

MISSION AND CODE



DEPARTMENT OF HEALTH AND EXERCISE SCIENCE

COLORADO STATE UNIVERSITY

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Mission

The mission of the Department is to discover new knowledge through excellence in research in the areas of health and exercise science, and to disseminate that knowledge through academic and outreach programs. Physical activity, wellness, and disease prevention concepts are central to the mission.

Goal

We are committed to our goal of producing nationally and internationally recognized research programs and graduates that focus on helping people protect, maintain, and improve their health and quality of life throughout the lifespan.



The Discovering Healthy Lifestyles tagline describes our commitment to the discovery of new knowledge, and the dissemination of that knowledge through academic and outreach programs.

The following operating guidelines outline and elaborate the Department's code and philosophy in as much as that code and philosophy adhere to the latest code of Colorado State University as set forth in the Academic Faculty and Administrative Professional Manual (AFAPM).

I. Objectives of the Department

A. To discover knowledge in health and exercise science through **research** by:

1. Producing nationally and internationally recognized research and scholarship.
2. Conducting theoretical, basic and applied research.
3. Recruiting, developing and retaining nationally and internationally known faculty.
4. Developing and maintaining world-class research facilities.
5. Active and aggressive external grant writing to support research programs.
6. Producing high quality graduate student research theses and dissertations.
7. Providing high quality undergraduate research experiences.

B. To **disseminate** current and relevant information via quality academic programs; to provide quality and meaningful hands on experiences for undergraduate and graduate students; and to provide high quality and meaningful outreach programs to:

1. Undergraduate majors who specialize in the departmental concentrations.
2. Students who wish to obtain a graduate degree in health and exercise science.
3. Non-majors who are completing University core requirements.
4. Non-majors who are enrolled in departmental courses.
5. Individuals and groups seeking education at a distance via the Division of Continuing Education.
6. Faculty, staff and community members via programs like the Adult Fitness Program, Faculty and Staff Fitness Program, Youth Sport Camps, and the Heart Disease Prevention Program.
7. New populations through the development of new high quality outreach programs for specific populations.
8. The community through public lectures and other means of dissemination.
9. Working professionals through continuing education courses, conferences and workshops.
10. The University “Wellness Cluster” in the Office of Student Affairs.

C. To provide high quality professional **service** through:

1. Service as officers and participation as active members of professional groups.
2. Service as professional peer reviewers for journals and funding agencies.
3. Service on University, college and departmental committees.
4. Community service on professionally related boards, task forces, work committees and coalitions.

II. Department Organization

The Department operates under a collegial system of faculty participation. Decisions of policy, program, and direction within the Department are the prerogative of the Departmental academic faculty as described in the AFAPM (C.2.4.2). Decisions in Departmental affairs shall be governed by majority vote of the eligible faculty and/or through committees and persons which are representative of the faculty and advisory to the department head. Department members eligible to vote in Departmental affairs which are not restricted by the AFAPM include all regular, special, and administrative professional faculty members who have full-time appointments.

- A. The department head is the administrative and academic officer in the Department and is the initial person in the administrative chain to the president. Departmental faculty and staff are responsible to him/her. The department head has the general responsibility for any faculty or staff activities which may affect the professional status of the Department or the best interests of the University.
1. The role of the department head is to administer the collegial decisions in a sensitive manner and to maintain appropriate communications with the University administration.
 2. The duties and responsibilities of the department head as specified in the AFAPM (C.2.6.2) include, but are not limited to, preparation of the departmental budget;

administration of and adherence to the departmental budget; evaluation of each departmental faculty member in accordance with the AFAPM; initiation of recommendations for appointments, reappointments, promotion and tenure of faculty; inform any faculty member denied tenure or reappointment of his/her rights and procedures for appealing decisions; assignment of space; management of academic and financial matters within the Department to promote student achievement; evaluation of funding requests made by faculty for travel and professional development based upon the merits of the request and availability of funds; adjustment of faculty loads and salaries consistent with experience, competence, capacity, productivity and aptitude of individual faculty members; assignment of summer school teaching loads based upon the most recent annual evaluation of teaching effectiveness, student and departmental needs; and preparation of reports requested by higher authorities.

