

LEAP Institute for the Arts
SPECIAL ACADEMIC UNIT CODE
March 15, 2019

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1. **LEAP Institute for the Arts Mission**

The LEAP Institute for the Arts is founded on four guiding principles:

Leadership	A commitment to creating the next generation of arts leaders who will impact communities locally and globally
Entrepreneurship	A commitment to cultivating a spirit of arts entrepreneurship and developing business skills specific to the arts
Arts Advocacy	A commitment to developing advocates who believe that the arts play a vital role in all aspects of culture and community
The Public	A commitment to furthering our land grant mission by contributing to the cultural enrichment of Fort Collins and greater Colorado through arts outreach and engagement

The LEAP Institute recognizes that success in the arts is being redefined in the 21st century, and that the skills needed to be a successful artist extend beyond the studio, stage, and performance hall. An innovative mind, an entrepreneurial spirit, and a passion for the arts are essential for success but when paired with the practical application of business skills, open a world of opportunities. These principles are not exclusive to artists, but serve all students well no matter where their careers lead them.

The LEAP Institute for the Arts has the following mission:

- A. To provide students with leadership, business and entrepreneurial skills that will enhance their ability to be competitive in the creative arts industry
- B. To provide students with the arts leadership and advocacy skills that will cultivate an audience for the present and future paradigms of the arts
- C. To provide students with real-world experience in partnership with local, regional and national arts organizations and creative industries
- D. To provide an environment that allows for creative thinking and entrepreneurial efforts that may lead to new collaborations, cross-disciplinary projects or businesses in the arts and entertainment industries

Core Values

The LEAP Institute for the Arts has a set of core values that guide our decision-making in all areas. We are committed to **Creativity** as an indispensable, marketable asset for our futures. We will cultivate **Leadership** so that we may lead others with the skill set and confidence to achieve our goals. We will embrace the spirit of **Adaptation** to changing technologies and marketplaces. We exhibit **Passion** for our creative abilities and seek to inspire others to achieve their goals. We are dedicated to **Collaboration** so that we may engage as a community to create a better cultural environment.

2. Participating Departments and Organizational Units

The following are the current participating departments and organizational units of the LEAP Institute.

1. College of Liberal Arts

- a. Department of Music, Theatre and Dance
- b. Department of Art
- c. Department of Economics
- d. Department of Communication Studies

2. College of Business

- a. Department of Accounting
- b. Department of Computer Information Systems
- c. Department of Finance & Real Estate
- d. Department of Management
- e. Department of Marketing

3. College of Health and Human Sciences

- a. Department of Design and Merchandizing

4. College of Engineering

5. Changes to Participating Departments and Organizational Units

- a. See section 4.3.6

3. Academic Oversight

The LEAP Institute for the Arts will be housed in the Office of the Provost and administered by the LEAN of the College of Liberal Arts. The Dean shall have the budgetary authority.

The Director of the LEAP Institute for the Arts will report directly to the Dean for the general operation and administration of Institute.

4. Membership of the LEAP Institute for the Arts

1. Faculty

All faculty member holding full time, part time, regular and/or special academic appointments as well as adjunct faculty that hold a minimum rank of instructor or higher in participating departments may become full voting members of the LEAP Institute.

Faculty members who wish to join the LEAP Institute may do so by self-association with the approval of their department chair and approval of the Executive Committee (see section 4. 3 below) Membership in the LEAP Institute is a privilege and carries with it the responsibility of active participation in events and activities of the LEAP Institute (see section 4.1.2 below). Thus, the Executive Committee has the responsibility to review the participation of every member at least every three years and to make recommendations to the Director concerning the membership of each LEAP Institute faculty member. If the Executive Committee does not vote in the majority to continue a member due to lack of participation, the Director will so notify the member who will be given the option to continue for one additional year of membership on a probationary status in order to improve their participation. The Executive Committee will reevaluate the participation of the member after one year and recommend to the Director the continuation or termination of that individual from the LEAP Institute.

Termination from the LEAP Institute due to lack of participation does not require a vote of the membership.

