

# DEPARTMENT OF ANTHROPOLOGY AND GEOGRAPHY CODE

CODE FOR THE STRUCTURE AND OPERATION OF THE DEPARTMENT OF ANTHROPOLOGY AND GEOGRAPHY AT COLORADO STATE UNIVERSITY  
(February 17, 2011) approved NTT changes added 10/9/19

## 1 DEPARTMENTAL MISSION

The Department of Anthropology and Geography is an academic department in the College of Liberal Arts. We are an interdisciplinary department that bridges the natural and social sciences, and the humanities, with a faculty of cultural anthropologists, archaeologists, biological anthropologists, and geographers whose scholarship spans the breadth of human experience. The discipline of Anthropology and Geography is concerned with processes of the human condition as well as the structure of the social, environmental, political and economic conditions within which humans operate. Thus, Anthropology and Geography is both varied and integrative, drawing from geography, biology, humanities, and other social and natural sciences. The Anthropology and Geography faculty at CSU conducts research all over the world.

The mission of the Department of Anthropology and Geography at CSU is: 1) to offer and maintain instructional programs that provide an understanding of people and their cultures, past and present, and knowledge of their social, political, economic and environmental systems; 2) to conduct research in our programmatic areas of environment, globalization and development, and health and well-being within the various sub-disciplines of Anthropology and Geography and geography, in order to advance and expand knowledge of the field of Anthropology and Geography; 3) to participate actively in programs of interdisciplinary research. One of the ways we accomplish these things is through the synergistic effects of an active program of field and laboratory research and the teaching and training of students.

## 2 DEPARTMENTAL ORGANIZATION

### 2.1 Chair

The departmental administrative officer shall be designated as Chair.

### 2.2 Procedures for the Self-Evaluation of Departmental Operations

Procedures for the self-evaluation of departmental operations shall follow those set forth in the current Academic Faculty and Administrative Professional Staff Manual (hereafter referred to as the "Faculty/Staff Manual") or as directed by the Dean of the College of Liberal Arts or the Provost.

### 2.3 Periodic Review and Amendment of the Departmental Code

The Department Code shall be reviewed by the faculty in the year following the evaluation of the Department's academic programs and departmental operations. With approval of the Dean, this Code may be amended by a two-thirds vote of the voting faculty at a given faculty meeting, provided that the amendment has been presented in the meeting immediately preceding.

### 2.4 Authority of the Board of Governors

The Board of Governors or its delegate has final authority in all personnel matters.

#### 2.5.1.1 Probationary Tenure-Track Faculty

All faculty hired on the tenure-track who typically divide work energies between teaching/mentoring (50%), research (35%), and service (15%). After positive review, contracts are renewed yearly until promotion with tenure to the rank of associate is achieved, normally after a five-year probationary period. The schedule of annual evaluations and memos concerning progress toward tenure follow the Faculty /Staff Manual and as directed by the Dean of the College of Liberal Arts.

### **2.5.1.2 Tenured Faculty**

All faculty with tenure who have achieved the rank of associate or full and who typically divide work energies between teaching/mentoring (50%), research (35%), and service (15%). Commitment to service that supports the operation of the Department and elevates its reputation within the College of Liberal Arts and university is expected. The schedule of annual evaluations as well as post-tenure year reviews follow Faculty/Staff Manual and as directed by the Dean of the College of Liberal Arts.

### **2.5.1.3 Non-Tenure Track Faculty**

There are three types of NTTF appointment: Adjunct, Continuing, and Contract.

Adjunct faculty are hired as temporary, at-will appointments. They must have completed at least their Master's degree in the relevant discipline in addition to having documented teaching experience. Adjunct faculty can be employed for no more than two consecutive semesters at 50% FTE or above at which time they shall be converted to a continuing appointment. Their work energies may also shift to include service and professionalization at this time. Faculty who teach less than 50% can remain in the adjunct appointment type indefinitely.

Continuing appointments are reserved for faculty who have completed two semesters of employment at 50% FTE or above and whose teaching has been reviewed by the Department's Executive Committee and deemed to meet expectations or above. These are at-will appointments.

Continuing appointments shall be considered for conversion to contract appointments when faculty have taught four or more continuous semesters at or above 50% FTE and have at least three years of annual review of their teaching. Faculty must submit a formal, written request to the Chair for a contract appointment. The Department chair must respond in writing to approve or deny the request. Contracts will be given for a three-year period. The movement from adjunct to continuing to contract appointment type requires a teaching portfolio that has met expectations with regard to Departmental teaching criteria for every year of employment before contract appointment begins. This is a separate and less rigorous review process than that for promotion within each rank.

#### **2.5.1.3.2 Non-tenure track Faculty Ranks**

There are two tracks for NTTF appointments, the Instructor and Teaching Professor tracks. Within each track are three ranks, as specified below:

Instructor Track ranks, in order of promotion:

Instructor, Senior Instructor, and Master Instructor

Faculty who transition from an adjunct to a continuing appointment after two consecutive semesters at 50% or above shall change their rank from Adjunct to Instructor, and their promotion clock will start at this point. See section 4.1.1. for a description of the responsibilities of faculty of this rank type.

