

DEPARTMENTAL CODE

OF THE

DEPARTMENT OF POLITICAL SCIENCE

COLORADO STATE UNIVERSITY

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I. DEPARTMENTAL MISSION AND OBJECTIVES

- A. The mission of the Department of Political Science is:
1. to provide quality undergraduate and graduate educational programs that enhance students' knowledge about politics and public affairs and enable them to analyze and communicate effectively;
 2. to engage in scholarly research which advances knowledge about government and politics or which applies such knowledge to the solution of societal problems including environmental policy issues;
 3. to provide responsible scholarly service to the public, the discipline and the University.

- B. The Department of Political Science shall earnestly strive:
1. to fulfill to the greatest extent possible the goals of its program of instruction and research in the various branches of Political Science;
 2. to promote the continuous improvement of its instructional and research programs in cooperation and coordination with other departments of the University and in keeping with the general advancement and expansion of the University;
 3. to help students achieve their basic educational goals in Political Science, formulate and prepare for relevant professional pursuits, extend their intellectual horizon and social understanding, and acquire a spirit of public service and responsible citizenship;
 4. to serve the liberal educational needs of both majors and non-majors in the University;
 5. to secure skilled, competent and dedicated faculty members for the various branches of Political Science and Departmental programs;
 6. to encourage and promote faculty excellence and contributions in the respective realms of individual faculty member interest and concentration.
- C. Beyond its internal programs and affairs, the Department shall seek to establish and maintain proper liaison, consultation, and/or cooperation with:
1. University agencies on matters of general administration, academic standards, curriculum, scholarship policies, library policies, and personnel; student admission, activity and welfare; community, state, regional, national, and international liaison and/or programs; and graduate programs and policies;
 2. University and non-University research and development agencies;
 3. other departments and/or agencies of Political Science, the social sciences generally, humanities and arts, and political and social groups in this University, in sister institutions, or in establishments outside the University sphere;
 4. such other University and non-University organs and concerns that may request, or be requested by, the Department for desirable and approved efforts of a common or coordinated type.

II. GOALS AND RESPONSIBILITIES OF FACULTY MEMBERS IN THE DEPARTMENT OF POLITICAL SCIENCE

Faculty members in the Department of Political Science are members of a learned profession, officers of Colorado State University, and citizens. Collectively, they are expected to share faculty responsibilities for teaching at all levels of instruction, for active research and publication programs, and for service to the Department, College, University, Profession, and community, recognizing that individual faculty contributions may vary according to appointment type and assigned efforts.

Professional standards and intellectual honesty require that faculty bring respect for others' work, unbiased judgment, and critical self-evaluation to their teaching, research, and service responsibilities. Each professor should be sensitive to the impact of his/her activities on colleagues' ability to carry out these same responsibilities. Just as a faculty member extends professional behavior toward others, each individual has the right to expect that he/she will not be evaluated on the conventionality or unconventionality of his/her opinions, conclusions, and/or lifestyle.

Teaching

Political Science faculty members are committed to efforts to increase student abilities to think critically and analytically about politics. Professors are expected to foster relationships of confidence and mutual respect while encouraging and guiding learning in a climate free of discriminatory behavior. High scholarly standards require the communication of both the professor's view and opposing views, as appropriate, within the subject matter of courses. Evaluations of students' efforts should be fair, unbiased, and directed toward enhancing the learning process.

Faculty members may support the undergraduate and graduate programs not only through formal instruction, but also through less formal educational activities. In addition, faculty members whose responsibilities include graduate teaching and advising (primarily faculty with tenured/tenure-track appointments) are expected to contribute to the goal of the graduate program to train students to make a meaningful contribution to the knowledge about and practice of political science.

Research

For departmental faculty whose assigned efforts include research (primarily faculty with tenured/tenure-track appointments), it is the professor's responsibility to seek the truth and state the truth as he/she sees it, within his/her area of specialization. This involves keeping abreast of developments in the specialty and creative activities to contribute to such developments, including publication of results. Intellectual honesty requires critical self-evaluation, unbiased judgment about the works of others, and respect for the work and evaluations of others.

As active members of the discipline of Political Science, faculty should contribute to the profession in ways which are consistent with their interests and resources. It is the responsibility of each faculty member whose assigned effort includes research to pursue an active research agenda, the results of which are periodically communicated through professional outlets.

Service

Faculty members whose assigned efforts include service share the responsibility for departmental service and governance and, as appropriate, for the internal governance of the College of Liberal Arts and the University. This responsibility falls most heavily on faculty with tenured/tenure-track appointments.

Faculty members should contribute to the broader community in which they reside. In their role as citizens, all Political Science faculty members should be free from institutional censorship or discipline and free to pursue personal lifestyle choices, but this special position in the community imposes special obligations. As people of learning and educational officers, they should remember that the public may judge the profession and the University by their utterances. Hence, when participating in service to the community, faculty members should at all times be accurate, exercise appropriate restraint, show every respect for the opinions of others, and make every effort to indicate that they are not officially speaking for the University.