1. The member of the LEAP Institute shall meet as a faculty not less than once per semester to consider and act upon business matters of the LEAP Institute. The Director, with written notice and agenda provided one week in advance, shall call meetings. Minutes of each meeting shall be recorded by the LEAP Institute Administrative Assistant or a designated representative and circulated in advance of subsequent meetings. A vote of a simple majority of the members of the LEAP Institute (those present plus those absent) shall be required to constitute action either for or against any issue that is submitted to a vote, except as noted below.
2. All faculty members should contribute to the instructional, administrative and service missions of the LEAP Institute. However, all faculty members have their primary appointment within an academic department and must balance their time commitment to LEAP activities with their commitment to the Department. Thus, in the annual evaluation of participation, not every faculty member will be expected to devote the same effort to LEAP Institute activities. However, over any three-year period it is expected that every LEAP Institute faculty member make some direct contribution to the goals of the LEAP Institute. Evidence of participation may come from

committee service, teaching in core courses, service on graduate committees of students recruited through the LEAP Institute, inviting and hosting seminar speakers, participating in LEAP Institute meetings, or some other commitment that requires and expenditure of effort to enhance the LEAP Institute.

2. Director of the LEAP Institute

1. The LEAP Institute for the Arts shall be administered by a Director who must hold the academic rank of Tenured, Associate Professor or higher and who shall be appointed by the Dean of the College of Liberal Arts to a three-year renewable term beginning July 1st of the year that s/he is appointed.
2. Once appointed, the Dean of the College of Liberal Arts who will notify the Provost of the new appointment will confirm the Director appointment in writing.
3. The Dean shall review the Director annually.
4. Responsibilities of the Director of the LEAP Institute include:
 - a. Enhancing and supporting opportunities for interdisciplinary collaboration, promotion of the mission of the LEAP Institute, and representation of the LEAP Institute to the Dean of the College of Liberal Arts and the University
 - b. Providing leadership and supervision for academic and programmatic initiatives, outreach, public relations and development activities
 - c. Administering the budget of the LEAP Institute with sound fiscal management and an equitable distribution of resources.
 - d. Appointing and supervising administrative personnel of the LEAP Institute
 - e. The Director may provide recommendations, on written advice of the Executive Committee, on Promotion and Tenure for participating faculty to their home Department upon written request of either the Chair of the home Department upon written request of the department chair.
 - f. Coordination of LEAP Institute activities with relevant student organizations
 - g. The Dean shall choose future Directors based on the recommendation of the Executive Committee. Directors may be reappointed.

- h. Comply with regulations and policies as specified in the code of Colorado State University
- i. The Director Shall make recommendations regarding teaching assignments for LEAP courses. Such recommendations shall be presented to the Director for negotiation with the chair of the Department in which faculty have their primary appointments.

3. LEAP Institute for the Arts Executive Committee

The voting members of the Executive Committee shall be composed of the Director of the LEAP Institute, Chair of the Department of Art, the Chair of the Department of Music, Theatre and Dance, the Director of Theatre and Dance and a department chair from the College of Business, as appointed by the Dean of the College of Business. In addition, the director may appoint up to two additional faculty members to serve on the Executive Committee. Whenever possible, an elected graduate student representative and a member of the Fort Collins arts community may serve in a non-voting advisory role to the Executive Committee.

1. A graduate student shall be elected annually by a vote of the graduate LEAP students. The representatives must have entered through the LEAP Institute graduate program.
2. The Director may appoint a community member from a Fort Collins non-profit organization that is committed to help develop, support, and advance artists and the power of creativity through communities in our member states.
3. The Executive Committee shall advise the Director regarding broad policy plans of the LEAP Institute and the most effective means to their implementation . To this end, the Executive Committee will serve as a committee on committees establishing ad hoc committees as are needed, nominating the members of the committees, and delineating their responsibilities.
4. The Executive Committee shall conduct an annual review of LEAP Institute faculty members' participation and make written recommendations to the Director concerning membership.
5. Any recommendations relating to establishment of new courses are the responsibility of the Executive Committee.
 - a. All curricular changes will be considered first by the Academic Committee (see section 4.4 below), which will forward recommended changes to the Executive Committee.
 - b. If the Executive Committee approves the change, the Director will seek the approval of the Dean.