Teaching Professor Track ranks, in order of promotion:

Assistant Teaching Professor, Associate Teaching Professor, and Full Teaching Professor Faculty may be hired at the rank of Assistant Teaching Professor if the Department has an identified need and secured funding for such a position. Faculty hired at this rank will remain in the adjunct appointment type for two consecutive semesters at 50% FTE or above, and then two consecutive semesters at the continuing appointment type, at 50% FTE or above. A contract appointment may then be requested by the process outlined in 2.5.1.3. However, the promotion clock will begin with the first year at rank as Assistant Teaching Professor, regardless of appointment type.

### **3 DEPARTMENTAL CHAIR**

#### **3.1 Appointment of Chair**

The Chair shall be appointed according to the procedures specified in the current Faculty/Staff Manual (section E.4.3 of Faculty/Staff Manual). The Chair will hold the rank of associate or full professor. This limitation shall not apply to the appointment of an Acting Chair.

#### **3.2 Responsibilities**

The duties and responsibilities of the Chair shall include those specified by the current Faculty/Staff Manual, under "DEPARTMENT HEADS" (C.2.4.2.2 and C.2.6.2). Specifically, the Chair shall do the following.

- The Chair shall fulfill all duties and obligations pertaining to the office as specified in the Faculty/Staff Manual.
- The Chair shall prepare reports requested by higher authority and appropriate University officers.
- The Chair shall prepare, administer and adhere to the departmental budget in a manner which promotes equity in the allocation of departmental resources among the faculty.
- The Chair shall distribute teaching assignments and schedule class hours, or oversee that activity.
- The Chair shall arrange assignments and recommend individuals for summer appointments in accordance with the academic needs of the Department.
- The Chair shall maintain custody of University property charged to the Department.
- The Chair shall appoint committees to meet special needs as they arise. Such committees shall cease to exist at the completion of the mission of the committee.
- The Chair shall be an *ex officio* member of all departmental administrative committees.
- The Chair shall function as the executive officer of the Department.
- The Chair shall represent the Department in its relations with the administration of the College of Liberal Arts and of the University.
- The Chair shall, in making recommendations and representations to other administrative officers, transmit the views and recommendations of the Executive Committee and the faculty as determined by departmental discussions and voting, as well as the Chair's own recommendations.
- The Chair shall report to the Department on all matters of concern to the Department of which the Chair has knowledge, including decisions of the departmental Executive Committee.
- The Chair shall establish operating policies which shall be subject to faculty review at the next formally announced Department meeting.

- In discharging these duties and obligations, the Chair shall consult with and advise all affected staff members.

## **4 DEPARTMENTAL FACULTY**

### **4.1 Responsibilities of Individual Faculty Members**

Appointment to the faculty of this Department implies responsibility for carrying out teaching assignments, for conducting research and related professional activities, and for performing service to the Department, the College, the University, the community and the anthropological or geographical professions. The responsibilities of each faculty member for each of these activities will vary depending upon the needs of the Department and the expertise and interests of the faculty member, and may be changed over the faculty member's career.

#### **4.1.1 Responsibilities of Non-Tenure Track Faculty**

The instructor track is for NTTF without a PhD whose job responsibilities approach 100% teaching. Voting rights shall be granted to those with service as part of their contract and who regularly attend faculty meetings, either remotely or in person.

The teaching professor track is reserved for faculty with a PhD. Exceptions can be made with the approval of the Executive Committee and Chair. Teaching, service, and scholarship/ professionalization shall all be components of assigned duties. Attendance at faculty meetings is required in order to exercise voting rights.

NTTF may abstain from voting on issues that require time to review beyond that spent in a scheduled faculty meeting, even if service is part of the contract.

## **4.2 Hiring**

### **4.2.1 Review of Candidates for New or Vacated Faculty Member Positions**

The Chair shall, upon the occurrence of a new or vacated position within the Department:

- advise all members of the Department (excepting those on leave and those who cannot be reached temporarily) of said vacancy within two weeks following its occurrence;
- call a regular departmental meeting to determine the manner and priorities for filling the vacancy;
- recommend individuals to the voting faculty for appointment in conformity with the Affirmative Action policies of the University (as per section C.2.6.2.d of Faculty/Staff Manual).

#### **4.2.2 Hiring Procedures and Confidentiality**

The hiring procedures of the Department will follow the spirit and intent of University policy. Confidentiality shall be maintained to the extent required by law. All members of the Search Committee, as well as other personnel involved in employment recommendations, shall have access to the complete information contained in all applicant files.

#### **4.2.3. Search Committee**

A search committee shall be formed as needed to organize a search for a new faculty position, reviewing the candidate files, recommending finalists to the faculty, and hosting

on-campus interviews. The faculty retains the right to have access to all candidate files and to select the candidate that they recommend hiring.

#### **4.2.4. Service Credit**

If a newly appointed faculty member has been awarded tenure at another academic institution with the rank of associate professor or professor, he or she may be recommended for tenure immediately, if at least two-thirds of the eligible tenured faculty members in the department approve.

A faculty member who has not been awarded tenure at another institution may not be recommended for tenure prior to two years of continuous employment at Colorado State University unless the Provost agrees with the Department that the circumstances are exceptional and waives this two year restriction in writing. The written waiver shall be sent to the faculty member, the Tenure and Promotion Committee, the Chair, and the College Dean. The origin and processing of a tenure recommendation prior to two years of continuous employment at Colorado State University must follow the procedures in Section E.10.5. of the Faculty/Staff Manual.