III. DEPARTMENTAL ADMINISTRATION

- A. All eligible voting faculty as defined below and the Chair of the Department shall constitute the Department Council. Eligible voting faculty shall include all members of the academic faculty who either:
 1. hold a tenure-track, contract, or continuing appointment as defined in Section E.2 of the University Manual and are administratively responsible to the Chair of the Department for the equivalent of at least fifty percent of a full-time appointment; or
 2. are tenured members of the Department faculty.

- B. Decisions and committees relating to the graduate curriculum, tenure, evaluation and promotion of tenured/tenure-track faculty, recommendations for allocations of tenurable faculty lines, position requests, and hiring of tenured/tenure-track faculty are specifically reserved for tenured/tenure-track faculty. Decisions and committees related to the evaluation and promotion or hiring of contract and continuing faculty are specifically reserved for tenured/tenure-track and contract faculty.
- C. The Department shall be administered and the Department Council chaired by a Chair selected according to the specifications stated in the *University Code* (C.2.6.2 and C.2.4.2.2.b and c) and the *Academic Faculty and Administrative Professional Manual of Colorado State University* (henceforth noted as *Manual*) (E.3.3).
- D. In emergencies and necessary absences of the Chair from one day to three months, the Chair shall appoint, with consent of the Dean, an Acting Chair.
- E. It shall be the duty of the Chair:
1. to fulfill all duties and obligations of the Departmental Chair as specified in the *University Code* (C.2.6.2) and this *Code*, including preparation of the Departmental budget; administration of and adherence to the Departmental expense budget; initiation of recommendations for appointments, advancement, tenure, and dismissal of staff members; management of academic and financial matters within the Department to promote student achievement, equity in travel and professional opportunities for staff members, and adjustment of faculty loads and salaries consistent with experience, competence, capacity, productivity, and aptitude of individual staff members; preparation of reports requested by higher authority, informing and periodically updating the members of the Department Council on the state of Departmental finances through the academic year;
 2. in discharging duties and obligations, the Department Chair shall consult with and advise all affected staff members and shall review matters of general concern with the Executive Committee and/or with the Department Council; Assignment of instruction, scholarship and service responsibilities shall be geared toward maximizing the professional contributions of faculty members. Strategies shall include, but are not limited to, appropriate controls on numbers of course assignments and preparations, numbers of student enrollments and advisees and service activities. Within the context of the Department's mission, the principal consideration in the assignment of responsibilities will be the intellectual interests and professional career advancement of faculty members which are, in turn, vital to the collective good of the students, department and university. The Chair and Executive Committee shall review the course assignment patterns at least once annually so as to ensure adherence to the goals stated above.
 3. to appoint all committees and individuals, except for the Executive Committee as specified below in F.2., to assist in the conduct of Departmental business;
 4. to serve as ex-officio member of all Departmental committees;
 5. to call at least two Department Council meetings each semester for the conduct of Departmental business;
 6. to provide adequate notice of Department Council meetings;
 7. to inform any faculty member denied tenure or appointment of his or her rights and procedures for appealing the decision;
 8. to approve all graduate advisory committees and to ensure that they are selected in conformity with procedures specified in the *Graduate Student Handbook* of the

Department of Political Science and the *Graduate and Professional Bulletin* of Colorado State University.

- F. Composition and Selection of the Executive Committee:
1. The Executive Committee will be comprised of three tenured/tenure-track members of the Department Council. No more than one member of the untenured faculty may sit on the Executive Committee each year. No member of the Executive Committee shall serve more than two terms consecutively.
 2. At the last regularly scheduled Department Council meeting of the academic year, two members of the Executive Committee will be selected by lot from the pool of eligible members of the Department Council, excepting only those members who will be on sabbatical or authorized leave during the following year. In drawing lots, if one untenured faculty member's name is drawn, all other untenured faculty members will be withdrawn from the pool of eligible faculty. Following the selection of the two by lot, the third member of the Executive Committee will be appointed by the Department Chair from among the remaining members of the eligible faculty, in order to achieve appropriate balance.
 3. The Executive Committee shall have the following duties:
 - a. to advise and assist the Chair in personnel matters as specified in Section IV of this Code;
 - b. to hear grievances and appeals by members of the Department Council as specified in Section IV.F of this Code;
 - c. to hear student grievances and appeals against members of the Department Council and Staff as indicated in Section VIII of this Code;
 - d. to consider any professional matters the Chair may wish to bring before the Executive Committee;
 - e. to participate in the evaluation of the Department Chair as specified in IV.D of this Code;
 - f. to assist the Chair in conducting annual planning as required by the University and College;
 - g. to review this *Code* in the year prior to the end of each term of the Department Chair;
 - h. to consider any other matters of relevance to the Department that members of the Executive Committee may wish to bring to the Department's attention.
 4. A meeting of the Executive Committee may be called at the pleasure of the Chair or by any two concurring members of the Executive Committee.
- G. The Department Chair shall appoint one tenured/tenure-track member of the Department Council to serve as the Graduate Coordinator. The Graduate Coordinator's terms of office shall be for one year and may be renewed by decision of the Department Chair. Normally, renewals shall not exceed three to four consecutive years. At the request of an absolute majority of the Department Council the Chair shall be obligated to appoint a new Graduate Coordinator. The Graduate Coordinator shall be charged with the following responsibilities:
1. to chair the Graduate Committee;

2. to administer the graduate program in conformity with established policies as contained in the Graduate Handbook. It is the responsibility of the Graduate Coordinator to maintain the handbook and to propose changes;
3. to advise and assist the Chair on all administrative matters affecting the graduate program.

