or transitional appointments. TTF can have assignments in residence, off campus, or be on paid or unpaid leave. NTTF can be courtesy appointments of professionals employed by others (e.g., faculty affiliate, visiting professor), or can be seeking a career path within CSU. NTTF may carry adjunct, contract or continuous appointments.
 - C. Guidelines for eligible faculty to vote on departmental code are defined under Colorado State University faculty code 2.4.2. They are faculty holding regular tenure track (TTF) appointments and reporting to the department head. Faculty on less than 50% or transitional appointments, or on leave from the university for more than one year are ineligible to vote on departmental code.
 - D. Faculty code section C.2.4.2.1.m directs the department to establish provisions for the voting rights of departmental faculty who are not regular faculty and not otherwise specified in the manual. According to faculty code section E.2.1.3 and 4, NTTF with contract or continuing appointments will hold voting rights within the department. NTTF on courtesy or adjunct appointments or employed by others will not have voting rights in the department.
 - E. For departmental actions relating to TT faculty hiring, promotion, tenure decisions, and university disciplinary actions eligible faculty are TTF, defined under IIC. In addition to TTF, NTTF, defined under IID, are eligible faculty for NTT faculty hiring, other actions of internal, department concern,

including curricular issues directly related to their professional responsibilities, as indicated in their job description, and committee service appropriate to appointment.

- F. NTTF can follow one of two career paths at CSU and in DARE: Instructor, Senior Instructor, Master Instructor; or Assistant Professor of Practice, Associate Professor of Practice, Full Professor of Practice. NTTF appointments may be very similar or vary substantially from TTF appointments, but typically will focus on one of the three areas of faculty responsibility (i.e., teaching, research, outreach).
 - 1. Individuals to be recommended by the designated hiring authority for appointment as a NTT Professor or Instructor must be approved by the faculty and identified through a process in accordance with instructions in the University code (Section E.4.2).
 - 2. NTTF are expected to demonstrate professional engagement with the department through activities that may include:
 - a. teaching classes offered by the department and its programs;
 - b. conducting educational outreach activities;
 - c. engaging in cooperative research conducted through the department,
 - d. serving on departmental, college and university committees,
 - e. other professional service activities.
- G. Faculty affiliates are NTTF professionals whose work formally associates them with the department.
 - 1. Individuals to be recommended for appointment as a faculty affiliate must be approved by the faculty, in accordance with instructions in the University code (Section E.4.2).
 - 2. Faculty affiliates may from time to time teach formal academic classes offered by the department. At such times they will have adjunct appointments with academic rank.
 - 3. Faculty affiliates are expected to demonstrate professional interaction and cooperation with the department through activities that may include:
 - a. administrative advice,
 - b. cooperative research conducted through the department,
 - c. occasional participation in educational programs,
 - d. participation in resident instruction programs,
 - e. through service as members of graduate committees,
 - f. giving service in the department and/or
 - g. other service activities of the department.
- H. Visiting faculty are NTTF professionals associated with the department for a short period of time while on leave from another university or institution.
 - 1. Individuals shall be appointed as visiting faculty by action of the faculty in accordance with the Faculty Manual (E.4.2). Appointments cannot be made for more than one year but can be renewed for additional terms.
 - 2. Visiting faculty may serve as members of graduate advisory student committees.
 - 3. When possible, visiting faculty will be provided office space and administrative services similar to those received by regular academic faculty.
- I. Emeritus faculty are identified and selected in accordance with the criteria in Section E.3.7 of the Faculty Manual.

III. THE DEPARTMENT HEAD

- A. Within the university system, the department head is the administrative and academic officer of the department, responsible to the dean of the college as stated in the faculty manual. The head shall perform the duties specified in the faculty manual.
- B. The head will keep all members of the department informed about matters concerning their professional welfare and shall appoint special committees to meet problems or deal with special issues as they arise.
- C. The head shall call at least one general departmental meeting per semester during the academic

year. The head shall give members of the Department and other interested personnel written notice seven days in advance of such meetings, together with an agenda. These meetings shall be chaired by the head.

D. Appointment of department head

1. Section C.2.4.2.2.c of the faculty manual stipulates that, for administrative purposes, the term of the head shall be at most five years. Successive terms are permitted, subject to recommendations of the department's faculty and action by the dean.
2. Appointment of the head will be in accordance with faculty manual. It is recommended, however, the "committee to advise the dean on the appointment of the head" be composed of all full time regular tenure track faculty in the department.