#### **4.2.5 Hiring of Adjunct, Continuing, and Contract Faculty**

The Department of Anthropology and Geography is committed to hiring the minimum number of NTTF to meet Departmental needs and to fully employing those who seek full-time employment, when possible. Whenever a contract vacancy or a need for additional teaching staff has been ascertained, the Chair shall identify a suitable candidate from the Instructor Open Pool in consultation with faculty in the associated field or subfield, circulate that person's curriculum vita to faculty in the relevant field or subfield, and a vote shall be taken to determine if the candidate will be hired. If faculty from the related sub-field are not available for consultation, the Chair will seek votes from at least 1/3 of available faculty before hiring the candidate. Regardless of rank, all new NTTF will be hired in the adjunct appointment type.

Adjuncts will be converted to continuing appointments after the Executive Committee has reviewed two semesters of evidence of teaching effectiveness and found that it has met expectations or above. The Chair can rely on these reviews and thus does not have to seek committee approval to initiate appointment type changes from adjunct to continuing, and then from continuing to contract.

Three-year contracts will be offered whenever the need for teaching specific classes can reasonably be expected to continue into the future. Contracts shall specify effort distribution in addition to the maximum number of course preparations, committee assignments (including honors), and courses in circulation that a NTTF will be required to develop over the duration of the contract, although the faculty member can choose to exceed the maximum. The Chair shall inform contract NTTF one year before the contract expires if it will be renewed.

### **4.3 Faculty Meeting**

**4.3.1** The Chair shall call at least two Departmental faculty meetings per semester. The first meeting is to be held during the first month of the academic year. The Chair shall give timely written notice of these meetings, together with stated agenda items. Meetings shall be conducted according to Robert's Rules of Order, Revised. Beyond Chair determined agenda topics, faculty

may bring new business up for consideration no less than seven days before the scheduled faculty meeting.

#### **4.3.2 Participation in Departmental Affairs and Voting Rights**

Full voting members of the faculty include all tenured or tenure-track faculty. Non-tenure track faculty at the rank of instructor or assistant teaching professor or above and at 50% FTE or above have the right to vote on all matters except tenure and promotion. NTTF may recuse themselves from voting on issues that require significant review time outside the context of a faculty meeting unless the service task is identified in their contracts. The Department expects all faculty to recuse themselves from voting on issues on which they are not sufficiently informed.

Non-tenure track faculty at the rank of instructor or assistant teaching professor and above and who are at 50% FTE or above are eligible to participate in all Department committees with the exception of the Tenure and Promotion Committee. This work shall be considered service to the Department, shall be stipulated in contract, and will be compensated.

#### **4.4 Faculty Affiliates and Other Non-Tenure Track Faculty**

Faculty affiliates are persons whose work associates them directly with the Department. Individuals shall be recommended for appointment to the title of faculty affiliate by action of the voting faculty. Jointly appointed faculty, part-time instructors, faculty on special appointment, faculty on temporary appointment, research associates, extension specialists and faculty affiliates shall have the privilege of using departmental facilities at the invitation of the Chair. They also shall receive notices concerning departmental business. In addition, they may attend specified departmental meetings at the invitation of the Chair and are encouraged to participate in discussions held at those meetings.

#### **4.5 Faculty Effort Distribution**

The typical distribution of effort for a regular tenured or tenure-track faculty member will conform to the College of Liberal Arts standard of 50% for teaching and advising, 35% for research, and 15% for service, outreach and engagement. A teaching load of 50% is equivalent to 4 Type A courses and graduate and undergraduate advising during the academic year. Faculty members may negotiate with the Chair a distribution of effort different from the College standard; a reduction or addition of a course to a faculty member's Type A teaching load will change the effort distribution by 12.5% over the 9 month academic year. A corresponding change in either or both of the proportion of research and service will occur. Any change in the effort distribution must be in writing and signed by the Chair and the faculty member.

##### **4.5.1 Teaching and Advising**

###### **4.5.1.2 Graduate Advising**

The Chair shall appoint academic faculty to graduate student advisory committees. Normally, temporary advisors, appointed as students are admitted to the program, will serve as the graduate student's major advisor. Normally, the graduate student advisor and graduate student will recommend to the Chair other faculty to serve on the graduate committee. If, however, the student and advisor cannot recommend a full committee, the Chair has the responsibility to appoint a full committee from among the regular faculty. A minimum committee consists of the advisor, another Anthropology and Geography faculty member and an outside committee member, appointed by the Dean of the Graduate School.

## **4.5.2 Research**

### **4.5.2.1 Research and Service Laboratories**

Research and service laboratories can be affiliated with the department by a majority vote of the faculty. The following laboratories are affiliated with the Department of Anthropology and Geography: Laboratory of Public Archaeology, Laboratory for Human Origins, Laboratory of BioAnthropology and Geography, Laboratory of PaleoAnthropology and Geography, Laboratory of Human Paleoecology, Ethnographic Field Laboratory, Geospatial Laboratory, Laboratory of Biogeography, and Laboratory of Mesoamerica. Each director will be responsible for maintaining administrative and supervisory control over their laboratories and annually reporting to the faculty on the activity of the laboratories.