H. The Department Chair shall appoint a minimum of two tenured/tenure-track members of the Department Council to serve along with the Graduate Coordinator as the Graduate Committee of the Department. Members of the Graduate Committee other than the Graduate Coordinator shall serve one-year terms. No person shall serve more than three terms in succession. The duties of the Graduate Committee shall be:

1. to review all student applications and credentials for admission to the graduate program and to recommend acceptance or rejection to the Department Chair;
2. to review all applications and credentials of candidates for appointment as departmental graduate assistants and to recommend candidates favorably or unfavorably to the Department Chair;
3. to monitor the progress of all graduate students and to recommend appropriate action to the advisers of students who require special attention;
4. to advise and assist the Graduate Coordinator in the administration of the graduate program, the recruitment of graduate students, and placement of the graduates;
5. to review the graduate program and to report to the faculty any recommendations for changes;
6. to perform any other duties, individually or collectively, with respect to the graduate program which the faculty or the Departmental Chair deems necessary;
7. To review the performance of each GTA and to recommend to the Chair on the question of whether to renew the GTA for a subsequent appointment.

I. The Department Chair shall appoint one tenured/tenure-track member of the Department Council to serve as Undergraduate Coordinator. The Undergraduate Coordinator's term of office shall be for one year and may be renewed by decision of the Department Chair. Normally, renewals shall not exceed three to four consecutive years. At the request of an absolute majority of the Department Council the Chair shall be obligated to appoint a new Undergraduate Coordinator. The Undergraduate Coordinator shall be charged with the following responsibilities:

1. to chair the Undergraduate Committee;
2. to administer the undergraduate program in conformity with established policies;
3. to advise and assist the Department Chair on administrative matters affecting the undergraduate program;
4. as determined appropriate by the Chair, the Undergraduate Coordinator may perform other routine administrative duties pertaining to the undergraduate program.

J. The Department Chair shall appoint a minimum of three members of the Department Council to serve along with the Undergraduate Coordinator as the Undergraduate Committee of the Department. One of the three members should normally be a contract faculty member. Members of the Undergraduate Committee other than the Undergraduate Coordinator shall serve one-year

terms. No person shall serve more than three terms in succession. The duties of the Undergraduate Committee shall be:

1. to review the undergraduate curriculum and to report to the Department Council any recommendations for changes therein;
2. to liaise with the academic advising program and to report to the Department Council any recommendations for changes therein;
3. to develop and maintain a program for recruiting and retaining qualified undergraduate Political Science majors, with particular attention to equal opportunity and diversity;
4. to perform any other duties, individually or collectively, with respect to the undergraduate program which the faculty or the Department Chair deems necessary.

K. The Department Chair shall appoint one tenured member of the Department Council at the rank of Full Professor to serve as Chair of the Tenure and Promotion (T&P) Committee. The T&P Committee Chair's term of office shall be for one year and may be renewed by decision of the Department Chair. Normally, renewals shall not exceed three to four consecutive years. At the request of an absolute majority of the Department Council the Chair shall be obligated to appoint a new T&P Committee Chair. The T&P Committee Chair shall be charged with the following responsibilities:

1. to coordinate with the Chair to create an annual schedule of required evaluation activities;
2. to convene meetings of the T&P Committee to conduct reviews and evaluations as set forth in the University Manual;
3. to administer review and evaluation processes in conformity with established policies and timelines.
4. to advise and assist the Department Chair on administrative matters affecting tenure and promotion processes.

L. The Tenure and Promotion (T&P) Committee is responsible for annual evaluation of tenure-track faculty progress toward tenure, evaluation of applications for tenure, and evaluation of applications for advancement in rank. The Committee carries out its responsibilities through sub-committees with different membership requirements depending on the nature of the evaluation as follows:

1. The Sub-committee on Tenure conducts annual reviews of tenure-track faculty progress towards tenure and evaluates applications for tenure and shall include all tenured faculty members.
2. The Sub-committee on Advancement in Rank for Tenured/Tenure-Track Faculty evaluates applications for promotion from candidates with tenured/tenure-track appointments and shall include all tenured faculty at or above the rank to which the candidate seeks promotion.
3. The Sub-committee on Advancement in Rank for Contract and Continuing Faculty evaluates applications for promotion from candidates with contract or continuing appointments and shall include the Chair of the T&P Committee, all contract and continuing faculty at or above the rank to which the candidate seeks promotion, and one member of the tenured faculty at or above the rank to which the candidate seeks promotion. The tenured faculty member shall be elected by the pool of eligible faculty. If it is not possible to fill the committee with two contract or continuing faculty from the Department, contract faculty from other departments in the University shall be selected.