- c. With the Dean's approval, the Director will seek approval from the College of Liberal Arts College Curriculum Committee. Upon approval, the curricular proposals will move forward to the University Curriculum Committee, etc. as defined by the university curricular process
6. The Executive Committee may consider the addition of departments and other organizational units to the LEAP Institute. Additions will be considered with the consultation of the proposed departments or other organizational unit. Participation of departments and other organizational units in the LEAP Institute will be based on faculty membership and/or curricular contributions.
7. The Executive Committee will provide to the Director, upon written request, any recommendations of Promotion and Tenure. The Committee shall seek opinions and advice of other faculty, staff and students of the LEAP Institute before making their final recommendations. Such recommendations require a simple majority vote of the Executive Committee. The recommendations shall be submitted in writing to the Director who will transmit the material through administrative channels as outlined in the CSU Academic Faculty and Administrative Professional Staff manual.

4. Academic Committee

The Academic Committee (AC) shall consist of the Associate Director, three elected faculty members and an elected graduate student representative. The student representative must have entered through the LEAP Institute graduate program. Each faculty member will serve a three year term beginning on July 1st of the year that s/he is appointed with the terms staggered so that one member shall be appointed to the AC

Annually. The AC will elect a chairperson from among the faculty members annually by simple majority vote. The Chairperson may run for reelection. The AC will meet at least once per semester during the regular academic year and more often at its discretion. The AC shall report its proceedings to the LEAP Institute faculty as appropriate, but at least once a semester during the regular academic year.

1. AC members shall be elected by a simple majority vote of the faculty membership.
2. A graduate student shall be elected annually by vote of the graduate LEAP students. The representatives must have entered through the LEAP Institute graduate program.
3. The duties of the AC include:
 - a. Oversee the preparation of curricular forms including major and minor changes, new course and new program requests.

- b. The development of new LEAP programs shall follow University procedures, and shall include consultation with all colleges and departments from which the course selection is derived.
- c. Recommend curriculum changes for LEAP courses
- d. Evaluate graduate applications for admission, organize and conduct recruiting activities and select candidates for available GTA positions and other financial support.

5.Faculty

- a. Relationship between tracks, ranks and appointment type

In the College of Liberal Arts, NTT faculty are primarily teaching faculty. The tracks are distinguished by different job duties. The Instructor Track is a teaching track. It may be 100% teaching or at the more senior ranks may have a service or administrative component. The Professor Track requires a terminal degree, is primarily a teaching track but will typically specify research and service components. In some cases, duties may include an administrative component.

	Instructor Track	Professor Track
Job Duties	<ul style="list-style-type: none"> • 100% teaching or Primarily teaching with some service or admin. OR • 95% teaching with a 5% service component 	<ul style="list-style-type: none"> • Primarily teaching • research • service or administrative work

	Instructor Track	Professor Track
Levels and Ranks	Instructor	
	Senior Instructor	Assistant Teaching Professor
	Master Instructor	Associate Teaching Professor
		Full Teaching Professor

Section E.13 of the *Faculty Manual* organizes the two tracks into four ranks or levels. Promotion in rank occurs within tracks. Lateral moves between tracks result from changes in job duties, not promotion.

The College of Liberal Arts expectation for contracts vs. continuing appointments is that contracts should be used when there are specific non-teaching duties, in addition to teaching duties, that extend for two to three years. Contracts will typically be used in the Professor track but may be used in the Instructor track.

- b. criteria for hiring NTTF into instructor or professor tracks

The Criteria for hiring faculty into ranks is outlined below

	Instructor Track	Professor Track
Hiring criteria	Minimum Master's degree College teaching experience Equivalency in experience	Terminal degree (PhD or MFA) Qualifications for teaching Qualifications for research Qualifications for service/admin

c. criteria for hiring NTTF into an appointment type – adjunct, continuing, contract

	Adjunct Appointment	Continuing Appointment	Contract Appointment
Hiring Criteria	<ul style="list-style-type: none"> • Qualifications for teaching • No more than two consecutive semesters at 50% or greater FTE 	<ul style="list-style-type: none"> • Qualifications for teaching • Successful teaching on an adjunct appointment • More than 2 consecutive semesters at 50% or greater FTE • Qualifications for service if included in job duties 	<ul style="list-style-type: none"> • Qualifications for teaching • Qualifications (as appropriate for job duties) for research, service, admin

d. Criteria for NTTF advancement in rank in teach Track
 Advancement in rank occurs within tracks. Lateral moves can be made in either direction within levels to reflect changes in job duties.