### **4.5.3 Service, Outreach and Engagement**

Service, outreach and engagement are critical aspects of the Department's performance to the College, the University, the communities involved in each faculty member's teaching and research, and the profession as a whole. The Chair, upon consultation with voting faculty prior to the beginning of each fall semester, shall recommend service assignments. In addition to the Executive Committee, Tenure and Promotion Committee, Search Committees and Laboratory Directors outlined elsewhere, service assignments may include the following tasks and committee participation:

#### **4.5.3.1 College Curriculum Committee Representative (3 years)**

The College Curriculum Committee Representative shall recommend and monitor courses and curriculum, represent the Department on the College Curriculum Committee, and shall oversee that new Departmental courses are acted on appropriately by the College Curriculum Committee.

#### **4.5.3.2 Library Representative**

The library representative shall act as departmental liaison with the University library system to monitor acquisitions of published materials in the field of Anthropology and Geography. The representative also will receive requests from individual faculty members on the acquisition of published materials by the University Library. S/he also will make recommendations for the acquisition of published materials in accordance with the academic needs of the Department.

#### **4.5.3.3 Technology Coordinator (3 years)**

The Technology Coordinator shall oversee the Technology Fee budget for the Department, ascertain technology needs for the students in the Department, and purchase requested equipment and supplies. S/he shall coordinate with appropriate Department personnel concerning technology fee budget and spending for the year, being sure that the budget request is submitted to the College as per Technology Fee Guidelines. S/he also will coordinate the maintenance of network connections and oversee upkeep and repair of computers in the Department computer laboratory, as well as student tech fee purchased equipment. The Technology Coordinator shall oversee the hiring of an Anthropology and Geography Computer Laboratory monitor and supervise the work that is completed for the year.

#### **4.5.3.4 Department Curator**

Within the limits of University and Departmental resources, the Department Curator will maintain the Department of Anthropology and Geography's archaeological and

ethnological research collections and cataloging system in good condition. S/he will respond to and coordinate requests from outside researchers to view and study the collections and help those with legitimate research interests to gain access to the collections.

#### **4.5.3.5 Faculty Council Representative**

The faculty council representative is elected in accordance with Faculty/Staff Manual (C.2.1.3.1), and shall represent and report periodically to the faculty.

#### **4.5.3.6 Undergraduate Advisor (3 years)**

The Undergraduate Advisor will meet with prospective students and their families who are considering Anthropology and Geography at CSU. S/he also will meet with prospective undergraduates who are considering changing majors. S/he shall work with the College Advising Center, and serve as the key undergraduate advisor with the authority to admit students as Anthropology and Geography majors, substitute or waive departmental graduation requirements, and make requests for college and university graduation requirement substitutions and waivers.

#### **4.5.3.7 Graduate Advisor (3 years)**

The Graduate Advisor will receive contacts from prospective graduate students and pass on information to appropriate faculty. Prior to the graduate admissions deadline, s/he will review and organize information on graduate student applications for consideration by the faculty. S/he will meet with new graduate students to answer questions and orient them to the program at the beginning of the Fall semester. S/he also will coordinate comprehensive exams, set exam dates, arrange for testing locations, and identify proctors for those students participating in Plan B. S/he also will chair a comprehensive exam committee composed of the advisors of all examinees. The committee will be responsible for coordinating the construction of the comprehensive exams, collating exam results, and notifying examinees of results.

The Graduate Advisor also shall coordinate the assessment of GTA applications and GTA appointments. S/he shall coordinate the awarding of special scholarships for graduate students. The Graduate Advisor also shall be available for consultation on matters related to graduate curriculum.

#### **4.5.3.8 Anthropology and Geography Club Liaison (3 years)**

The Anthropology and Geography Club Liaison will serve as a liaison between the members of the Anthropology and Geography Club and the Department faculty. The Anthropology and Geography club Liaison will assist the student members with the Club activities.

#### **4.5.3.9 Capstone Coordinator**

The Capstone Coordinator will be the instructor of record for the Senior Capstone Course. S/he will orient the students at the beginning of each semester about the Capstone course and will detail the Capstone requirements. The Capstone Coordinator will organize the Capstone Presentations at the end of the semester, and will facilitate the evaluation of those presentations for purposes of the annual assessment.

#### **4.5.3.10 Assessment Committee (3 years)**

The Assessment Committee will consist of the Chair, the Undergraduate Advisor, and the Graduate Advisor. The Assessment Committee shall help develop and/or implement

assessment tools and standards. The Chair will direct the committee on how to prepare analyses from these tools and report how the results inform program strengths and weaknesses. The Chair will supervise the work prepared by the Committee and will coordinate how and when during the academic year student surveys and faculty evaluations will be distributed and how they will be collected.

#### **4.5.3.11 College of Liberal Arts Scholarship Committee Representative**

The College Scholarship Committee Representative will represent the Department and will meet with other Department Representatives in the Spring semester to determine those students who will receive College Scholarships.

#### **4.5.3.12 Anthropology and Geography Public Relations Coordinator (3 years)**

The Public Relations Coordinator shall work with Department staff to coordinate the updating and maintenance of the Anthropology and Geography Department Web site. S/he also shall coordinate and oversee the writing, production, and distribution of the Newsletter, and other outreach materials. Typically, the Newsletter will be produced two times a year.

#### **4.5.3.13 Alumni Liaison (3 years)**

The Alumni Coordinator will work with the Friends of CSU Anthropology and Geography to plan events, provide news and information about the Alumni to the Public Relations Coordinator, and engage Alumni in the activities and fundraising priorities of the Department.

#### **4.5.3.14 Seminar Series Coordinator**

The Seminar Series Coordinator will be responsible for speaker invitations, coordination, logistics, and public relations surrounding the Seminar Series event. Typically, there will be three Seminars in the series each year.