3. The performance of the department head shall be evaluated annually as described in the AFAPM (C.2.7). The dean of the College of Applied Human Sciences initiates evaluation of the department head and may solicit and utilize information obtained from all faculty and staff members in the Department.
 4. The term of office of the department head shall be five years. By October 15 of the fifth year of incumbency the regular, full-time faculty shall be polled by the dean of the College of Applied Human Sciences to determine reappointment. Reappointment for additional terms of office is possible.
- B. The assistant department head will serve as executive when the department head is absent during the academic year and during the summer. Specific tasks of the assistant department head include, but are not limited to, preparation of institutional and departmental reports; overseeing the undergraduate advising system (including graduation applications, independent studies, transfer evaluations, and evaluation of transcripts for internal undergraduate transfers); evaluating continuing education requests and advising the department head on course/facility scheduling.
1. The assistant department head shall be nominated for appointment by the department head. This appointment must be approved by a majority of the voting faculty and will be for a three year term. The selection process for the assistant department head will be conducted no later than August of the academic year following the end of the three-year term of office. The assistant department head shall be eligible for reappointment.
 2. The assistant department head shall be evaluated annually by the department head.

C. Departmental Directors

1. The Department shall have the following directors:
 - a. Undergraduate Director. Coordinates all undergraduate concentrations, maintains up-to-date information regarding the undergraduate curriculum, coordinates activities in the HES Living Community, organizes undergraduate commencement receptions, provides leadership in maintaining a quality undergraduate curriculum, leads strategic

planning process for the undergraduate programs, reports annually to the department head and faculty on the state of the undergraduate programs.

- b. Graduate Director. Oversees the graduate program, does initial screening of graduate applicants, serves as initial academic advisor for all graduate students, up-dates and revises the graduate brochure and other information, leads strategic planning process for the graduate program, reports annually to the department head and faculty on the state of the graduate program, chairs the Graduate Committee.
 - c. Adult Fitness Director. Directs the adult fitness program, oversees other personnel and students involved with the program, responsible for the adult fitness budget, oversees the physical facilities for adult fitness, leads strategic planning for adult fitness, and coordinates adult fitness practicums.
 - d. Youth Sports Camp Director. Coordinates and oversees all aspects of the camps including marketing and hiring; assists in marketing of other HES programs.
 - e. Graduate Teaching Assistants Director. Coordinates Graduate Teaching Assistants (GTAs) and directs all aspects of the HES courses taught by GTAs and non-CSU instructors.
2. The undergraduate and graduate directors are appointed from tenure track faculty by the department head. The Adult Fitness Program, Youth Sports Camp and Graduate Teaching Assistants Directors are appointed by the department head. Duties as a director will be considered within the context of the total workload of the faculty member and time designated for these duties.

D. Departmental Concentration Coordinators

1. The department head shall appoint from the full-time faculty a coordinator for each of the undergraduate major concentrations. The duties as coordinator will be considered within the context of the total workload of the faculty member and time designated for these duties.
2. Duties: Each coordinator shall oversee the curriculum within his/her respective concentration (sports medicine, health promotion); maintain up-to-date information regarding that area's curriculum; serve as key academic and career advisor for the concentration; perform transfer evaluations and evaluation of transcripts for internal undergraduate transfers, complete graduation contracts and senior checks, authorize course substitutions, finalize all student-athlete academic progress reports, review undergraduate Outcome Assessment Surveys, provide leadership in maintaining a quality curriculum; report on the state of the concentration annually to the department head and the faculty.

E. Assessment Coordinator

1. The department head shall appoint an assessment coordinator from the full-time faculty.

2. Duties: The assessment coordinator shall oversee and be responsible for the departmental assessment process, act as liaison to the University assessment process, convene meetings of the Assessment Committee, maintain assessment records, and report to the Department and to the University as per the requirements of the University assessment process.

F. Departmental Staff

1. It shall be the duty and prerogative of the department head, acting in accordance with state classified and University regulations, to employ, supervise, evaluate and dismiss from employment the Department staff employees of non-academic rank.
2. In consultation with the department head, it shall be the duty and prerogative of the principal investigator, or project director, acting in accordance with Department, University, and state personnel regulations, to recommend employment or dismissal from employment, to supervise, and to evaluate all employees retained on funds derived from research grants and other sources outside the Department's expense budget.