IV. THE EXECUTIVE COMMITTEE

A. The department executive committee shall consist of up to six people as follows: the department head and five faculty selected by the head to serve on the committee. Four members will be the associate head of the department and the chairs of the undergraduate program, graduate program, and extension program. The head may choose to include a fifth faculty member who may be regular faculty or may be NTTF. This organizational structure will take effect on April 1, 2019.

B. The duties of the Executive Committee are to:

1. advise the head on new policies, programs or directions the head may wish to pursue.
2. bring to the attention of the committee any new programs, classes, changes in classes or programs, or other efforts that may affect the rest of the department or its faculty.
3. ensure that the strategic plan, approved by the department, is faithfully executed by the head and program chairs.

V. THE ASSOCIATE HEAD

A. The associate head will be appointed by the head subject to faculty approval by majority vote. Generally, the expected term of service is three years. Compensation for service shall be determined by the head, depending upon the availability of funds.

B. The Associate Head shall:

1. be authorized to perform the duties of the head when the head is absent or otherwise incapable of performing the duties of the position.
2. serve as chair of the promotion and tenure committee and, therefore, must be tenured at the rank of full professor, in residence for the term of service, and on regular faculty appointment.
3. carry out other appropriate duties as identified and/or assigned.

VI. CHAIR OF THE EXTENSION PROGRAM

A. The chair of the Extension program will be appointed by the head from faculty holding extension appointments. Generally, the expected term of service is three years. Compensation for service shall be negotiated with the head.

B. The chair of the Extension program shall:

1. Chair the Extension program committee
2. Provide leadership in coordinating and planning Extension activities in the department,
3. Represent the interests of on and off-campus Extension faculty within the executive committee,
4. Share information with the executive committee regarding programs and activities regarding planning and reporting of PRUs in which DARE faculty participate. Provide advice on the implications to extension faculty and programming of policy decisions made within the department.
5. Monitor and report annually progress of the Extension program against the metrics identified in the departmental strategic plan and oversee the regular update of content in the Extension

section of the departmental website.

6. At the direction of the head, represent the department's extension programs and interests to external stakeholders, including college and university leadership.

VII. CHAIR OF THE GRADUATE PROGRAM

- A. Chairs of the graduate programs shall be appointed by the head to assist with the administration of the graduate programs within the department. Generally, the expected term of service is three years. Compensation for service shall be negotiated with the head.
- B. Chair of the graduate program in Agricultural and Resource Economics shall:
 1. Chair the graduate program committee;
 2. Function as the liaison between the department and the department of economics in matters of graduate curriculum;
 3. Serve on the selection committee which reviews applications for admission and recommends acceptance of qualified students;
 4. Serve on the executive committee;
 5. Serve as temporary advisor for new graduate students for their first year and advise the department head in the assignment of funding in support of graduate students.
 6. Review and approve graduate student programs as specified on the GS Form 6;
 7. Monitor graduate students' progress in the graduate program;
 8. In consultation with the head, appoint committees to administer preliminary qualifying examinations within the department;
 9. Provide leadership in the periodic review of the graduate program to assure relevance and comprehensiveness of the program;
 10. Initiate and implement all graduate student recruitment efforts by the department;
 11. Initiate and implement social activities sponsored by the department for graduate students;
 12. Take the lead in organizing transition activities for new students, such as assisting staff in pre-arrival correspondence and organizing an orientation meeting and social events;
 13. Work with the elected representative of the graduate students to resolve conflicts, solicit input on proposed changes in the program, and assist in the recruitment of prospective graduate students;
 14. Monitor and report annually progress of the graduate program against the metrics identified in the departmental strategic plan and oversee the regular update of content in the Graduate Handbook and the Graduate Program section of the departmental website;
 15. Other responsibilities appropriate to the graduate program as identified and/or assigned.

VIII. CHAIR OF THE UNDERGRADUATE PROGRAM

- A. Chair of the undergraduate program shall be appointed by the head to assist with the administration of undergraduate programs in the department, including programs in agricultural education. Generally, the expected term of service is three years. Compensation for service shall be determined by the head depending upon the availability of funds.
- B. Chair of the undergraduate program shall:
 1. Be the liaison between the department and the College of Agricultural Sciences in matters of undergraduate curriculum;
 2. Serve on the executive committee.
 3. Provide leadership in the recruitment of undergraduate majors and minors to the department;
 4. Lead the undergraduate committee to developing learning outcomes for all undergraduate degrees and monitor classes to ensure that these learning outcomes are satisfied;
 5. Direct the assignment of undergraduate majors and minors to advisors in the department;
 6. Chair meetings to discuss new classes, revisions in classes, new degree programs or changes in

- existing degree programs;
7. Work with the head to direct the undergraduate academic success team;
 8. Monitor and report annual the progress of the undergraduate program against the metrics identified in the departmental strategic plan and oversee the regular update of content in the program check sheets and the Undergraduate Program section of the departmental website.
 9. Work with the committee to organize social events for faculty and undergraduate students;
 10. Other appropriate duties as identified and/or assigned related to the undergraduate program.