#### **4.5.3.14 Other Service Obligations**

Faculty will be appointed by the Chair to serve on other short term or new service obligations as Departmental needs arise.

## **5 PERFORMANCE REVIEWS**

### **5.1 Process**

#### **5.1.1 Personnel Files**

- The Chair shall be responsible for maintaining and supervising personnel files. An individual's personnel file shall:
  - contain all documents relating to appointment, salary, promotion, tenure, travel, leave, and other official University documents;
  - include correspondence between the individual and the Chair (including letters of which simultaneous copies are sent to the Chair) concerning the above items;
  - include curriculum vitae, annual faculty reports, merit evaluations and copies of any grants in which the individual is principal investigator. Other correspondence and documents may be included with individual's continuing permission except that recommendations solicited as confidential will not be shown to the person concerned;
  - be open to the Chair, and, as required, to members of the Executive Committee (with permission of the Chair), to the Tenure Committee, and to the concerned individual upon request.

### **5.1.2 Chair**

The Chair shall be responsible for overseeing the implementation of performance reviews in accordance with the Faculty/Staff Manual. The Chair shall review annual activity audits and promotion recommendations prepared by the departmental Executive Committee, and, with the assistance of the Executive Committee, complete the annual salary increase exercise. The Chair shall review the recommendations of the Tenure and Promotion Committee, and complete all necessary actions to obtain final consideration of the Tenure and Promotion application.

### **5.1.3 Executive Committee (3 years)**

The Executive Committee shall consist of a chair who is a tenured faculty member, two additional tenured faculty and two non-tenure track faculty at the rank of instructor or assistant teaching professor or above. The Department chair selects the chair and members of the Executive Committee with faculty consent. The Department Chair shall call the first meeting of the Executive Committee each academic year.

The term of office shall be three years beginning with the first day of the fall semester following the member's selection. Terms of office of the three faculty representatives shall be staggered so that only one vacancy needs to be filled in any year. No member shall serve more than two consecutive terms on the Executive Committee. The committee chair shall be the tenure-track faculty member who has been on the committee the longest consecutive number of academic years.

The duties of the Executive Committee are as follows:

1. Develop faculty performance criteria to be used in evaluating individual members of the Department for merit and promotion.
2. Review and evaluate faculty performance in light of the Departmental criteria and as required by College and University procedures.
3. Prepare annual activity audits in compliance with College and University schedules. Tenured committee members shall review tenured and tenure-track faculty, while non-tenure track committee members shall review NTTF, with committee chair oversight.
4. Prepare promotion recommendations for NTTF.
5. Advise the Chair and other members of the Department on all matters pertaining to faculty performance, rewards and welfare excepting those issues related to tenure.
6. Coordinate the annual evaluation of the Chair by TT faculty and NTTF at the rank of instructor, assistant teaching professor or above.

### **5.1.4 Tenure and Promotion Committee (See section E.10 of the Faculty/Staff Manual)**

The Tenure Committee shall consist of all full-time tenured members of the faculty, excluding the Department Chair. Tenured faculty who are on leave may resign from the Committee for the duration of their leave. Faculty on leave for more than two consecutive years shall not be eligible to vote on tenure decisions while they remain on leave.

A tenured faculty member with a conflict of interest is expected to recuse him/herself. The University Grievance Officer must approve any recusals.

If there are less than three tenured faculty members, then tenured faculty from other departments related to Anthropology and Geography shall be selected by the Chair so as

to produce a committee of three members, based on familiarity with the Department and the area of expertise of the tenure candidate.

The Chair, after consulting with the Tenure and Promotion Committee, shall meet annually with each faculty member on probationary status to discuss progress toward tenure. The discussion shall include a review of the contents of the annual report to the Dean and the Academic Vice-President of the individual's progress towards tenure.

At least fourteen (14) months prior to the date that a faculty member's eligibility for tenure expires, the Chair shall convene the Tenure Committee and assign it formal responsibility to draft a Tenure Report on the faculty member. The Chair shall make available to the Committee all relevant documents. The Tenure Committee shall proceed to draft a report, which takes account of this Code.

The Chair shall not be present during Tenure Committee deliberations, except when specifically invited by the Committee. The Chair of the Executive Committee shall preside at the formal Tenure Committee meeting at which time the Tenure Report is reviewed and prepared further for submission to higher administrative levels. A majority vote of the Tenure Committee, via written ballot cast by those in attendance at a formal meeting of the Committee, following Robert's Rules of Order, Revised, shall constitute the tenure recommendation which, along with the Tenure Report, must be sent to the Chair, the Dean and to the Provost. The formal meeting and balloting shall take place at least two weeks before the tenure recommendation is due in the Dean's Office. If the Chair, for compelling reasons, disagrees with the recommendation of the Tenure Committee, a report of those reasons must be prepared and forwarded along with the Tenure Committee's report and decision. The Chair's report shall be made available to the members of the Tenure Committee and to the faculty member being considered for tenure.

The procedures outlined in the Faculty/Staff Manual Sec. E.13.1 shall direct the promotion process. Here promotion is assumed to be from Associate Professor to Full Professor.

#### **5.14.1 Promotion of Non-tenure track Faculty**

The promotion clock for NTTF employed in the Department prior to 2019 will begin the year the Senior Teaching Appointment was awarded by the university. For NTTF to which this condition applies, promotion may then be requested after 10 semesters of continuous employment at 50% FTE or above, after the STA was awarded.