G. Department Standing Committees

1. Assessment Committee

- a. The Assessment Committee shall consist of the assessment coordinator (serves as chair and convenes meetings) and the department head, assistant department head, undergraduate director, concentration coordinators, graduate director, coordinator of undergraduate advising and internships, student appointed by the department head, and an at large member from the faculty or staff appointed by the department head.
- b. The Assessment Committee shall meet at least once per year, review the assessment data, make recommendations to the faculty as to actions to be taken, oversee and evaluate such action items, and file reports as required by the University assessment process.

2. Graduate Committee

- a. The Graduate Committee shall consist of the graduate director (serves as chair and convenes meetings) and graduate faculty members as defined in Section IV of this code.
- b. The Graduate Committee shall meet at least once per year to address all issues relevant to the graduate program. The Graduate Committee shall make recommendations to the department head regarding curricular issues or other areas of concern relevant to the graduate program.

3. Grade Appeals Committee

- a. Students may appeal faculty grading decisions. The burden of proof, however, rests with the student to demonstrate that the grading decision was made on the basis of any of the following conditions:
 - (1) A grading decision was made on some basis other than performance and other than as a penalty for academic dishonesty.
 - (2) A grading decision was based upon standards unreasonably different from those which were applied to other students.
 - (3) A grading decision was based on a substantial, unreasonable, or unannounced departure from previously articulated standards.
- b. Procedures

Step 1. Before making an appeal, the student should discuss the situation with the faculty member involved in the grading decision.

Step 2. If, after discussion with the faculty member involved in the grading decision, the student is not satisfied with the outcome or decision, he/she shall submit a written request for an appeal to the department head. The request must set forth the basis for the appeal, identifying one of the three conditions set forth in [a. (1), (2), and (3)] above. This written request for an appeal must be submitted or postmarked, if mailed, no later than 30 calendar days after the first day of classes of the next regular semester following the date the grade was recorded. If no appeal is filed within this time period, the grade shall be considered final.

Step 3. Within 30 days of the receipt of such a written request an appeal, the department head shall forward the grievance materials to the faculty member involved and to the chairperson of the Grade Appeals Committee.

Step 4. The Grade Appeals Committee will review the written appeal and response of the faculty member(s) involved. They may elect to interview separately both the student and the faculty member or instructor before rendering a decision. The decision of the committee will be based upon whether one of the conditions for an appeal set forth above has been met. At the conclusion of the deliberations, the committee shall render one of the following decisions:

- (1) the original grading decision is upheld, or
- (2) the department head or his/her designee(s) will reevaluate the student's achievement of the instructional objectives of the course and assign a grade accordingly.

Step 5. Written notice of the committee's decision and the reasons for the decision normally will be sent to the student and the faculty member(s) or instructor(s) within 30 calendar days. The Grade Appeals Committee's decision is the final decision of the University. Written summaries of the hearing and decision, together with a rationale for that decision, shall be provided to the student and the faculty member who assigned the grade and shall be retained in the Department office for a period of one year.

c. Committee Membership

The committee shall be composed of three faculty members and two students.

(1) Faculty Membership

- (a) Two faculty members from within the Health and Exercise Science Department shall be elected by the entire department faculty and serve a 3-year term of office that will be staggered allowing for continuity on the committee. An outside faculty member, who shall serve as the voting chair, shall be selected by the department head.
- (b) In case of a conflict of interest or a member being absent from the University, an alternate faculty member will be appointed by the department head.

(2) Student Membership

- (a) The two student members shall be majors in the Health and Exercise Science Department, shall be in good academic standing and shall be representative of the concentration of the student requesting the review.
- (b) When needed for a review, two undergraduate student members will be elected by their peers in the respective senior seminar class.
- (c) When needed for a review, two graduate student members will be elected by a majority of the departmental graduate student membership.

4. Departmental Tenure and Promotion Committee

The Departmental Tenure and Promotion Committee will oversee all issues related to tenure, promotion and post-tenure review. The committee will review all non-tenured faculty each year and report to the department head as to progress toward tenure and promotion, with a recommendation as to reappointment. Should there be a minority opinion, this will be forwarded to the department head at the same time as the report from the committee. The committee will further be required to make a comprehensive review of candidates at the midpoint of the probationary period. Additionally, the committee will be responsible for making promotion recommendations for assistant professors and tenured Associate Professors as they apply for promotion to full professors. The committee has responsibilities associated with any Phase II reviews of tenured faculty. All of the previously mentioned committee processes, distribution of summary reports (i.e. committee and department head faculty reviews) and decisions will be guided by and adhere to the Department tenure and promotion document, "Guidelines for Faculty Reappointment, Promotion and Tenure" and University Tenure and Promotion Policies and Procedures as outlined in the AFAPM.