IX. FACULTY COMMITTEE

- A. The faculty committee shall consist of three faculty elected by the faculty. Eligible faculty are defined under IIE of the department code. Members are elected for a two-year term, with no more than two new members elected each year. The primary duty of the faculty committee is to oversee the governance of the department and the fair treatment of faculty, staff and students. In particular, the committee is to function as ombuds within the department, particularly as conflicts arise between the faculty and the head. The committee is to hear and summarize each grievance and bring it to the faculty or head for resolution. If it is not satisfied with the head's response to the issue, the committee has authority to:
 1. take the matter to the dean for resolution; or
 2. call for a vote of no-confidence in the head's leadership. In this case, committee members organize the vote, summarize the results and meet with the dean to share results from the vote and recommendations to resolve the matter.
 3. the chair of the faculty committee will be elected by the other committee members.
 4. the chair of the faculty committee will be responsible to verify or collect anonymous feedback from the faculty regarding performance of the head on an annual basis and that a summary of this feedback will be shared with the college dean and department head.

X. DEPARTMENTAL FACULTY MEETINGS

- A. Departmental faculty meetings shall be called for the purpose of conducting departmental business, including the adoption of major policy.
- B. Attendance at departmental faculty meetings will be determined by voting rights defined in Section II of the departmental code, by committee membership, or, exceptionally, by invitation of the head or chair of the faculty committee holding the meeting.
- C. Scheduled general departmental faculty meetings will be announced in writing, along with an agenda, by the head at least seven days in advance of the meeting. At least one faculty meeting shall be held each semester. Faculty who cannot attend any departmental meeting may designate, in writing, an eligible faculty member as a proxy on all matters requiring a faculty vote. Emergency faculty meetings may be scheduled without a seven-day advance notice.
- D. A quorum shall be defined as 51 percent of the eligible faculty at the time of a duly scheduled or emergency general department faculty or committee meeting. Authorized proxy votes will not be counted in establishing a quorum.
- E. The head will determine the means of informing and obtaining input from faculty who are off-campus before the departmental meeting. In all cases, the department will keep such individuals informed of decisions made by the head and at faculty meetings.

XI. PROMOTION AND TENURE OF REGULAR FACULTY

- A. Recommendations for promotion and tenure will be carried out within the general rules and guidelines specified in the Faculty Manual.
- B. The Department's Promotion and Tenure (P&T) Committee shall consist of all tenured regular faculty with at minimum 50% academic appointment in the Department of Agricultural and Resource Economics. This committee will meet as needed to consider all cases recommended for promotion by the head. Only faculty members who hold a higher rank than the individual under consideration for promotion may vote on the recommendation and

each case will be considered separately. The department's recommendation will be based on an anonymous vote of eligible faculty members from a committee meeting. Eligible off campus faculty will be provided an opportunity to participate remotely, to comment, and to vote.

- C. The associate head will serve as chair of the P&T committee as the liaison between the head, promotion and tenure committee, and dean.

XII. PROMOTION OF NON TENURE TRACK FACULTY

- A. Recommendations for promotion of non-tenure track faculty (NTTF) will be carried out within the general rules and guidelines specified in the Faculty Manual.
- B. The Department's NTTF Promotion Committee shall consist of all promoted NTTF and tenured regular faculty with at minimum 50% academic appointment in the Department of Agricultural and Resource Economics. This committee will meet as needed to consider all NTTF cases recommended for promotion by the head. Only committee members who hold a higher rank than the individual under consideration for promotion may vote on the recommendation and each case will be considered separately. The department's recommendation will be based on an anonymous vote of eligible faculty members from a committee meeting. Eligible off campus faculty will be provided an opportunity to participate remotely, to comment, and to vote.
- C. Applications from promoted NTTF for sabbatical leave will be considered on a case-by-case basis until such time as the University develops guidance on this process.
- D. The associate head will serve as chair of the NTTF Promotion committee as the liaison between the head, promotion and tenure committee, and dean.