Circumstances that required a semester break in continuous employment standard will be reviewed by the Executive Committee. Exceptions to this rule can be made for a variety of reasons including medical leave and shifts in work energies during which time teaching dropped below half-time status.

Once a NTTF is either on a continuing or a contract appointment, they may request promotion after ten consecutive semesters of 50% FTE or above employment by submitting a formal letter to the Chair of the Executive Committee. The Executive Committee then makes a written recommendation to either approve or deny the request for promotion (with rationale) to the Chair of the Department who makes the final decision. Promotion leads through the ranks of a single track, that is, through either the instructor or the teaching professor track. A lateral shift of an appointment from one track

to another does not constitute promotion and requires a revision of the faculty member's position description and assigned duties.

The application for promotion will include all materials pertinent to demonstrating that all criteria for promotion in rank have been met, as defined by the Departmental rubric. The application for promotion shall be submitted to both the Department Chair and the Chair of the Executive Committee for distribution to the other Executive Committee members. After review of the materials, members of the Executive Committee will vote to support or reject the application for promotion. The Chair of the Department will provide an additional recommendation to the Dean. NTTF who are promoted in rank are also eligible for a semester-long, paid teaching leave. After promotion, NTTF can apply for this leave every six years. If promotion is denied, then the faculty member stays in rank for an additional four semesters before they can formally request promotion a second time.

#### **5.1.4.2.1 Criteria for Promotion, Instructor Track**

**Instructor:** at least one year demonstrated teaching effectiveness at CSU, at or above 50% FTE.

**Senior Instructor:** minimum five consecutive years (10 consecutive semesters) of experience as Instructor in the Department at or above 50% FTE, evidence of consistent teaching excellence, professional development in pedagogy, contributions to the Department's instructional mission, and course innovation. Promotion materials must include at least three peer reviews from different faculty above the rank of the person in consideration of promotion, at least one of which must be from within the Department.

**Master Instructor Appointment:** minimum five consecutive years (10 consecutive semesters) of experience as Senior Instructor in the Department at or above 50% FTE, evidence of consistent teaching excellence at the Senior Instructor rank in the Department, pedagogical innovation and professional development in pedagogy, mentoring of students and, when relevant to the specific appointment, demonstrated excellence in execution of assigned Department / college / university service and administrative duties. Promotion materials must include at least three peer reviews from different faculty above the rank of the person in consideration of promotion, at least one of which must be from within the Department.

#### **5.1.4.2.2 Criteria for Promotion, Teaching Professor Track**

**Assistant Teaching Professor:** minimum criteria for appointment to the Teaching Track are a Ph.D. in an appropriate discipline and evidence of scholarly engagement. Exceptions can be made with the approval of the Executive Committee and Chair. Existing NTTF who have been identified as Senior Teaching Appointments or Special Assistant Professors before March 2019, are at least at 50% FTE, and have scholarship and service already built into their contracts shall be assigned the rank of Assistant Teaching Professors. The Department may also hire NTTF into the Teaching Professor rank if they meet all established criteria.

**Associate Teaching Professor:** in addition to the minimum criteria for appointment to the Teaching Professor Track (see above), at least five years of demonstrated teaching excellence at the rank of Assistant Teaching Professor. Other evidence includes that

listed for promotion in the instructor rank. Application for promotion must include three peer reviews of teaching from different faculty above the rank of the person in consideration of promotion, at least one of which must be from within the Department.

A minimum of two publications or professional reports, and other evidence of engaged scholarship and professionalization.

Demonstrated excellence in executing assigned administrative and service duties over the period of appointment at the Assistant Teaching Professor rank.

**Full Teaching Professor:** in addition to the minimum criteria for appointment to the Teaching Track, the following accomplishments are expected for promotion to the rank of Full Teaching Professor:

Minimum of five years demonstrated excellent teaching in the Department at the rank of Associate Teaching Professor; other evidence includes that listed for promotion in the instructor rank (see above). Application for promotion must include three peer reviews of teaching from different faculty above the rank of the person in consideration of promotion, at least one of which must be from within the Department. Evidence of successful undergraduate and/or graduate mentoring is also required.

Minimum of three publications or professional reports, beyond those published during appointment at the rank of Associate Teaching Professor;

Continued demonstrated excellence in executing assigned administrative and service duties over the period of appointment at the Associate Teaching Professor rank.

## **5.2 Specific Performance Reviews for Tenure, Promotion and Merit Salary Increases**

### **5.2.1 Annual Evaluation of Faculty by Chair**

The Chair shall conduct an annual performance evaluation of each member of the faculty; such evaluations shall be separate from specific evaluations related to promotion and tenure decisions and shall be coordinated with setting annual salary increases. Decisions regarding tenure, promotion, and merit salary increases shall be consistent with and based upon the effort distribution established for each faculty member.

Evaluation shall be based on qualitative and quantitative assessments of the faculty member's fulfillment of responsibilities (research, teaching and service and engagement) to the Department, College and University during the period of evaluation. Research productivity and quality are expected to be equivalent to national norms for Anthropology and Geography or geography departments at CSU's peer universities. Service and outreach efforts include activities that contribute to Department, College, and University missions. A part of the material used to assess teaching faculty members will be the results of the CSU Course Survey distributed by the Office of Instructional Services. Items on that survey about the course and about the instructor, as well as written comments, will be considered. The forms do not have to be signed by students.

In conducting the evaluations, the Chair shall solicit advice and counsel from the members of the Executive Committee. The written annual evaluation form shall be signed by the Chair and a copy provided to the respective faculty member.

Each faculty member shall be kept fully advised concerning methods and criteria used in the annual evaluation, the results of the evaluation, and how the results are being utilized. During the first semester at CSU, new faculty will be given copies of the Faculty Annual Activities Report form in order to show the new faculty the types of activities that are important in merit assessment. Annually, the Chair shall hold a conference with the faculty member to discuss the results of the evaluation.

## **5.2.2 Evaluation of Untenured Faculty**

### **5.2.2.1 Progress Toward Tenure**

The Tenure and Promotion Committee annually will evaluate the progress toward tenure of the untenured faculty, and the Chair will notify the untenured faculty member of their progress as directed in guidelines set forth in section E10.3 of the Faculty/Staff Manual.

### **5.2.2.2 Mid-Point Review**

At the end of the third probationary year, while considering untenured faculty for reappointment, the Tenure and Promotion Committee, without the Department Chair, will conduct a comprehensive review of the tenure track faculty member in accordance with the E.14.2 section of the Faculty/Staff Manual.

## **5.2.3 Tenure**

All faculty members being recommended for tenure must demonstrate a level of excellence in scholarship/creative activity, teaching, and service appropriate to the rank under consideration. The *Manual* requires that “the evaluation of faculty shall be based on qualitative and quantitative assessments of the faculty member’s fulfillment of responsibilities to the University during the period of evaluation” in each of the areas of professional responsibility (C.2.5). As stipulated in the *Manual* (C.2.5), “assessment of the quality of a faculty member’s performance requires careful and critical review, necessarily involving judgments, and should never be reduced to purely quantitative measures.” Note too that “reviews of performance must be based upon the faculty member’s effort distribution in each of the areas of responsibility (E.12.2, E.14; and see E.9).”

A recommendation for tenure and promotion to Associate Professor shall require clear evidence: (1) that the faculty member’s research/creative activity is in the process of achieving professional recognition among leaders in the candidate’s discipline; (2) of effectiveness and promise of continuing growth in teaching; and (3) of effectiveness in institutional and professional public service when there has been opportunity to serve. With respect to quantity of work, evidence of adequate scholarly research productivity for faculty typically on a four-course per academic year load may be considered as approximately five or six substantial refereed journal articles of solid quality, or the equivalent (e.g., one scholarly book reflecting original research and two journal articles). Regardless of quantity, the case made for quality remains the primary concern. The lesser the quantity of work, the stronger the need for evidence of substance, coherence, high quality, and impact.

## **5.2.4 Promotion to Full Professor**

All faculty members being recommended for promotion must demonstrate a level of excellence in scholarship/creative activity, teaching, and service appropriate to the rank under consideration, as set out in the process for Tenure (see 5.2.3).

Recommendations for Promotion to Full Professor will pay particular attention to the significance and quality of the candidate's teaching, service, and published research or artistry since appointment to the candidate's present rank. Promotion to full professor requires demonstration that the faculty member has matured in scholarship/creative activity or artistry and has achieved recognition among leaders in the profession. This is normally demonstrated by a sustained focus in the field as represented by publication of a significant scholarly book in a distinguished press or a series of substantial refereed articles in premier journals or a distinguished series. With respect to quantity of work, evidence of adequate scholarly research productivity may be considered as at least five or six substantial refereed journal articles or the equivalent (e.g. one scholarly book reflecting original research and two journal articles). Regardless of quantity, the case made for quality and scholarly significance remains the primary concern in recommendations for promotion to full Professor.

### **5.2.5 Periodic Review**

Periodic, comprehensive reviews of tenured faculty shall be conducted by the Chair beginning no later than the fifth year after tenure or after two unsatisfactory annual evaluations within a five year period for the purpose assessing strengths and weaknesses in the faculty's performance in accordance with Section E.14.3.1 of the Faculty/Staff Manual. If deficiencies are identified, a plan to correct the problem(s) will be developed by the Chair in cooperation with the faculty member.

If the Chair determines that the faculty member's performance is unsatisfactory, then a Phase II Review Committee will be formed by the Chair to conduct a comprehensive performance review as prescribed in Section E.14.3.2 of the Faculty/Staff Manual. This committee will be composed of three faculty of the same or higher rank in the Department and will not include the Chair. If a three-person committee cannot be formed from among the Anthropology and Geography faculty, the Chair will ask faculty from outside the department in the College of Liberal Arts to serve on the committee.

## **5.3 Performance Guidelines**

### **5.3.1 Guidelines for Evaluation of Teaching and Advising**

Teaching is the process of creation, evaluation and application of disciplinary and academic knowledge communicated to students. These activities are most commonly exhibited in formal instruction, independent studies, graduate student committee service, and graduate and undergraduate advising.

Information to be evaluated may include as appropriate: courses taught, number of preparations, students taught, independent studies, syllabi and other course-related materials and student evaluations. Other sources of evidence may include new and innovative means to teach and mentor students, attendance at teaching workshops, receipt of teaching or advising awards, textbook publication, and peer evaluations of classroom teaching.