5. Awards and Scholarship Committee

- a. The Awards and Scholarship Committee shall consist of at least four representatives from the departmental faculty and staff who are appointed by the department head to represent the diversity of roles and appointments within the Department. The term of service shall be for three years and members may be reappointed to additional terms. One person shall be designated chair by the department head. In addition, the department head will designate one member of the committee to be the Department representative to the College Scholarship Committee.
- b. The Awards and Scholarship Committee will make recommendations to the department head as to likely candidates for any appropriate department, college, or University scholarship, awards and University awards and honors and to facilitate candidates and the Department in compiling quality applications. The Committee will meet at least once each semester, but as often as needed to respond to opportunities for scholarships, awards or honors. It is the purpose of the Awards and Scholarship Committee to facilitate recognition of the achievements of deserving faculty, staff and students, and to promote the recognition of Departmental accomplishments.

6. Curriculum Committee

The committee shall be composed of all faculty members. All requests for curriculum changes must be submitted in writing to the department head and faculty at least one week prior to a faculty meeting.

7. Research Advisory Committee

- a. The Research Advisory Committee shall consist of the graduate director; principal investigators of active externally funded grants, the HPCRL director, any faculty members with current membership on University Regulatory Compliance Committees, the departmental representative to the College Research Committee (who will serve as committee chair), and other faculty appointed by the department head.
- b. The Research Advisory Committee will serve in an advisory capacity to the department head regarding issues related to the research enterprise of the Department including but not limited to research space allocation, indirect costs allocation, shared equipment purchases, equipment maintenance, departmental research goals, incentives for external grant procurement, faculty research mentoring and graduate student research training and quality.

H. Departmental Meetings

1. A minimum of one departmental meeting shall be held each semester of the academic year, with written notice given at least one week in advance by the department head. Other departmental meetings may be called at more frequent intervals at the discretion of the department head.

2. The minutes of each department meeting shall be taken by a department staff member and archived in the departmental office.
3. A majority of the full-time faculty must be present to transact business. Written proxy votes from full-time members of the faculty will be accepted.

III. Academic Faculty

A. Definition of Academic Faculty

The academic faculty includes all personnel who carry academic rank (professor, associate professor, assistant professor, lecturer, instructor, faculty affiliate) according to the AFAPM.

B. Responsibilities of the Academic Faculty

Responsibilities of the academic faculty regarding their role as a professor and their teaching and classroom activities are given in the AFAPM. Expectations of faculty performance in teaching, scholarly activity and service are defined in the departmental publication “Guidelines for Faculty Reappointment, Promotion and Tenure”. Tenure track faculty (professor, associate professor, assistant professor) are bound by the departmental, college and University requirements for performance of duties and for promotion and tenure. Non-tenure track faculty (lecturer, instructor, faculty affiliate, transitional appointment, special and temporary appointment) are bound by the job definition under which they were appointed and by the yearly goal-setting process with the department head.

C. Guidelines on Teaching Responsibility

Teaching is the primary responsibility of the academic faculty and as such it is appropriate to set forth some specific responsibilities in the form of illustrative statements of desirable practice. These guidelines are not exhaustive.

1. Instructional Objectives

Faculty are responsible for orienting the content of the courses to the published official course descriptions.

2. Grading

The faculty member is responsible for the assignment of the final course grade. Graded examinations, papers, and other sources of evaluation will be available to the student for inspection and discussion. These should be graded promptly to make the results part of the student’s learning experience. The results of these evaluations will be retained for at least one semester to provide opportunity for review by the students.

3. Evaluation of Teaching

Each semester, faculty shall evaluate their teaching to improve the teaching/learning process. Student Course Survey (AFAPM) shall be given in all classes each semester as part of the standard teaching evaluation format according to the AFAPM. A designated student will administer the survey while the faculty member is not present. Then that student will either return the completed surveys in a sealed envelope to a pre-determined staff member in the main departmental office, deliver the surveys directly to Instructional Services A-71 Clark, or in the case of a night class the surveys will be deposited under the department head's office door. Completed surveys will be forwarded by departmental staff directly to Instructional Services. Results of both signed and unsigned student surveys will be sent directly to the faculty member who must then forward the original quantitative summary forms and all original individual response forms to the department head as soon as they are received. Results of the student course survey will be used in the annual evaluation process (Refer to Appendix A in this document). In addition to student course surveys, all faculty will be required to submit class syllabi from all courses taught, and a reflective teaching statement as the minimum for a teaching portfolio to be submitted as part of the tenure, promotion, annual evaluation and merit salary increase processes. The department head and/or other faculty, at the department head's request, may directly observe, either announced or unannounced, classroom and/or laboratory instruction and include these observations as part of annual evaluation of teaching effectiveness.