<p>Instructor/Adjunct</p> <ul style="list-style-type: none"> • Minimum requirement of a Master’s degree (or professional equivalent of 5 years in the industry) • Primary responsibilities will be teaching, which may include teaching online and/or on-campus. This responsibility will include regular components to teaching including assessment, communication, content development and updates and the use of Canvas • Role may include outreach/engagement to communities and partners beyond the university that draws on the individual’s expertise • Limited service responsibilities, particularly within the beginning years. Any service responsibilities will be at the department and college levels. 	
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<p>Senior Instructor/Continuing</p> <ul style="list-style-type: none"> • Minimum 5 years-experience as an Instructor (or equivalent) within LEAP <p>Consistent record of excellence in teaching activities. Excellence in teaching is defined by logical organization and presentation of course material; teaching effectiveness, ability to help students recognize relationships among fields of knowledge; grading course work in a reasonable time frame; quality and rigor of course design and delivery; the instructor’s commitment to continual improvement of their teaching; 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 and timely feedback to responses to student questions, homework and engagement.</p> <ul style="list-style-type: none"> • Evidence of professional development related to teaching • A demonstrated commitment to outreach/engagement to communities and partners beyond the department that draws on the individual’s expertise • A demonstrated commitment to service at the department and college levels as determined by their effort distribution 	<p>Assistant Professor</p> <ul style="list-style-type: none"> • Minimum requirement of a terminal degree and/or professional equivalent. • Responsibilities in teaching, research and creative/professional work and service as determined by effort allocation. • Evidence of professional development • Role may include outreach/engagement to communities and partners beyond the university that draws on the individual’s expertise • Limited service responsibilities, with any service responsibilities being at the department and college levels and will reflect the effort distribution stated in the contract
<p>Master Instructor/Contract</p> <ul style="list-style-type: none"> • Minimum 3 years-experience as Senior Instructor (or equivalent) within the SAU. <p>Demonstrates sustained excellence in teaching activities as defined by teaching effectiveness, the candidate’s commitment to continual improvement of their teaching, the taking on of course modifications or new courses that respond to evolving student and SAU’s needs, 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; 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.</p>	<p>Associate Professor</p> <ul style="list-style-type: none"> • Minimum 5 years as an Assistant Professor (or equivalent) • Consistent record of excellence in teaching and/or research activities • Evidence of professional development • A demonstrated commitment to outreach/engagement to communities and partners beyond the department that draws on the individual’s expertise • A demonstrated commitment to service at the department, college, and university levels • Demonstrates leadership in service at the department, college, and university levels

<ul style="list-style-type: none"> • Criteria may also include the taking of superior leadership in the Department, College and University related to advising, service and/or administrative activities where these are part of their distribution of effort. • Record of sustained and positive contributions to the department’s instructional mission • Demonstrates leadership in teaching • Increased record of professional development • Demonstrates leadership in outreach/engagement to communities and partners beyond the department that draws on the individual’s expertise • Demonstrates leadership in service at the department, college, and university levels as determined by their effort distribution 	
	<p>Full Professor</p> <ul style="list-style-type: none"> • Minimum 5 years-experience as Associate Professor (or equivalent) • Demonstrates sustained excellence in teaching and research activities. All faculty at the Professor rank are expected to contribute to scholarship, regardless of effort allocation • Demonstrates leadership in teaching and research activities • Demonstrates innovation in teaching and scholarship • Demonstrates leadership in outreach/engagement to communities and partners beyond the department that draws on the individual’s expertise • External recognition of contribution to teaching, research, and outreach, as relevant to appointment

	<ul style="list-style-type: none">• Demonstrates leadership in service at the department, college, and university levels
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The responsibility of the promotion in rank for non-tenure track faculty falls to the Executive Committee. Matters of promotion will be decided on the entire committee minus the one NTT representative if they are at a lower rank than the faculty member considered for promotion in rank.

Materials to be considered in applications for promotion and advancement in rank of NTT Continuing and Contract Faculty will include: student evaluation surveys; teaching and advising awards; statements of teaching philosophy and teaching goals; syllabi from the immediately previous four regular semesters of classes; complete student teaching evaluations including quantitative ratings and qualitative student comments from previous classes; peer classroom evaluations conducted on separate occasions by colleagues and evidence of regular personal investment in teaching professional development (e.g.: attendance at professional conferences focused on teaching or university and department sponsored seminars/workshops); and in the case of NTF Assistant, Associate and Full Teaching Professors, evidence of effective advising, service and/or administrative activities where these are part of their distribution of effort.

In the case of NTT Faculty whose duties include advising, service or administration in addition to teaching, evidence of advising, service and other duties will be solicited and reviewed by the Director of the SAU and the Executive Committee.

e. Incorporation of NTTF in departmental governance.

- a. All NTT faculty in LEAP with adjunct, continuing and contract appointments at the rank of Instructor, Senior Instructor, Master Instructor, or within the Professor track will have voting rights within the department. As stated through service distribution in each professor's rank, the department will be run through committee governance which may include votes by all faculty, regardless of rank. All LEAP faculty, regardless of rank, are eligible to attend faculty meetings and vote on departmental governance.
- b. Matters of promotion and tenure are limited to eligible faculty as defined by a rank of Tenure or through the home department as designated by the contract for the employee.
- c. Procedures on the system of governance is referenced in the LEAP handbook.

- d. NTT Faculty will have one representative on the Executive Committee. They will be either elected by the NTT faculty or appointed by the Director as dictated by circumstances of the SAU. Eligible faculty will be contract or continuing faculty unless no contract or continuing faculty exist. If no contract or continuing faculty exist, the Director can appoint a representative from the ranks of the faculty regardless of rank. Appointments on the Executive Committee will serve for a 2-year term.
- e. Decisions and committees related to the curriculum will be voted on by the Executive Committee as defined in 5.a
- f. The governing body of the LEAP SAU is the Executive Committee on which the elected faculty will serve. In the instance of promotion of faculty member who is at a higher rank, the elected representative will be recused from the committee meeting.
- g. NTT faculty who serve in governance roles are compensated for their time and effort.

6. Evaluation of Program Operations

1. Operations and Procedures Evaluation

Every sixth year as described by the CCHE or at the direction of the Dean, the Executive Committee shall evaluate the LEAP Institute operations by procedures outlined in the University Code.

- a. This Executive Committee shall review the operation of the LEAP Institute as outlined in the University code and shall prepare a report of its finding and present it to the Director, the LEAP Institute faculty members, and to the University administration for review. At appropriate times, the LEAP Institute shall consider inviting consultants from outside the University to assist in evaluating the work of the Program.

2. Biennial Review

As required by the Faculty Staff Manual (section B.2.6.6.a), each Center, Institute or Other Special Unit and its administrative director will be evaluated every other year. The biennial review calls for the following information:

- 1. A list of current faculty and other personnel in your unit
- 2. A brief description of the goals and objectives of your unit as related to the original purpose.

3. A brief description of the activities, services, training, or research performed, as related to the function/mission of your CIOU.
4. A brief budget summary
5. A list of accomplishments and contributions including pending and approved grants and contracts, refereed and non-refereed publications, and effects on teaching and outreach.
6. Plans for the next two years.

7. Procedures Relating to Review of the Code

1. Interim revision of the Code

Any eligible faculty member of the LEAP Institute may propose an amendment to the Code by giving written notice to the Executive Committee. Such amendments will then be circulated among voting members of the Institute at least one week prior to the meeting in which they will be voted upon. Voting on amendments shall be by secret ballot and passed by a 2/3 majority of the eligible faculty present. The approval of the Dean and the Provost's Office shall make these amendments a part of the Code.

2. Code Conflicts

Nothing within this code may be construed to be in conflict with the code of Colorado State University, the Guiding Principles for Departmental Codes of the participating colleges or codes of the participating departments.

8. Students

1. Undergraduate Students

Undergraduate students shall be advised in their representative departments

2. Graduate Students

1. Applications of students wishing to be considered for the Graduate LEAP Institute must submit their application directly to the Academic Committee for review and acceptance.
2. Accepted students shall be students of the LEAP Institute
3. Student Graduate Committees shall meet guidelines of the Graduate School, but must contain at least one member of the LEAP Institute faculty from the College of Liberal Arts and one member of the LEAP Institute faculty from the College of Business. All LEAP Institute faculty can serve as a Graduate Advisor.

3. Student appeal procedures

Student appeal procedures regarding academic decisions by faculty must follow University guidelines as explained and specified in the University Code.

9. Addendums

1. LEAP Institute for the Arts Policies and Procedures