### **5.3.2 Guidelines for Evaluation of Research and Creative Activities**

Research and scholarly activities entail the process of creation, evaluation or application of disciplinary and scholarly knowledge designed for public communication to professional or scholarly audiences. The faculty member should demonstrate the ability to conduct work and produce publications and other scholarly products that show originality and make a substantive contribution to the field. Both quality and quantity are

important, but quality and scholarly significance should be the primary concern, especially in cases where the number of works is very high or very low.

Research and scholarly activities are most commonly exhibited in the form of publications, conference papers and the various phases of scholarship that take place in the context of a continuing research agenda. Information to be evaluated shall include as appropriate: books, edited books, refereed articles and book chapters, non-refereed articles, reports and book chapters and any reviews of those publications; published reviews, and other published items. Other scholarly activities include presenting conference papers or posters, and presenting workshops. Editing scholarly journals is appropriate. Proposals written and submitted for external review, funded or not, will be considered non-refereed work. To count in an application for tenure or promotion, written works must have been, at a minimum, documented as accepted without need for further revision.

Externally funded research grants, fellowships and /or awards won or received will be encouraged. Collaborative work, which is central to anthropological and geographical inquiry, is encouraged.

Other evidence of continuing scholarly activity includes work submitted for publication and other scholarly or professional activities demonstrably related to the discipline and directed towards peers, including original field research which is often a significant component of anthropological and geographical inquiry.

Specific indicators or evidence of quality of publications and other works include: (1) the reputation of the journal or book publisher; the number, source and substance of citations; published reviews, and reprints. Comparable criteria for creative work may need to be explicated on a case-by-case basis, including such indicators as, for example, the reputation of juried awards and public reviews. (2) Specialists' judgments of evidence of continued study and development in an area of interest or a specialty. (3) Peers' judgments of the faculty member's professional contributions and of other activities demonstrably related to the discipline and directed towards peers. (4) Submission of one or more proposals to granting agencies for external funding of the candidate's scholarly or artistic program.

### **5.3.3 Guidelines for Evaluation of Service, Outreach and Engagement**

#### **5.3.3.1 Departmental Service**

Activities that directly contribute to the ongoing functioning or development of departmental organization and/or administration are part of service.

These activities are most commonly exhibited and will be evaluated as appropriate in the context of department committee assignments and other assigned responsibilities. They include a willingness to work effectively in efforts to improve the programs, personnel, conditions, and activities supporting the mission of the department. Outreach and engagement activities must draw upon the academic and professional expertise of the faculty member while contributing to the public good, addressing or responding to real-world problems.

#### **5.3.3.2 College/University Service**

College and University service are those activities which directly contribute to the ongoing functioning or development of college/university level organization and/or administration.

These activities are most commonly exhibited and will be evaluated as appropriate in the context of college or university committee assignments, thesis and dissertation committees which are outside the department, advising in the honors program, service in interdisciplinary certificate programs and other specially assigned college and university responsibilities. They include a willingness to work effectively in activities supporting the mission of the College and the University.

### **5.3.3.3 Professional Service**

Professional service includes activities which contribute to the organizational development and administration of professional and related scholarly organizations or to other universities and colleges or scholarly services to publishers.

These activities are most commonly exhibited and will be evaluated as appropriate in the context of professional organization office holdings and memberships, reviewing or editing manuscripts, serving on panels for funding agencies, serving on editorial boards or giving talks at other universities and colleges.

### **5.3.3.4 Community Service**

Activities designed to share disciplinary and/or other scholarly expertise with community audiences and which may or may not include general, public dissemination.

These activities are most commonly exhibited and will be evaluated as appropriate in various forms of participation in community programs such as speaking engagements, committee, board and organization memberships and offices that reflect disciplinary themes.

## **5.4 Grievance Procedures**

In the event that grievances arise between a faculty member and the Chair, Tenure Committee, or Executive Committee in regard to the annual performance evaluation or any other matter of concern to the faculty member, the procedures employed shall follow those set forth in the current Faculty/Staff Manual. (See Faculty/Staff Manual Section K)

## **6 ADMINISTRATIVE AND OTHER STAFF**

### **6.1 Management**

The Chair shall, in accordance with the state of Colorado and University regulations, employ, supervise and dismiss from employment the administrative staff and state classified employees of the Department.

### **6.2 Faculty Recorder**

The Departmental Administrator shall serve as recorder at all departmental faculty meetings and retreats. Those minutes will be published for all faculty members.

## **7 STUDENT APPEAL PROCEDURES**

The Faculty/Staff Manual, section I.7, governs appeals of academic and disciplinary decisions involving students. To appeal a course grade, students must submit a written request to the Department Chair no later than thirty (30) calendar days after the first day

of classes of the next regular semester following the date the grade was recorded. The student's written request must follow the guidelines set forth in the Faculty/Staff Manual, section I.7.1. The appeal committee shall consist of two (2) faculty members and two (2) students from within the Department, and one (1) faculty member from outside the Department who shall serve as chair. All five members of appeal committee shall be selected by the Department's Executive Committee. The procedures specified in the Faculty/Staff Manual, section I.7.1, govern all grade appeals.

## **8 DEPARTMENT POLICY S ON THE NATIVE AMERICAN GRAVES PROTECTION AND REPATRIATION ACT (NAGPRA)**

The Department of Anthropology and Geography is committed to upholding State and Federal laws related to the identification, consultation, and repatriation of Native American human remains and funerary items which are currently housed in the Department repository or those remains that might be inadvertently discovered through the course of normal archaeological investigation.