D. Attendance and Office Hours

Faculty members are expected to meet their classes at the regularly scheduled times. In case of illness or emergency the department head, or the assistant department head, or the departmental office should be notified promptly. The faculty member is responsible for obtaining a substitute when possible.

Time should be made available for student conferences. Office hours (a minimum of 5 hours per week) should be convenient to both student and instructor with the opportunity provided for prearranged appointments. Available office hours should be communicated to students and posted on the faculty member's office door.

E. Ethics

Members of the faculty are expected to think and act as a member of the academic profession. Special responsibilities, both specific and implicit, of an ethical and professional nature are involved. These include the requirement to be accurate, basing views upon scholarly preparation, and carefully identifying opinions or other extrapolations from such foundation. In particular, professional and ethical considerations require appropriate restraints upon such views, together with respect for the views advanced by colleagues.

Faculty and staff are expected to exercise accuracy, judgment, and restraint in public and University statements knowing that the profession and the University will be judged by such statements. Moreover, extreme care should be exercised to particularize such

statements as one's own, eliminating all possibilities for interpretation of such statements as official statements of the University.

In scholarly activity, faculty have the obligation to produce accurate, unbiased results. The role and contribution of authors must be negotiated prior to initiating the work and accurately reflected in the final product. Data should not be reproduced in more than one article (abstracts/proceedings, review articles usually excepted). All appropriate institutional clearances (Human Subjects Committee, Animal Use Committee, Biohazards Committee, etc.) should be obtained prior to beginning the project. These guidelines apply to graduate student research as well.

Professional conduct is considered an integral part of a healthy and productive academic environment. Faculty interactions with students, other faculty, staff, administrators, and the public are expected to be honest, ethical and conducted through proper channels. When instances of non-professional conduct occur, the department head should describe the situation in writing to the individual and place a copy in the personnel file. Non-professional conduct shall be a factor in the annual performance evaluation during the computation of the overall evaluation and shall be a consideration in the subsequent merit exercise.

F. Annual Faculty Evaluation

1. Consistent with the University AFAPM (C.2.5) and established procedures of the College of Applied Human Sciences, untenured and tenured faculty members shall have performance evaluated on a calendar year basis.
2. Evaluation shall be based upon faculty performance which includes teaching/advising/mentoring, scholarly activity, service and administrative duties. The faculty shall be fully advised concerning the methods and criteria used in the annual evaluation, the results of the evaluation and how the results of the evaluation will be utilized.
3. Annual goals and annual report: As part of the annual performance evaluation, a faculty member should prepare a plan for the upcoming year, including a statement of proposed goals and an overview of work responsibilities. The plan should include a statement on the distribution of work across teaching/advising/mentoring, research, and service as a percentage of time to be spent in each category. The average department workload in the College of Applied Human Sciences is 50-60% teaching, advising, mentoring; 25-35% research; and 10-15% service. The department head using the College of Applied Human Sciences workload guidelines as a model, shall distribute workloads within the department to achieve the most effective and efficient use of human resources while considering the talents and interests of individual faculty. The department head shall strive to diversify faculty workloads based on each faculty member's teaching and research productivity, as well as the individual's service load. Typically, higher performance expectations will be expected in a workload distribution area when the percent workload allocation is higher. Each faculty member shall be responsible for presenting the department head with these annual goals at the same time the annual

performance report is submitted. The annual performance report must be submitted by January 15th for the calendar year in reference. It is essential that faculty submit documentation as specified by the department head for inclusion in the annual performance report. Failure to do so will be reflected negatively in the annual performance report.