XIII. PERFORMANCE REVIEWS

- A. Annual performance reviews are conducted for each faculty member in accordance with Section C.2.5 of the Faculty Manual.
 - 1. Annual accomplishment reports are submitted to the head no later than January 7.
 - 2. The head conducts evaluations of both the quantity and quality of each faculty member's accomplishments in (1) teaching, outreach and advising, (2) research and publications, and (3) service for the previous year.
 - 3. The department will adapt to the departmental disciplines Section E.12.1 of the Faculty Manual and TILT guidelines on teaching effectiveness to guide evaluation of teaching quality.
 - 4. Each faculty member is expected to adhere to the Code of Ethical Behavior as stated in section D.9 of the Academic Faculty and Administrative Professional Manual. Violations of this code will be considered in the performance evaluation process and may affect the final evaluation, as well as lead to disciplinary action.
 - 5. The standard for evaluation is based on a five-level scale indicating "unsatisfactory performance"; "needs improvement"; "meets expectations"; "exceeds expectations"; and "superior." (Other equivalent ranking systems may be used by the Provost's office at times). Two consecutive overall annual performance evaluations below the "meets expectations" level constitute grounds for a comprehensive performance review.
 - 6. This process is completed by late February when faculty performance reviews are shared with individual faculty. Faculty The process for faculty appeal of annual performance evaluations is found in section XIV below. Performance reviews by the head are submitted to the dean of the College of Agricultural Sciences.
- B. Periodic comprehensive performance reviews, otherwise known as Phase I or 5 yr post tenure reviews, of all tenured faculty are conducted by the department head in accordance with Section E.14.3 of the Faculty Manual.

- C. Should a Phase II comprehensive performance review be deemed necessary, the department will follow the guidelines of Section E.14.3.2 of the Faculty Manual. Pursuant to these guidelines the department shall implement the following procedures.
1. A Phase II Review Committee of three peers at the same or higher rank as the faculty member being reviewed will be selected by the Faculty Committee from among its membership.
 2. The head will request a senior faculty member from another department in the university to serve on the Phase II Review Committee. The purpose of this step in the process is to guard against possible bias among intradepartmental Review Committee members.
 3. The criteria upon which the evaluation is based reflect the teaching and advising, research and publication, service and outreach missions of the department and the code of ethical behavior of the university.
 4. Information for the review will be drawn from the annual faculty performance reviews, peer evaluations, information from surveys and exit interviews with graduating seniors, and the faculty member's stated plans and objectives.
 5. Evaluations will reflect the quantity and quality of performance in the areas of mission and also will take account of the differing responsibilities and effort distributions among faculty.
 6. The standard for evaluation is based on a five-level scale indicating "unsatisfactory performance"; "needs improvement"; "meets expectations"; "exceeds expectations"; and "superior." (Other equivalent ranking systems may be used by the Provost's office at times).

XIV. FACULTY APPEAL OF ANNUAL PERFORMANCE EVALUATION

- A. Faculty members wishing to appeal their annual performance evaluation will make an appeal in writing to, and meet with, the head.
- B. After considering the appeal, the head will provide a written response to the appellante of the decision regarding the appeal.
- C. If, after receiving the results to their appeal, the faculty member remains dissatisfied, he/she may appeal the decision to the faculty committee. If the faculty committee upholds the decision of the head, the faculty member may take further action through university grievance procedures (Section K.11 of the Faculty Manual).
- D. The faculty committee will submit a report detailing its support or disagreement with the decision of the head to the head and the dean.

XV. FILLING VACANT FACULTY POSITIONS

- A. When the department has occasion to establish a new, or replace an existing, tenure-track faculty position, the head will define the position through consideration of:
 1. deliberations of the executive committee and faculty;
 2. concurrence of the dean of the college and directors of agricultural experiment station and extension programs that provide funding for the position;
 3. needs of the department in view of professional reputation and the integrity of programs.
- B. Once the professional requirements of the vacant position have been defined, the head will appoint a search committee of individuals in fields closely related to the vacant position. The responsibilities of the search committee are to work with the head to:
 1. prepare a position description and position advertisement plan consistent with affirmative action procedures;
 2. disseminate the position description to the appropriate targeted recruitment area;
 3. evaluate applications and recommend a list of semi-finalist candidates for consideration of the eligible faculty.
- C. Upon receiving semi-finalist recommendations from the search committee, the head will solicit input and evaluation of the candidates relative to the position announcement from the eligible faculty:

