

CODE FOR THE DEPARTMENT OF BIOLOGY

COLORADO STATE UNIVERSITY

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1. Mission for the Department of Biology

The primary mission for the Department of Biology is to promote the acquisition and dissemination of knowledge on the theoretical, empirical, and practical aspects of biology through research, teaching, and service. This goal can be achieved by (a) developing imaginative and rigorous programs of instruction for undergraduate and graduate students in the University, (b) encouraging scholarship and research of the highest caliber by faculty and students, (c) providing quality advising to undergraduate and graduate students coming under the purview of the Department, and (d) supplying residents and agencies of the State of Colorado with needed information on basic and applied biology.

2. Organization of the Department of Biology

The Department of Biology recognizes the faculty appointment types as described in the Academic Faculty and Administrative Professional Manual of Colorado State University (the Faculty Manual), Sections E.1 and E.2.

For purposes of equitable representation in advising the Chair on administration of the undergraduate and graduate programs in Biology, Botany and Zoology, tenured and tenure-track faculty in the Department are organized into a Faculty of Botany and a Faculty of Zoology. The Faculty of Botany usually includes those individuals conducting research on "plants," whereas the Faculty of Zoology usually includes those individuals conducting research on "animals." However, membership in each of the faculties is determined by the individuals concerned, and not by an administrative officer. Tenured and tenure-track faculty generally have the expectation of contributing to and having effort distributions reflecting research,

teaching and instruction, and service missions of the department, the college, and the university.

For non-tenure-line appointment types (contract and continuing), professor ranks (Assistant, Associate, Full) are distinguished from the instructor ranks (instructor, senior instructor, master instructor) by two features: 1) having obtained the highest degree possible in the appropriate field (e.g., a doctoral degree), and 2) in addition to instruction having a service obligation to the Department. Generally, an instructor-track faculty member will only have effort distribution in teaching, while a professor track non-tenure-line faculty member will have both teaching and service expectations, but may conduct research as well.

3. Chair of the Department of Biology

The administrative officer for the Department of Biology shall be designated as "Chair." In addition to performing those duties specified in the University Code, the Chair shall strive to provide an atmosphere conducive to excellence in teaching, research, and service by (a) exercising leadership, (b) reaching decisions on departmental policy through discussions with the Faculty (*i.e.*, individually, or through committees or regularly scheduled meetings), (c) promoting productive and harmonious professional relationships within the Department, and (d) facilitating liaisons with other programs, departments, and institutes within the University.

The Chair shall be advised and assisted in conducting departmental affairs by two Associate Chairs, by an elected Executive Committee, by an appointed Undergraduate Committee, by an appointed Graduate Committee, by an elected Space Committee, by an elected Tenure and Promotion Committee, and by such *ad hoc* committees as may be needed from time to time. Meetings of committees shall be conducted in accord with the principles of parliamentary procedure specified in the most recent edition of *Robert's Rules of Order*.

4. Associate Chairs of the Department of Biology

The Chair shall appoint annually, in the spring, two Associate Chairs to assist in the conduct of departmental affairs, with one or the other appointed to serve as Acting Chair of the Department in the absence of the Chair. These Associate Chairs will have designated areas of responsibility: one for Graduate Studies and one for Undergraduate Studies. At least one of the Associate Chairs shall be selected from that subset of the faculty to which the Chair does not belong (*i.e.*, the Faculty of Botany or the Faculty of Zoology) with the advice and consent of the faculty.

5. Executive Committee of the Department of Biology, and Rules for Committee Elections

The Executive Committee of the Department of Biology shall consist of four elected members, selected from the tenured and tenure-track faculty, who advise the Chair on matters relating to fiscal policy, personnel, and facilities. One member of the Committee shall be elected from the Faculty of Botany; a second member shall be elected from the Faculty of Zoology; and the remaining two members shall be elected at large. The Chair and the two Associate Chairs shall serve *ex officio* (non-voting) members of this Committee, with the Chair presiding. The Executive Committee shall meet at least once a month during the academic year, but special meetings may be called at any time by any member.

Elected members of the Committee shall be individuals holding full-time tenure-track appointments with primary affiliation in the Department of Biology. The term of service on the Committee shall be two years, and no individual who has completed a full term shall be eligible for re-election until one year has elapsed. The terms of members shall be staggered, so that only two members (one of whom was elected at large) will be retiring in any given year.

At the last regular faculty meeting before 15 May each year an election of new Executive Committee members will be held. In case of a vacancy on the Executive Committee before this meeting, the Chair shall call a Special Meeting of the eligible faculty to elect replacement members to the Executive Committee to complete the term of the vacated members. All faculty holding regular appointments in the Department shall be eligible to vote in these elections. The Chair shall accept nominations from the floor, first for Section Representatives with a vote taken, and then for the At-Large Representatives. After nominations are closed, each eligible faculty member shall vote for one person on each ballot. Any candidate receiving a simple majority of the votes cast on a ballot shall fill the vacant position. If no candidate receives a simple majority, the Chair, acting as teller, shall report the names of the two candidates receiving the highest numbers of votes for each vacancy, and one of these individuals shall be selected in a run-off vote to fill the vacant position. In the event of a tie vote, the winner shall be selected by a coin toss. The term of newly elected members shall begin at the start of the next academic year.

To protect the interests of minority groups within the department, a final confidence vote shall be taken on the composition of the committee as a whole. If the confidence vote meets or exceeds 80% in favor, the committee shall be considered complete. If the confidence vote falls below 80%, the process of nominating and voting shall begin again.

These same rules shall apply for election to the Tenure and Promotion Committee (Section 8) and to the Space Committee (Section 9).

6. Undergraduate Committee of the Department of Biology

The Undergraduate Committee of the Department of Biology shall be chaired by the Associate Chair for Undergraduate Studies, and shall consist of four appointed members who advise the departmental Chair on matters relating to undergraduate issues, including curricula in biology, botany, and zoology, and on other aspects of the undergraduate academic programs. The Undergraduate Committee is responsible for reviewing requirements for graduation and for making recommendations to the Faculty about the curriculum, which includes course changes and course approvals.

A regular activity of the Committee is to visit classrooms of temporary instructors and non-tenure-track faculty for the purpose of peer evaluations of their teaching. These evaluations will be written and signed by the reviewers, shared with the instructor/faculty member being reviewed, and placed in instructors'/faculty member's personnel files for use in evaluation. One member of the Committee shall be appointed by the Chair to serve on the Curriculum Committee of the College of Natural Sciences. The term of service on the Committee shall be two years and may include election to chair the College Curriculum Committee.

Appointed members of the Committee shall be selected from full-time tenure-track, continuing, or contract faculty appointments with primary affiliation in the Department of Biology. Appointments to this Committee shall be made annually by the Chair.

7. Graduate Program Committee and Graduate Admissions Committee of the Department of Biology

Both the Graduate Program Committee and Graduate Admissions Committee of the Department of Biology shall be overseen by the Associate Chair for Graduate Studies, and shall consist of appointed members who advise and assist the Chair in promoting and administering the programs of graduate studies in biology, including all Masters' programs (including Professional Science Masters), and Doctor of Philosophy (Ph.D.) programs. Both committees must be comprised of faculty that collectively span the breadth of the biology department's life sciences disciplines and graduate programs.

The Graduate Program Committee shall be made up of two appointed faculty and two graduate student representatives. The graduate student representatives shall be elected by the graduate students for two-year terms at the beginning of the academic year from currently-enrolled M.S., P.S.M, or Ph.D. students with a primary affiliation in the Department of Biology. The Graduate Program Committee will be responsible for recommending policy relating to the graduate program including workload of students, reviewing the graduate curriculum, coordinating a first-year graduate seminar course for incoming graduate students, coordinating

Ph.D. exit seminars, working with the departmental Graduate Coordinator on web-based and other communications with graduate students, and for assisting the Chair in selecting Graduate Teaching Assistants.

The Graduate Admissions Committee shall be made up of three appointed faculty, one of whom will be designated as Graduate Admissions Committee Chair to directly manage the operations of the committee. The Graduate Admissions Committee will be responsible for recommending and with the support of the faculty implementing policies including but not limited to: allocating GTA lines to Biology faculty for recruitment of incoming students into MS and PhD programs in Biological Science, CMB, and GDPE, determining policy for admission of new graduate students to the program, helping to match graduate applicants to prospective major advisors, deciding whether the prospective students meet departmental admission standards, and assisting in annual graduate student recruiting events during the academic year.

The term of service on each of the Committees shall be two years. Appointed members of the Committee shall be individuals holding tenure-track, continuing, or contract faculty of any rank in the Department of Biology. Appointments to the Committees shall be made annually by the Chair.

8. Tenure and Promotion Committee of the Department of Biology

The Tenure and Promotion Committee shall consist of five elected members, selected from the tenured faculty. The method of election, length of service, staggered elections, and eligibility for re-election shall be the same as for the Executive Committee (Section 5). This Committee shall be elected by the tenured and tenure-track faculty from among the faculty at large who are tenured and have at least the rank of Associate Professor. The Chair of the Committee must hold the rank of Professor and shall be elected by and from the members of this Committee. The Chair of the Committee shall preside at all meetings of the Committee. The Associate Chairs of the Department shall serve *ex-officio* as a non-voting member of this Committee, with at least one present at each meeting of the Tenure and Promotion Committee.

Annually, or as required, and upon notification by the Dean of the College, the Department Chair shall direct the Committee to evaluate all Faculty who are eligible for reappointment, promotion, and/or tenure, and to tender recommendations for action. Any member of the Committee who is eligible for promotion or believes that a particular case may place them in conflict, shall be excused from serving in such cases. Upon recommendation of the Committee, the Chair of the Committee shall convene in a Special Meeting the appropriate faculty for personnel action as outlined in Section 12 of this Code.

The Committee, in the presence of the Chair of the Department, shall also meet with each tenure-track, full-time faculty member in the first semester of the faculty member's appointment, to discuss departmental policy on mentoring, reappointment, promotion and/or tenure.

A regular activity of the Committee is to visit classrooms of tenure-track faculty and faculty eligible for promotion to full professor for the purpose of peer evaluations of their teaching. These evaluations will be written and signed by the reviewers, shared with the faculty being reviewed, and placed in faculty members' personnel files for use in making decisions on tenure and promotion.

9. Space Committee of the Department of Biology

The Space Committee of the Department of Biology shall consist of four members, elected by and selected from the tenured and tenure-track faculty, who advise the Chair on matters relating to allocation of office and research space within the Biology Department. The Space committee shall follow the guidelines established in the **APPENDIX: Principles & Policies for Space Allocation.**

Elected members of the Committee shall be individuals holding regular, full-time appointments with primary affiliation in the Department of Biology. The method of election, length of service, staggered elections, and eligibility for re-election shall be the same as for the Executive Committee (Section 5). One member of the Committee shall be elected from the Faculty of Botany; a second member shall be elected from the Faculty of Zoology; and the remaining two members shall be elected at large. The department Chair shall serve as an *ex officio* (non-voting) member of this Committee, with the Chair presiding. The term of service on the Committee shall be two years, and no individual who has completed a full term shall be eligible for re-election until one year has elapsed. The terms of members shall be staggered, so that only two members (one of whom was elected at large) will be retiring in any given year. Individuals elected to the Space Committee may also serve on the Executive Committee and the Tenure and Promotion Committee.

10. The Awards Committee of the Department of Biology

The Awards Committee shall consist of four faculty members appointed by the Department Chair to two year terms staggered so two of the four members will be replaced each year. Appointments will be made by September. At the time of the appointments, the Department Chair will assign one of the two continuing members to be chair of the Committee.

Each year the Department Award Committee will select awardees for departmental awards that correspond to the following teaching/mentoring awards offered by the College of Natural Sciences:

Faculty award for excellence in undergraduate teaching (including those with non-tenure-track appointments)

Faculty award for excellence in mentoring of undergraduate research

Faculty award for excellence in graduate education and mentoring

Graduate teaching assistant award

Early career undergraduate teaching award

The Awards Committee Chair will call for nominations annually. Nominations will be prepared in the format requested for nomination for College awards. The Committee is free to make additional nominations beyond those submitted by the faculty, staff, and students. The Committee Chair will call a meeting of the Awards Committee to select the four departmental awardees. The Committee will forward nomination packages for departmental awardees to the College of Natural Sciences as nominations for College Awards.

The Awards Committee will award scholarships offered within the Department to undergraduate and graduate students, and the Awards Committee also may nominate Biology faculty, staff, and students for other awards available at the University. A list of these awards, their requirements, and dates for submitting nominations will be maintained by the Office Manager, who will also keep copies of application materials and a list of nominees and award winners from past years.

11. Recruitment of Academic Faculty

11.A. Tenure-track Faculty

Vacancies occasionally are created in the faculty, and new positions sometimes are created to meet the evolving needs and mission of the Department, the College, and the University. When a vacancy occurs or a new position is created and the Department is able to secure the resources necessary to recruit a new faculty member, the Department shall proceed in the manner specified below to recruit and hire a new faculty member. Throughout the search process, Department personnel are collectively responsible for assuring strict adherence to University policy.

11.A.1. *Identify the specialty area and rank for recruitment.* The Chair will ask the Executive Committee to consider the potential specialty area(s) and rank(s) for recruitment. In its

deliberations, the Executive Committee will consult the most recent planning documents for the Department, College of Natural Sciences and the University, and will formulate a proposal to the faculty regarding specialty area and rank. The Chair will then schedule a meeting of the faculty to consider the matter. At that meeting, the Executive Committee will report on their deliberations and will present their proposal to the faculty. After discussion, the Chair will ask for a vote on the options presented. Throughout the search process, the faculty are responsible for providing advice and guidance to all parties involved in the hiring process.

11.A.2. *Appoint a Search Committee.* Once a decision has been made by the faculty regarding the area of expertise for recruitment, the Chair will appoint a Search Committee, and will charge the Committee with the responsibilities enumerated below. The Committee will have at least five members, with a majority of the Committee consisting of Faculty from the Department. The Committee also should include one faculty member from another unit in the University, and one graduate student from the Department. In addition, the College Office of Equal Opportunity (OEO) Coordinator serves *ex officio* on all search committees. The Chair of the Department will appoint a Chair for the Committee from among the Biology faculty serving on the Committee. The Chair of the Department will seek to make appointments to the Committee so that a diversity of viewpoints and expertise is represented.

11.A.3. *Develop and present a recruiting plan to the University.* A recruiting plan will be drawn up by the Search Committee in consultation with the Chair of the Department. The plan will be presented by the Chair of the Committee to the College OEO Coordinator for approval.

11.A.4. *Solicit and evaluate applicants.* The Search Committee will prepare formal announcements (job description and advertisement) of the position and will advertise the position widely with emphasis on reaching a diverse pool of well-qualified candidates. The job description will include effort distribution (with a least 10% effort each for teaching, research, and service), materials to be submitted, sub-discipline and rank. The Search Committee will also: (a) receive applications and respond to inquiries; (b) solicit letters of recommendation from referees; (c) review applications; (d) recommend the candidates to be interviewed; and (e) report regularly to the Biology faculty on the progress of the search, to the extent permitted by OEO regulations.

11.A.5. *Interview candidates.* The Chair of the Search Committee will schedule on-campus interviews. The on-campus interview for each candidate will include a formal seminar and other presentations deemed appropriate by the Search Committee; meetings with the Dean, the Chair of the Department, all interested Biology faculty, and graduate students; appropriate meetings with individuals from other departments or programs; and meetings with other individuals as

requested by the candidate. During the interviews, the Chair of the Department will provide information to the candidates regarding anticipated teaching assignments, office and laboratory space and facilities, starting salary, setup funds, and expectations regarding progress towards tenure and promotion.

11.A.6. *Evaluate candidates.* Following the interviews, the Search Committee will meet to evaluate the candidates and develop recommendations to the faculty. The College OEO Coordinator shall be invited to attend this meeting. Before meeting, the Committee will solicit information from parties who interacted with the candidates. The Committee will then report its recommendations to the Biology faculty at a special meeting convened by the Chair of the Department. During that meeting the qualifications of each candidate will be discussed. Following that discussion, the faculty will instruct the Chair on how to proceed in filling the position.

11.A.7. *Gain approval to offer the position.* The Chair of the Department will prepare a request to the Dean in accordance with College and University procedures for permission to make an offer to the candidate selected by the faculty. The request will include a full and accurate representation of the faculty's position, including the results of votes taken. This document will be made available to faculty upon request. If the request to offer the position is disapproved by an administrator, the search process is halted until the faculty can be reconvened to decide upon a course of action.

11.A.8. *Offer the position.* The Chair will communicate and negotiate with the candidate, and negotiations will proceed until the candidate either accepts or declines the offer. The Chair consults with the Dean regarding the terms of the negotiation, and once there is agreement among the parties, the Dean writes the offer letter after approval from the Provost's office.

11.A.9. *Conclude the search.* Once the candidate accepts an offer, the Chair will be responsible for completing the hiring process. All other candidates remaining under consideration will be notified that the position has been filled, and the Search Committee will be dissolved.

11.B. Contract or Continuing Faculty (Non Tenure-Track)

In order to fulfill the teaching obligations of the Department, it sometimes is useful and/or necessary to make non-tenure-track appointments to the academic faculty. Hiring will be commensurate with OEO guidelines and procedures. Appointment types and ranks of continuing or contract Faculty (Assistant, Associate, or Full Professor), Instructors (Instructor, Senior Instructor, Master Instructor), and Adjunct faculty follow descriptions of faculty appointments in the Faculty Manual sections E.1 and E.2.

11.B.1. *Adjunct Appointments.* In order to fulfill the staffing obligations in the curriculum of the Department, it is sometimes necessary to hire temporary instructors for particular courses within both the BZ and LIFE curricula. The primary mechanism will be appointment of Adjunct faculty by the Chair, following the guidelines in the Faculty Manual section E.2.1.5. In the case of Summer Session, appointments are arranged by the Associate Chair for Undergraduate Studies, with final approval by the Chair.

11.B.2. *Continuing or Contract Faculty Appointments.* When such a need arises and time permits, the Chair will present to the Executive Committee a proposal to make a new continuing or contract appointment, specifying appointment type (Professor or Instructor), the rank of the appointment, the academic field to be covered by the position, and the reason for the appointment. The Executive Committee normally will function as a Search Committee for the position, and in this capacity it should seek advice from other faculty members. The Search committee should also include a member of the continuing or contract faculty. Candidates for the position will be reviewed by the Executive Committee, which will forward to the Chair its recommendation for filling the position. The Chair will be responsible for completing the hiring process by forwarding the recommendation to the Dean of the College of Natural Sciences for further approvals. The initial appointment has an end date that is not more than one year from the start date. When continuing or contract faculty appointments are to be renewed, a vote of approval for the renewal shall be sought from the tenured and tenure-track faculty as a whole.

12. Evaluation of Faculty Performance

All faculty are subject to annual and periodic reviews of performance that are intended to assist them in achieving tenure or promotion, to facilitate their continued professional development, to refocus their professional efforts when appropriate, and to ensure that they are meeting their obligations to the University. These reviews must be conducted in such a way that they are consistent with the tenure system, academic freedom, due process and other protected rights.

Annual reviews are used to determine merit salary increases and to provide feedback to faculty on their job performance. When the Chair perceives weakness in the performance of any faculty member, the Chair will work with the faculty member to develop specific actions to improve performance. Departmental requirements for annual evaluations of performance are found in Section C.2.5 of the Academic Faculty and Administrative Professional Staff Manual.

Reviews of performance are based on the distribution of effort for the faculty member, and productivity in the three areas of responsibility will be evaluated. Productivity is not easy to

define because it embraces quality as well as quantity, and quality cannot be reduced to a numerical score. An element of subjectivity necessarily enters into such reviews.

New faculty are assigned an effort distribution as outlined in the negotiated contract. This effort usually will remain unchanged until tenure and/or promotion is achieved. An adjustment in the distribution may be warranted for senior faculty to accommodate individual talents and departmental needs. Tenured faculty should have the opportunity to work with the Chair to adjust their professional responsibilities throughout their careers in ways that allow them to meet both institutional and individual goals. If the Chair and a tenured faculty member cannot come to an agreement on proposed changes in effort distribution, the existing effort distribution for that faculty member shall remain unchanged.

12.A. Expectations for Performance and Productivity

While university-wide expectations for performance of faculty are outlined in Section E.9 of the Academic Faculty and Administrative Professional Staff Manual, the Manual also specifies that the code of every department must include expectations that are more specific to the department.

12.A.1. Teaching and Advising

Tenured and tenure-track faculty in the Department of Biology are expected to supervise graduate students, and all faculty are expected to teach high quality courses that will be assessed by faculty and student evaluations. Other recognized instructional contributions include teaching graduate and seminar courses, serving on graduate advisory committees, and supervising undergraduate researchers, interns and postdoctoral research associates. In addition, faculty are expected to conscientiously advise undergraduate students concerning curriculum and career choices.

12.A.2. Research

Tenured and tenure-track faculty in the Department of Biology are expected to establish and maintain independent, nationally and internationally recognized research programs. The principal expectation of Biology tenured and tenure-track faculty is to achieve a high level of scholarship. Of primary importance in assessing scholarship is a sustained record of publication in peer-reviewed journals. Other indications of scholarly achievement include books and reviews, research funding, invited talks, participating in professional meetings and organizations, and letters from acknowledged leaders in the faculty member's research discipline. In addition, all tenured and tenure-track faculty are expected to submit grant proposals in an attempt to obtain funding for their research programs.

12.A.3. Service

Faculty, with the exception of the instructor ranks, in the Department of Biology are expected to perform service that supports functions of the Department, the College, the University and the faculty members research discipline. Such activities include, but are not limited to, serving on Departmental, College and University committees, serving on Faculty Council, serving on review panels, reviewing manuscripts and grant proposals, editing professional journals, and participating in outreach activities related to biology.

12.B. Evaluation of Tenure-Track Assistant Professors

12.B.1. Annual Reviews

Every spring the Chair will review information from tenure-track faculty concerning their professional activities during the preceding year and their goals for the upcoming year. This includes but is not limited to information that the faculty submitted electronically through the Faculty/Staff Activity System (FSAS). This information will be used to evaluate the performance of faculty and will guide the Chair in recommending salaries for the coming year. Faculty are expected to provide evidence for their contributions to:

12.B.1.1. *Undergraduate and graduate education.* Faculty are asked to list: (a) formal courses taught during the year, including details on the numbers of students who were enrolled, the numbers of GTAs who were supervised, etc.; (b) seminar courses supervised; (c) the number of undergraduate students advised; (d) the number and level (M.S. or Ph.D.) of graduate students advised; and (e) service on other graduate student advisory committees. In addition to materials compiled by faculty themselves, the Chair will make an effort to acquire independent evaluations of faculty effectiveness in instruction and advising via signed peer evaluations based on classroom visits by members of the departmental Tenure and Promotion Committee, signed letters from students, results from the ASCSU Student Course Survey, and signed "Outcomes Assessments" from former students.

12.B.1.2. *Research.* Faculty are asked to list all papers, books, and technical reports or bulletins published during the preceding year. In addition, information is requested on attendance at professional meetings, professional presentations, current status of research proposals, and grants and contracts. Any additional activity under the general heading of "research" also should be detailed.

12.B.1.3. *Professional service.* The Chair solicits information from each faculty member on their service during the preceding year to the Department, the University, and the profession. Service to the Department and University includes (but is not limited to) sitting on departmental, college, and university committees. Service to the profession is defined broadly, and includes (but is not limited to) reviewing manuscripts and grant proposals, offering expert testimony to

legislative and regulatory bodies, speaking at schools and public gatherings, and serving professional societies in various capacities.

12.B.1.4. After the preceding information has been submitted through the FSAS (and its successors, such as Digital Measures) by a tenure-track faculty member, the Chair will meet with the faculty member to discuss the report and to assess their professional development. The Chair will use the occasion of this meeting to identify ways in which activities of the faculty member have contributed to the mission of the Department and, if appropriate, to identify areas in which faculty need to improve performance. The Chair will provide tenure-track faculty with an assessment of progress toward tenure and promotion.

After this discussion, the Chair will summarize in writing the important points and then submit this summary to the faculty member for review and approval. In accordance with Section E.10.3.a of the Faculty Manual, the memo with an explicit statement of the Chair's opinion regarding progress toward tenure and promotion will be provided to faculty on probationary status. When a version is drafted that is acceptable to both parties, the Chair and faculty member will sign the document. If an agreement cannot be reached, dissenting points of view will be incorporated into the summary before the document is signed by both parties. If the faculty member does not sign the document in a timely fashion, the Chair's signed copy will be included in the personnel file of the faculty member.

Additional procedures related to evaluation of faculty shall follow the guidelines established in the Performance Reviews section of the Faculty Manual (currently Section E.14).

12.B.2. Reappointment of Tenure-Track Faculty

Tenure track faculty holding a Regular Appointment to the University and having primary affiliation with the Department of Biology are considered for reappointment according to a schedule set by the Provost/Academic Vice President. At present, candidates for reappointment must be evaluated according to the following schedule:

Spring of year 1	Reappointment for year 2
Fall of year 2	Reappointment for year 3
Spring of year 2	Reappointment for year 4
Spring of year 3	Comprehensive Review no later than
Fall of year 4	Reappointment for year 5
Spring of year 4	Reappointment for year 6
Spring of year 5	Reappointment for year 7

Fall of year 6 Decision on tenure (Section 12 of Department Code)

This schedule can be revised at the discretion of the Provost/Academic Vice President.

Evaluations of tenure-track faculty for reappointment in the Department of Biology are performed by the departmental Tenure and Promotion Committee. Recommendations on reappointment shall be based on merit in teaching and advising, research, and service. Information on achievement in these areas will be gathered by the Committee from detailed sources that include: (1) summaries of the Annual Evaluations of Faculty Performance (see Section 12); (2) detailed documentation of achievement (similar to that provided annually to the Chair); (3) a current *curriculum vitae*; and (4) written evaluations of teaching prepared by current and past members of the Committee and other Biology faculty who have visited classes taught by the candidate. The Committee may solicit from referees external to the University written evaluations of the quality and impact of research by the tenure-track faculty member.

The Tenure and Promotion Committee will evaluate the professional achievements of each tenure-track faculty and will then present results of its deliberations, along with its recommendation regarding reappointment, at a special faculty meeting convened by the Chair of the Committee. Only tenured faculty having primary affiliation in the Department of Biology will be present at this meeting. After discussion of the merits of the faculty member, a vote on the question of reappointment will be taken by secret ballot. The Chair of the Committee will then report in writing to the Chair of the Department and to the faculty member under consideration both the outcome of the voting and the recommendation of the Committee and an overall statement on progress toward tenure (as per section E.10.3 of the Faculty Manual). These materials will become part of the report submitted to the Dean of the College by the Chair of the Department regarding reappointment. The Chair of the Department will inform both the faculty member and the Chair of the Committee of the Chair's recommendation.

12.B.3. Comprehensive Reviews of Tenure-Track Faculty

Typically, a comprehensive performance review of each tenure-track faculty member (see Section E11.1 of the Faculty Manual) shall be conducted in the spring of the third year of appointment, in tandem with consideration for reappointment.

12.B.4. Review of Tenure-Track Faculty for Tenure and Promotion to Associate Professor

Granting tenure and promotion to associate professor from assistant professor occur simultaneously. Tenure-track faculty who are to be considered for tenure and promotion must be identified by 1 September of the academic year in which consideration is to occur.

Nominations will be made by the Department Chair or by the departmental Tenure and Promotion Committee. In either case, the actual review of each faculty member will be performed by the Tenure and Promotion Committee, and recommendations of the Committee will be based on achievements of the faculty member in teaching and advising, research, and service. Information on achievement in these areas will be gathered by the Committee from several sources: (1) summaries of the Evaluation of Faculty Performance (see Section 12 of this Code); (2) detailed documentation of achievement (similar to that provided annually to the Chair via FSAS (and its successors, such as Digital Measures)); (3) a current *curriculum vitae*; (4) written evaluations of teaching by Biology faculty (5) written evaluations of the quality and impact of research performed by the candidate; and (6) such other information as may be agreed upon by the faculty member, the Chair of the Department, and the Committee. Independent written evaluations assessing the quality and impact of the candidate's research and teaching will be solicited from 5-7 scientists external to the university. Referees will be selected from a list compiled by the Committee in consultation with the candidate and the Chair of the Department. A majority of the external letters must be from individuals identified by the Tenure and Promotion Committee and the Department Chair, and a minority from the candidate's list of evaluators.

The Tenure and Promotion Committee will evaluate the professional achievements of each candidate and will then present results of its deliberations, the candidate's full dossier including letters from external evaluators, and its recommendations for action at a special meeting convened by the Tenure and Promotion Committee. Faculty participating in departmental deliberations and votes must hold a tenured appointment or transitional appointment at the rank of Associate Professor or Professor and have primary affiliation with the Department of Biology.

On completing discussion of the faculty member's record, voting on the question(s) of tenure and/or promotion will be conducted by secret ballot. The Chair of the Committee will then report in writing to the faculty member and to the Chair of the Department the outcome and rationale for the vote. These materials will become part of the report submitted to the Dean of the College by the Chair of the Department regarding tenure and promotion. The Department Chair shall inform both the faculty member and the Chair of the Committee of the Chair's recommendation.

12.C. Evaluation of Tenured Faculty

12.C.1. Annual Reviews

Procedures for Annual Reviews of Tenured Faculty follow those procedures outlined in 12.B.1 of this Code.

12.C.2. Review for Promotion of Tenured Associate Professors to Full Professors

A comprehensive review is required of all tenured Associate Professors no later than the fifth year after the acquisition of tenure to assess progress toward promotion to full professor. A formal application from an eligible faculty member for promotion may initiate this process. Otherwise, procedures in section E.14. of the Faculty Manual will be followed.

Review for promotion to Full Professor will be conducted by the Tenure and Promotion Committee, following the procedures outlined in section 12.B.4 of this Code. The Tenure and Promotion Committee will evaluate the professional achievements of each candidate and will then present results of its deliberations, the candidate's full dossier including letters from external evaluators, and its recommendations for action at a special meeting convened by the Tenure and Promotion Committee. Faculty participating in departmental deliberations and votes must hold a tenured appointment or transitional appointment at the rank of Full Professor and have primary affiliation with the Department of Biology.

12.C.3. Comprehensive Performance Reviews of Tenured Faculty

12.C.3.1. Phase I Comprehensive Performance Reviews

Phase I Comprehensive Performance Reviews of all tenured faculty shall be conducted by the Chair of the Department in compliance with section E. 14.3.1 of the Academic Faculty and Administrative Professional Staff Manual. If the Chair deems that compliance with the Development Plan is unsatisfactory, a Phase II Comprehensive Performance Review shall be conducted.

12.C.3.2. Phase II Comprehensive Performance Reviews

Phase II Comprehensive Performance Reviews are initiated when the Chair of the Department determines that a tenured faculty member's performance was unsatisfactory in the Phase I Review. To initiate the review, the Chair must send the faculty member a detailed statement outlining the rationale for the action and a time table for the Phase II review.

A Phase II Review Committee of at least three peers from the department or college at the same or higher rank shall be selected in the following order to conduct a comprehensive performance review as follows:

1. The Individual undergoing a Phase II Review will select a member of the review committee
2. The Tenure and Promotion Committee will elect a representative from that committee to serve on the Phase II Review Committee

3. The Department Chair will select an individual to serve on the Phase II Review Committee.

The criteria for evaluation will include those standards that reflect the overall mission of the department and that permit sufficient flexibility to accommodate faculty with differing responsibilities and effort distributions. The Phase II Review Committee will:

1. Review the development plan devised by the faculty member and the chair during Phase I,
2. Judge whether the development plan was reasonable for the individual and consistent with annual evaluations; and
3. Judge whether the individual met the expectations set forth in the development plan (i.e., that the individual is in substantial compliance with the development plan or that deficiencies still exist).

To make such judgments, the Phase II Review Committee will solicit the following information:

1. Current curriculum vitae,
2. A statement from the individual addressing the deficiencies outlined in Phase I,
3. A statement from the Chair addressing the deficiencies outlined in Phase I, and
4. Any additional information to be used in evaluations such as peer evaluations, external references, peer evaluation of teaching, student opinions of teaching, and feedback for service to department, college, university, and professional and outreach organizations.

As a result of Phase II Reviews, a majority of the committee must decide on one of three possible outcomes as outlined in Section E 14.3.2 of the Academic Faculty and Administrative Professional Staff Manual.

The Phase II Review Committee shall provide the faculty member and the Chair with a written summary of its review and recommendations. The faculty member shall have 30 days to submit to the Department Chair a written response to the summary. Thereafter the Chair is responsible for forwarding all materials to the Dean within 30 days.

12.D. Evaluation of Continuing and Contract Faculty

12.D.1. Adjunct Appointments

Teaching effectiveness of Instructors will be evaluated on the basis of classroom visits and signed written evaluations by members of the Undergraduate Committee during the semester (two visits to each class), review of course syllabi, and signed letters from students. Student Course Survey results may be used as a guide, but only in conjunction with other methods of evaluation

12.D.2. Continuing and Contract Faculty

Faculty holding a continuing or contract appointment in the Department of Biology will be evaluated by procedures outlined in Section 12.B of this Code as part of the regular annual reviews during each Spring semester. These reviews will be performed by the Department Chair, using criteria appropriate for the appointment and workload. Teaching effectiveness will be evaluated on the basis of classroom visits and signed written evaluations by members of the Undergraduate Committee during the semester (two visits to each class), review of course syllabi, and signed letters from students. Student Course Survey results may be used as a guide, but only in conjunction with other methods of evaluation.

12.D.3. Review of Continuing and Contract Faculty for Promotion

Continuing and contract Faculty may be considered for promotion in rank after five years in that rank, and after the initial five years will be reviewed every three years unless requested sooner by the faculty member. Faculty who are to be considered for promotion must be identified by 1 September of the academic year in which promotion application is to be reviewed.

Nominations for promotion will be made by the Department Chair or by the departmental Tenure and Promotion Committee. In either case, the actual review of each faculty member will be performed by the elected Tenure and Promotion Committee, with one additional member of the continuing or contract Faculty of the appropriate rank appointed to serve on the promotion review by the Department Chair. Recommendations of the Committee will be based on achievements of the faculty member in teaching and advising (for Assistant and Associate Professor appointments and for Instructor appointments), service and/or research (for Assistant and Associate Professor Appointments). Information on achievement in these areas will be gathered by the Committee from several sources: (1) summaries of the Evaluation of Faculty Performance (see Section 12 of this Code); (2) detailed documentation of achievement (similar to that provided annually to the Chair via FSAS (and its successors, such as Digital Measures)); (3) a current *curriculum vitae*; (4) written evaluations of teaching by Biology faculty (5) written evaluations of the quality and impact of teaching, research and/or service performed by the candidate; and (6) such other information as may be agreed upon by the faculty member, the Chair of the Department, and the Committee. Independent written evaluations assessing the quality and impact of the candidate's teaching will be solicited from at least 3 peers external to the department, but who may be from within the university. Referees will be selected from a list compiled by the Committee in consultation with the candidate and the Chair of the Department. A majority of the evaluators' letters must be from individuals identified by the Tenure and

Promotion Committee and the Department Chair, and a minority from the candidate's list of evaluators.

The Tenure and Promotion Committee will evaluate the professional achievements of each candidate and will then present results of its deliberations, the candidate's full dossier including letters from external evaluators, and its recommendations for action at a special meeting convened by the Tenure and Promotion Committee. Faculty participating in departmental deliberations and votes include: faculty with a tenured appointment or transitional appointment at the appropriate rank of Associate Professor or Professor and primary affiliation with the Department of Biology, and continuing and contract Faculty at the appropriate ranks who have a primary affiliation with the Department of Biology. The appropriate ranks for voting are: Associate and Full Professors for promotion of Assistant Professors and Instructors; Full Professors for promotion of Associate Professors and Senior Instructors; Senior Instructors and Master Instructors for promotion of Assistant Professors and Instructors; Master Instructors for promotion of Associate Professors and Senior Instructors.

On completing discussion of the faculty member's record, voting on the question of promotion will be conducted by secret ballot. The Chair of the Committee will then report in writing to the faculty member and to the Chair of the Department the outcome and rationale for the vote. These materials will become part of the report submitted to the Dean of the College by the Chair of the Department regarding promotion. The Department Chair shall inform both the faculty candidate and the Chair of the Committee of the Department Chair's recommendation to the Dean of the College.

13. Grievance Procedures

13.A. Faculty Grievance

In the event that a member of the faculty has a grievance which cannot be resolved by discussion with the Chair, procedures in the Faculty Manual (Section K) must be followed.

13.B. Student Grievance

13.B.1. Undergraduate Student Grievance

In the event that a student has a grievance which cannot be resolved by discussion with the instructor (here including teaching assistants) in question, procedures in Section I.7 of the Academic Faculty and Administrative Professional Staff Manual will be followed. Two members of the Undergraduate Committee and two undergraduate students (preferably those representing the Department of Biology on the College of Natural Sciences Student Council) and one faculty member from outside the department (serving as the voting Chair) shall sit as a Grievance Committee for all disputes involving undergraduate students.

If a member of the Grievance Committee is also a defendant in the grievance, that person shall not participate in the deliberations.

13.B.2. Graduate Student Grievance

In the event that students have grievances about academic decisions of instructors or graduate committee that cannot be resolved by discussion with the instructor (including teaching assistants) or with their graduate committee, procedures in Section I.7 of the Academic Faculty and Administrative Professional Staff Manual will be followed. The Graduate Committee plus the President of the Graduate Student Organization or an elected Graduate student representative shall sit as a Grievance Committee for all disputes involving graduate students.

If a member of the Grievance Committee is also a defendant in the grievance, that person shall not participate in the deliberations.

13.C. Appeals on Violations of Academic Integrity Policy.

Appeals of such violations will follow Section I.10 of the Academic Faculty and Administrative Professional Staff Manual.

14. Self-evaluation of the Department of Biology

In accordance with University policy, the Department shall initiate a self-evaluation of its operations. The Chair shall provide eligible faculty (as defined in the University Code) with written notice of an open meeting to provide the Executive Committee with information and direction concerning the conduct of the self-evaluation. The Executive Committee shall then assume responsibility for organizing, conducting, and assessing a review of departmental operations. The self-evaluation shall consider (a) morale of the Faculty, (b) effectiveness of teaching and advising at both undergraduate and graduate levels, (c) importance and impact of research conducted by faculty and students, and (d) other activities affecting the attainment of departmental goals and objectives.

The Executive Committee shall present its report at a meeting of the faculty. Acceptance of the report shall require an affirmative vote from two-thirds of the eligible faculty in attendance. A copy of the approved report shall be included with a summary submitted by the Chair to the Dean of the College.

15. Appointment of Faculty to Committees for Graduate Students

Appointments to the advisory committee for each graduate student should be determined by discussion and mutual agreement between the student and the major professor,

subject to approval of the Chair and in accordance with the Department Graduate Student Handbook.

16. Meetings of the Faculty

The Department may conduct business in either Regular or Special meetings. All meetings will be conducted in accordance with the most recent edition of *Robert's Rules of Order*, except as otherwise noted in this Code.

The Chair shall convene Regular meetings of the Faculty of the Department of Biology at least once each month during the academic year. These meetings shall ordinarily be scheduled during regular working hours at a time convenient to the maximum number of faculty members. Written notice of each meeting and an agenda of topics for discussion shall be distributed at least seven calendar days before the meeting. Any faculty member may request that specific items be placed on the agenda of the next meeting.

Special meetings of the Faculty may be convened by the Chair, the Executive Committee, the Tenure and Promotion Committee, the Graduate Committee, the Undergraduate Committee, a Search Committee, the Space Committee, or an *ad hoc* Committee to consider certain business relevant to their specific charge and duties. So that faculty are adequately informed of major pending decisions, the convener of a meeting shall prepare a written agenda of topics for discussion and distribute the agenda at least two calendar days before the meeting.

In Special meetings where tenure, promotion, and/or reappointment are considered, a quorum shall be defined as a majority of eligible faculty as specified in Sections 12.B.2, 12.B.4, and 12.D.3 of this Code. In all other meetings, a quorum to conduct business shall be defined as a majority of faculty who hold a faculty appointment at Colorado State University and who have primary affiliation with the Department of Biology. Minutes will be recorded for all official meetings and distributed to the faculty. Faculty who hold Transitional appointments may participate and vote in the business of the Department but are not counted in determining a quorum. Jointly appointed faculty with primary affiliation in another department or administrative unit, Emeritus Faculty, contract and continuing Faculty, and Affiliate Faculty may speak to issues but normally may not vote.

When matters of curriculum are being considered at either regular or special faculty meetings, contract and continuing (non tenure-track) Faculty who have current teaching assignments may introduce and vote on motions directly related to their job responsibilities, including teaching and/or service. A simple majority shall prevail in all votes, except where specified otherwise in this Code or the University Code.

Proxy votes will not be accepted in any meeting. In the event that a faculty member is unable to attend a meeting, the member may submit an absentee ballot provided the following conditions are met:

1. The motion to be voted on has been presented to and considered by the absentee, and
2. The motion has not been substantively modified, and
3. Each absentee ballot must indicate a specific vote on a specific motion under consideration.

The absentee ballot shall be submitted to the chair of the meeting or the designated Parliamentarian. If the above conditions are met, the absentee ballot will be counted with the ballots cast by eligible faculty in attendance in the meeting.

17. Procedures Relating to the Review of the Departmental Code

17.A. Interim revision of the Code

Any eligible member of the faculty may offer an amendment to the Code of the Department of Biology by giving written notice to the faculty and to the Executive Committee, together with the proposed amendment. A proposed amendment shall be included on the agenda for the next regular meeting of the faculty in the Department and shall require approval by two-thirds of the eligible tenured and tenure-track faculty present to receive preliminary acceptance. Voting shall be by secret ballot. The amendment shall be considered again at the next regular meeting of the faculty, and if two-thirds of the eligible faculty again cast votes of approval, the amendment shall be forwarded to the Dean of the College. With the concurrence of the Dean, the amendment shall become part of the Departmental Code.

17.B. Periodic review of the Code

In accordance with the Academic Faculty Manual (currently, C 2.4.2.1) during the fall semester of the fifth year of the Chair's term, the Department shall initiate a review of the Code. The Chair shall provide the faculty with written notice of a meeting to be held one week hence to review the Code and to consider necessary changes. Amendments proposed at this meeting shall require preliminary acceptance and approval as outlined in Section 17.A of this Code. Proposed changes in the Code then shall be forwarded to the Dean of the College. With the concurrence of the Dean, the changes shall become part of the Code.