Recommendations from this sub-committee shall be endorsed by a majority of the tenured/tenure-track/continuing/contract faculty at or above the rank to which the candidate seeks promotion. This vote typically will occur in the context of a regularly scheduled Department Council meeting.

- M. The Department Chair shall appoint a secretary for Department Council meetings. The secretary shall keep the minutes of all Department Council meetings, prepare copies of the minutes of each meeting, and distribute one copy to each faculty member and the Department Program Assistant for filing.
- N. Pursuant to the *Code* of Colorado State University, the Department Council shall elect a representative to Faculty Council. The departmental Faculty Council Representative shall be a tenured/tenure-track faculty. The duty of the departmental Faculty Council Representative is to keep all department members informed as to Faculty Council business and to articulate the views of colleagues in Council deliberations.
- O. Proxy voting in meetings of the Department Council is not permitted.
- P. Voting members of the Department Council who are unable to attend a Council meeting may leave a signed written vote on a pending issue with any member of the Executive Committee. Such absentee votes will be counted as a valid vote provided:
 - 1. the absence of the faculty member in question is unavoidable as determined by the Chair;
 - 2. Council does indeed vote by written ballot, show of hands, or voice vote on the issue in question.
- Q. The department's representative to the Liberal Arts Faculty Committee on Promotion and Tenure will be selected by the Department Council, by secret ballot, and according to the eligibility requirements specified in the College of Liberal Arts Code.

IV. ANNUAL EVALUATION OF FACULTY AND DEPARTMENT CHAIR

- A. Consistent with the University *Code* (C.2.5) and established procedures of the College of Liberal Arts, all faculty members shall be evaluated annually.
 - 1. Evaluation shall be based on the quality and quantity of performance during the annual period of evaluation as relates to each faculty member's ongoing responsibilities to the department. Faculty members with ongoing responsibilities to other units shall be evaluated as specified in a Memorandum of Understanding between the Department and the relevant unit(s) and as specified in the *Manual*.
 - 2. Each November the Chair shall require each faculty member to submit a written report of professional activities for the current calendar year, using the Confidential Faculty Annual Activities Report for the College of Liberal Arts. The written report shall be due from faculty members on January 7.
 - a. Activities shall be reported in the categories of teaching and advising; research, scholarly and creative activities; and service as appropriate to the faculty member's appointment type and assigned effort.
 - A. Definitions of these activities are appended to this code in the "Framework for Annual Evaluation."
 - B. Official summaries of mandated student course surveys will be submitted for each course taught during the prior year and shall be

considered along with other items of information in evaluating teaching performance in conformity with section E.12.1 of the *Manual*.

- b. The Chair shall collect the annual activities reports (and other supporting documents for faculty with ongoing responsibilities to other units) and make them available at the earliest possible time for review.
- c. Annual activity reports from tenured/tenure-track faculty shall be reviewed by the members of the Departmental Executive Committee. Annual activity reports from adjunct/continuing/contract faculty shall be reviewed by the tenured members of the Departmental Executive Committee plus one contract faculty member to be appointed by the Chair.
- d. It is the responsibility of the Chair to invite discussion of each annual faculty activity report and evaluation with the appropriate review committee *en banc*.
- e. In the case of evaluations of scholarship, the Chair and Executive Committee shall consider the current year in the context of the previous two years.
- f. Faculty members with responsibility for annual evaluation will take an active role in reviewing and discussing the faculty activity reports in *en banc* meetings of the appropriate review committee.
- g. It is the responsibility of each faculty member with responsibility for annual evaluation to thoughtfully examine and comment on all faculty activity reports, and supporting information, the prior years' activity reports, and prior year evaluations, if applicable. It is the responsibility of each faculty member with responsibility for annual evaluation to voice concerns as appropriate about the evaluations process, the evaluation criteria, and the application of the criteria both specifically and in general.
- h. The Chair shall compose a draft of each faculty evaluation each annual faculty activity report has been discussed and shall evaluate the performance of each faculty member in the appropriate categories according to the faculty member's assigned efforts as Superior, Exceeds Expectations, Meets Expectations, Below Expectations, or Unsatisfactory, and also provide a composite evaluation.

Definitions of the terms Superior, Exceeds Expectations, Meets Expectations, Below Expectations, and Unsatisfactory are appended to this code in the "Framework for Annual Evaluation."
- i. Each draft of the evaluation shall be circulated among the appropriate review committee. The Chair shall invite suggestions for the amendment or revision of any or all parts of each faculty evaluation.
- j. The Chair shall compose each faculty member's annual evaluation and submit a copy to the faculty member and to the members of the Executive Committee.
- k. After forwarding his or her evaluation to each faculty member, the Chair shall request a conference with each member of the department as part of the annual faculty activity evaluation. The faculty member shall be fully advised concerning the methods and criteria used in the evaluation, the results of the evaluation, and how the results will be utilized.
- l. The Chair shall, if he or she believes it warranted, meet with the full Executive Committee to discuss the contents of the Chair's meeting with each faculty member regarding the annual evaluation. Any and all elements of the evaluation

may be amended at this point.

- m. The evaluation shall be signed by the Department Chair and by the faculty member, and the faculty member shall receive a copy of the evaluation. The evaluation is intended for the use of the faculty member in his or her continuing efforts for self-improvement, and it will also provide a historical record of performance.

B. Evaluation of Tenure-Track Faculty

1. In addition to the annual performance review, the Chair shall formally solicit an independent assessment and written report on progress towards tenure for tenure-track faculty from the T&P Committee prior to making recommendations for contract renewals (*Manual*, E.10.3). Procedures for the Comprehensive Review, which happens at the mid-probation point, are specified in the *Manual*, E.14.1.
2. Each untenured faculty member shall receive a copy of his/her final summary evaluation progress towards tenure report and shall then schedule a conference with the Chair in a timely manner to discuss the faculty member's performance, the written summary, and any other matters of professional concern which may arise. Following the conference, the written summary shall be placed in the faculty member's file.
3. The Department has an interest in assuring workload and other conditions conducive to success in the profession. It is the policy of the Department to limit courses assigned so as to enable faculty to develop and refine a limited number of courses and to focus effort on the development of a research program during the initial stages of faculty careers. To this end, the Department establishes specific limits on courses prepared and delivered until a faculty member is tenured and promoted to Associate Professor. While not absolute limits and while not intended to foreclose teaching opportunities which are beneficial to professional development, these policies are intended to weigh heavily on the Chair's course assignments, service assignments, and other departmental committee assignments, consistent with the programmatic needs of the department.
 - a. It is the clear goal and intention of the Department that tenure-track faculty shall not prepare more than one lower-division undergraduate course.
 - b. Tenure-track faculty shall not teach more than a total of five different courses at all levels (lower division, upper division, and graduate), over the course of their probationary period. The usual norm would be no more than one new preparation per year, after their first year of employment.

C. Evaluation of the Department Chair

1. In keeping with the provisions of the *University Code* (C.2.7.) and the operating procedures of the College of Liberal Arts, the Department Chair shall be evaluated annually in the spring semester of the academic year.
2. In making the evaluation, the Dean of the College of Liberal Arts shall solicit and utilize a survey of opinion obtained from all faculty members in the Political Science Department.
3. The Executive Committee shall be responsible for compiling and summarizing the written surveys of departmental faculty members.
4. The Executive Committee shall also prepare a narrative evaluation of the Chair's performance independently of the summary of faculty opinion.

5. The Executive Committee will be responsible for discussing its evaluation and the faculty surveys with the Chair before forwarding the evaluation materials to the Dean.

D. Annual Merit Salary Increases

1. Following University and College guidelines for the determination of salary increases, the Chair will make a preliminary allocation of merit salary increases. The allocation shall be consistent with the annual written evaluations of each faculty member.
2. The Chair will submit each faculty member's preliminary evaluation to the individual members of the Executive Committee. Each member of the Executive Committee will independently review the annual activity reports of the faculty along with the Chair's rationale for the preliminary evaluations and submit to the Chair an assessment of the Chair's preliminary allocations to the faculty, with explanations for any assessments deviating from those of the Chair. The Chair will review the assessments submitted by individual members of the Executive Committee and will consider them in making the final recommendations regarding allocation of merit salary increases. At any stage in this process, the Chair and the Executive Committee may meet to discuss the proposed allocations.

E. Annual Equity Salary Increases

The Chair will develop a proposal for equity distributions, if applicable, and will submit that proposal to the Executive Committee. Such distributions will be based on such equity concerns as salary compression or inversion.

F. Appeals

1. Faculty members who are dissatisfied with the annual evaluations as prepared by the Chair or who are dissatisfied with such other decisions as salary increases or teaching assignments, but excluding promotion, reappointment and tenure decisions, may appeal such to the Executive Committee which shall meet to hear the appeal in the absence of the Chair.
2. The Executive Committee shall then prepare a report for the Chair and appellant, along with a recommendation to the Chair to sustain or modify the aggrieved decision. If the grievance cannot be satisfactorily resolved, the dissatisfied faculty member may activate the University grievance procedures set forth in the *Manual* (Section K).

V. PERIODIC COMPREHENSIVE PERFORMANCE REVIEWS OF TENURED FACULTY

- A. In addition to annual evaluations, periodic comprehensive performance reviews of all tenured faculty members will be conducted as prescribed in Section E.14.2 of the *Manual*.
- B. In the event that a Phase II Comprehensive Performance Review should be initiated:
 1. A peer review committee shall be selected according to the following procedures:
 - a. Within ten working days after determining that a Phase II review is warranted, the Department Chair shall convene the tenured members of the department faculty who are of rank equal to or higher than the faculty member under review. They (with the exception of those who are on leave from the university, the Department Chair, and the faculty member under review) shall constitute the initial pool from which a three-person peer review committee shall be selected.
 - b. Any member of the initial pool who believes that he/she has a conflict of interest or who lacks objectivity may ask to be excused from serving on the peer review

committee. Such requests shall be decided by majority vote of the remaining members of the initial pool. In the event of a tie vote, the member shall be excused.

- c. Either the Chair or the faculty member under review may challenge any member of the initial pool on the grounds of their being partial to or biased against the member under review to the degree that their objective professional judgment is significantly impaired. Members so challenged shall have the opportunity to respond. The decision to excuse or not to excuse a challenged member from further service as a member of the initial pool shall be made by majority vote of the remaining members of the initial pool. In the event of a tie vote, the member shall be excused.
 - d. All members of the initial pool who are not excused according to b or c above, shall comprise the eligible pool. Each member of the eligible pool shall vote by secret ballot for three, and only three, members of the pool to serve on the peer review committee. No voting abstentions will be permitted. The three members receiving the largest numbers of votes shall serve as the peer review committee. Ties shall be broken by lot.
 - e. In the event that the eligible pool is composed of fewer than three persons, they shall automatically be named as members of the peer review committee and the Dean of the College of Liberal Arts shall be asked to nominate the remaining member(s) of the peer review committee from among the tenured faculty of the College of Liberal Arts. The Department Chair and the faculty member under review shall be given the opportunity to register objections to nominees. The approval of nominees shall be by unanimous vote of the departmental members of the peer review committee.
2. The Department Chair will provide the following materials in a timely manner to the peer review committee for consideration in its deliberations:
 - a. Copies of the faculty member's previous Comprehensive Performance Review Phase I and Phase II reports;
 - b. Copies of all of the faculty member's annual activity reports and annual evaluations since his/her last Phase I review;
 - c. Any other official records requested by the committee that are pertinent, reasonable and devoid of sensitive information not relevant to the immediate review. If either the Department Chair or the member under review should disagree on the submissibility of any record so requested, the Dean of the College of Liberal Arts shall determine its submissibility.
 3. The faculty member under review shall have the opportunity to submit a written response to the Phase I review including any supporting documents he/she deems appropriate. Such responses are to be submitted no later than ten working days following the selection of the peer review committee.
 4. The peer review committee shall interview the faculty member, the Department Chair and any other persons (either within or without the department) who the committee, the Department Chair or the faculty member under review believes could provide relevant and useful information regarding the performance of the faculty member under review. If the faculty member under review, the Department Chair or the peer review committee should object to the appropriateness or feasibility of holding an interview, the Dean of the College of Liberal Arts shall resolve the conflict.

5. In its deliberations the peer review committee shall be guided by the performance standards and criteria contained in the *Manual*, this *Code*, the "Guidelines for Tenure and Promotion of the College of Liberal Arts" and the "Framework for Annual Evaluation for the Department of Political Science." Due regard shall be given to the particular responsibilities and effort distribution of the faculty member under review.
6. Within forty working days after having been selected, the peer review committee shall convey its findings and recommendations in written form to the Department Chair and to the faculty member under review. In its deliberations and findings, the peer review committee shall conform to the provisions of Section E.11.2.2.2 of the *Manual*.
7. The Department Chair and the faculty member under review, upon receipt of the findings and recommendations of the peer review committee, shall take appropriate action as specified in Section E.11.2.2.2 of the *Manual*.

VI. FACULTY APPOINTMENT, ADVANCEMENT IN RANK, AND TENURE¹

- A. The Department of Political Science has two general types of faculty appointments, consistent with Section E.2. of the *Manual*.
 1. Tenured and Tenure-track Faculty
 - a. Tenured and Tenure-track Faculty have responsibilities for 1) graduate and undergraduate teaching; 2) research/scholarship; and 3) service/outreach.
 - b. Tenured and Tenure-track Faculty have three possible ranks:
 1. Assistant Professor (pre-tenure)
 2. Associate Professor (tenured)
 3. Full Professor (tenured)
 2. Contract/Continuing/Adjunct Faculty
 - a. Contract/Continuing/Adjunct Faculty normally have responsibilities for undergraduate teaching. Contract and continuing faculty may have some service responsibilities. In some cases, contract faculty appointments may include administrative and/or research (up to 15%) responsibilities.
 - b. Contract faculty are expected to have earned a terminal degree in their field of instruction.
 - c. Contract/Continuing/Adjunct Faculty with primarily teaching responsibilities have three possible ranks:
 1. Instructor
 2. Senior Instructor
 3. Master Instructor
 - d. Contract Faculty whose appointment also includes administrative and/or research (up to 15%) responsibilities have three possible ranks:

¹ The Board of Governors has exclusive legal authority over all departmental personnel decisions and has delegated that authority to the President of Colorado State University. Faculty personnel decisions at the departmental level regarding hiring, tenure, promotion and termination must be approved by higher authority according to the *Manual* and the *Code* of the university.

1. Assistant Teaching Professor
2. Associate Teaching Professor
3. Teaching Professor

B. Whenever a vacancy shall occur within the Department as a result of the creation of a new position, resignation, retirement or death, the Department Chair shall advise all members of the department (except those on leave and those who cannot be reached temporarily) of said vacancy and consult with the tenured and tenure-track members of the Department Council to determine the appropriate appointment type for the new position. Consistent with the goals of the University, priority will be given to tenured and tenure-track appointments.

C. Appointment of Tenured/Tenure-track Faculty

Whenever a tenured/tenure-track vacancy has been identified, the Chair shall:

1. advise the faculty and the dean of the College of the general areas of staffing needs;
2. consult with the Executive Committee and Departmental Council to determine the manner and priorities for requesting authorization to conduct a search;
3. appoint, with consultation from the Department Council, a search committee of tenured/tenure-track faculty to receive applications, recommendations, and other credentials; make all such materials available in a central file to other members of the faculty; and recommend individuals to the Chair and the department faculty for appointment;
4. recommend to the Dean a candidate to receive a regular appointment only after having received the advice and preferences of members of the Department Council.

D. Appointment of Contract and Continuing Faculty

Whenever a contract or continuing vacancy has been identified, the Chair shall::

1. advise the faculty and the dean of the College of the general areas of staffing needs;
2. consult with the Executive Committee and Departmental Council to determine the manner and priorities for requesting authorization to conduct a search;
3. appoint, with consultation from the Department Council, a search committee of tenured/tenure-track faculty and including at least one contract faculty member to receive applications, recommendations, and other credentials; make all such materials available in a central file to other members of the faculty; and recommend individuals to the Chair and the department faculty for appointment;
4. recommend to the Dean a candidate to receive a contract instructor or continuing faculty appointment only after having received the advice and preferences of members of the Department Council.

E. Summer Appointments

1. It shall be the duty of the Department Chair to arrange assignments and recommend individuals for summer appointments.
2. No person, irrespective of seniority, shall receive preference wherein he or she has held a department summer appointment during a term within the same or the previous summer session.

F. Adjunct Faculty Appointments

1. The Chair shall have the authority to hire adjunct faculty members to teach a course-by-course basis in accordance with provisions in E.2.1.5 of the *Manual*.

G. Advancement in Rank

1. Criteria for advancement in rank (promotion) shall be those found in the *Manual* (E.13), the Guidelines for Tenure and Promotion in the College of Liberal Arts Code (tenured/tenure-track faculty), the Guidelines for Advancement in Rank for Faculty (contract and continuing faculty) in the College of Liberal Arts Code, and the Framework document adopted by the departmental faculty of the Political Science Department and appended to this code.
2. The procedures to be followed for advancement in rank shall be those described in section E.13 of the *Manual*. It is the responsibility of the faculty member to initiate the process leading to a recommendation to grant or deny promotion. The faculty member should consult with the Department Chair before initiating the process. The Chair shall work with the candidate for promotion in compiling the candidate's file and with the Chair of the T&P Committee who shall call the first meeting of the promotion committee. At its first meeting after the candidate's file is ready for review, the Chair of the T&P Committee shall appoint a member of the committee to lead deliberations and produce the Committee's recommendation to the Department Chair on the granting or denying of promotion. The Department Chair shall ask the Promotion Committee to vote by ballot, but shall not participate in the Committee's vote. The Promotion Committee may ask the Department Chair to attend its meetings.

H. Tenure

1. The definition and rationale for tenure at Colorado State University are specified in section E.10 of the *Manual*.
2. It shall be the responsibility of the tenured members of the faculty to recommend faculty members for receipt or denial of tenure according to the policies and procedures specified in section E.10 of the *Manual*.
3. It is the responsibility of the Department Chair to initiate the process leading to a recommendation to grant or deny tenure. The Chair shall work with the candidate for tenure in compiling the candidate's file and with the Chair of the T&P Committee who shall call the first meeting of the promotion committee. At its first meeting after the candidate's file is ready for review, the Chair of the T&P Committee shall appoint a member of the committee to lead deliberations and produce the Committee's recommendation to the Department Chair on the granting or denying of tenure. The Department Chair shall ask the Tenure Committee to vote by ballot, but shall not participate in the Committee's vote. The Tenure Committee may ask the Department Chair to attend its meetings.
4. Guidelines for the granting of tenure are also found in the Guidelines for Tenure and Promotion in the College of Liberal Arts, appended to this code.

VII. DEPARTMENTAL STAFF

- A. It shall be the duty and prerogative of the Chair, acting in accordance with State Classified and University regulations, to employ, supervise, evaluate and dismiss from employment the regular Department secretaries and other professional and semi-professional staff employees of non-academic rank.

- B. With the consultation and consent of the Department Chair, it shall be the duty and prerogative of the project director, principal investigator, and other principals, acting in accordance with State Classified, University and Colorado State University research administration regulations, to employ, supervise, evaluate and dismiss from employment all secretaries, research assistants and other professional and semi-professional staff retained on funds derived from research grants and other sources outside of the Department expense budget.

VIII. STUDENT REPRESENTATION AND APPEALS

- A. One representative selected by undergraduate Political Science majors and one student selected by graduate Political Science students may attend Department Council meetings in non-voting status, except when personnel matters are to be discussed. Procedures must provide for open and broad participation and must be approved by the Department Council.
- B. One representative of graduate Political Science majors may be selected by the Department Chair to serve on a search committee for a tenured/tenure-track faculty in non-voting status.
- C. Student Grade Appeals

Student appeals of faculty grading decisions are governed by the procedures and standards set forth in Section I.7.1 of the *Manual*. An *ad hoc* Appeal Committee will be appointed to deal with each appeal individually. Appeals Committees shall be formed as follows:

1. The Department Chair shall appoint two members of the department faculty to serve on the Appeal Committee.
 2. The Dean of the College of Liberal Arts or his designee shall appoint an outside faculty member from within the College to serve as the voting chair of the committee.
 3. The Department Chair shall appoint two student members of the committee from among the current set of political science majors in good academic standing and having junior class status or higher. In case of appeals originating from undergraduate courses, at least one of the students shall be an undergraduate. In the case of appeals originating from graduate courses, both students shall be graduate students.
- D. Other Student Complaints and Grievances
1. Students who have complaints or grievances against faculty or staff members should first discuss their concerns with the individual in question.
 2. Problems or complaints may be pursued with the Department Chair. In those instances when the Chair can and so chooses, s/he will attempt to mediate the complaint.
 3. When this is not possible, the Chair shall request that the complaint be put in writing, shall notify the individual against whom the complaint is lodged and shall gather facts surrounding the complaint.
 4. The Executive Committee shall serve as an appeals committee when the Chair alone is unable to resolve the problem or chooses to solicit the advise of the Executive Committee. The Chair is not obligated to forward complaints to the Executive Committee, particularly if no Departmental action or response is to result, or if the Chair deems the complaint to be one that would not require subsequent action on the Chair's or Department's part.
 5. At the request of the Chair, the Executive Committee, or the student(s) concerned, a student may be added to the appeals committee. The student representative shall be the President of Pi Sigma Alpha or another officer of Pi Sigma Alpha, as designated by the

President, and shall have at least junior standing within the University if the appellant is an undergraduate and at least graduate student standing if the appellant is a graduate student. In the event that the Presidency of Pi Sigma Alpha is vacant or that the President of Pi Sigma Alpha is an interested party to the appeal in question, the Chair shall appoint a student member to an appeals committee.

6. Both the Chair and the Executive/Appeals Committee shall use established evidence as a basis for a response or recommendation regarding the complaint, giving due regard to principles of academic freedom, the rights of privacy of all parties involved and the policies and procedures of the University.
7. Every effort will be made to handle students' complaints and problems expeditiously. The Chair shall keep the written materials showing the disposition of the complaint.

IX. SELF-EVALUATION OF DEPARTMENTAL OPERATION

Evaluation of the performance of the Department in relation to its stated objectives is a continuous function on the part of each member of the Department. The Department shall initiate a formal self-study in accordance with procedures and schedules specified by the University.

X. CONFLICT OF INTEREST

All faculty members are expected to avoid placing themselves in positions of conflict of interest with respect to their professional roles and responsibilities.

XI. CODE REVIEW AND AMENDMENT

- A. The department Executive Committee shall review this *Code* in the year prior to the end of each term of the Department Chair and propose amendments as appropriate.
- B. This code may be amended by:
 1. Presentation of three members of the Department Council of a proposed amendment in writing to the Department Chair, who shall cause it to be circulated among all members of the Department faculty.
 2. Vote of a two-thirds majority of eligible faculty of the Department (as stipulated in the Manual, C.2.4.2.1.1 and C.2.4.2.a, b, and c) in regular staff session not later than four weeks following submission of the proposal to the Chair.

XII. EQUAL OPPORTUNITY

The Political Science Department adheres to a policy of equality of opportunity and nondiscrimination on the basis of race, color, religion, sex or national origin in its personnel policies, and in the recruitment of undergraduate students and recruitment and admission of students to graduate school.

It emphasizes merit and ability, while at the same time seeking through affirmative action to encourage the participation of women and minority groups in the programs and activities of the Department. It seeks through its personnel procedures to provide for equality of opportunity and equitable treatment for present and potential faculty and staff members.

XIII. Nothing within this code may be construed to be in conflict with the *University Code*.