4. The department head shall evaluate each faculty member using the annual performance report. Criteria for the classification of performance achievement in teaching/advising/mentoring, scholarly activity, service and administrative duties for the annual performance evaluation and merit exercise are detailed in Appendix A, Guidelines to be used by the department head for the annual performance evaluation and merit exercise. The department head's annual evaluations will be used by the Departmental Tenure and Promotion Committee as one of the multiple components in their recommendation of untenured faculty seeking reappointment, promotion and tenure; in their recommendation of tenured faculty seeking promotion; and in their recommendation of tenured faculty under Phase II post-tenure review.
5. Before salary determinations for the subsequent academic year are made, the department head shall hold a conference with each faculty member to discuss the summary performance evaluation. The summary evaluation will be signed by the department head and by the faculty member. The faculty member shall receive a copy of the evaluation. The faculty member may append a statement that will also become a part of the permanent record. A copy of the annual report and the summary evaluation and statement shall be filed in office of the dean of the College of Applied Human Sciences.
6. Evaluation of teaching, advising and mentoring. Annual faculty teaching evaluations shall be carried out in accordance with the guidelines stated in this code (III. C.3). Advising/mentoring will be based upon both the quantity and quality of undergraduate advising, graduate student mentoring/advising and student input. The criteria for the department head's annual evaluation of faculty teaching, advising and mentoring are detailed in Appendix A of this code.
7. Evaluation of research, scholarship and creative activity. Annual faculty evaluations shall include evidence of research, scholarship and creative activities. The criteria for the department head's annual evaluation of faculty research, scholarship and creative activities are detailed in Appendix A of this code.
8. Evaluation of University/Professional service, outreach. Annual faculty evaluations shall include evidence of University/Professional service and outreach. The criteria for the department head's annual evaluation of faculty University/Professional service, outreach activities are detailed in Appendix A of this code.

G. Reappointment, Promotion and Tenure

The policies and procedures used by the Department of Health and Exercise Science for reappointment, promotion, tenure and post-tenure review are outlined in the Department's "Guidelines for Faculty Reappointment, Promotion and Tenure". The guidelines contained

therein are binding to all departmental faculty in a tenure track or tenured position. Contained within these guidelines are the requirements for the annual review of tenure track faculty, the comprehensive midpoint review of tenure track faculty and the comprehensive review of tenured faculty.

H. Post-Tenure Review

There will be a comprehensive performance review of tenured faculty as specified in the AFAPM and as detailed in the departmental tenure and promotion document. This performance review will occur every 5 years or sooner if there are two unsatisfactory annual reviews within any five year period. The departmental "Guidelines for Faculty Reappointment, Promotion and Tenure" document outlines the method of selection of the peer review committee for Phase II reviews, stipulates procedures assuring impartiality and lack of bias of the peer review committee, presents criteria and standards of evaluation for the Phase II review and identifies the types of information to be submitted by the faculty member.

I. Re-Hire Notification Policy for Non-Tenure Track Faculty

The department head shall notify all non-tenure track faculty of the intent to re-hire dependent upon availability of funds, a positive annual evaluation and ongoing need for the position, no later than March 15 of each calendar year.

J. Faculty Mentoring Program

The Department shall have a faculty mentoring program. Each new faculty will be assigned a faculty teaching/advising mentor and/or a faculty research mentor by the department head as deemed necessary by the department head or as requested by the faculty member. The service rendered by the faculty mentor will be evaluated by the department head and recognized in determining workload and in the annual review process.

The teaching/advising mentor will help the new faculty member with logistics, policy, schedules and other details as needed to enable the new faculty to prepare and carry out his/her teaching responsibilities. The teaching/advising mentor will also provide general guidance as to the teaching techniques and teaching quality of the new faculty. The teaching/advising mentor should visit the classroom, oversee the initial advising sessions, and provide feedback. The teaching/advising mentor shall report each semester to the department head as to the progress of the new faculty member. The teaching/advising mentor will provide this service for one year and then continue as requested by the department head and/or the new faculty member.

The research mentor will help the new faculty member with the logistics, policy, procedures, and other details as needed to enable the new faculty to carry out his/her research responsibilities. The research mentor will also provide general guidance as to the research process which is expected of the faculty member. The mentor can assist the new faculty in seeking funding for his/her research and in the publication of research results. The research mentor will also serve to assist the new faculty in the graduate program and

providing oversight to graduate student advising. The research mentor shall report each semester to the department head as to the progress of the new faculty. The research mentor will provide this service for one year and then continue as requested by the department head and/or the new faculty member.

K . Graduate Student Performance Evaluation

1. As stated in the Graduate and Professional Bulletin, to meet requirements for graduation and to remain in good academic standing, a student must demonstrate acceptable performance in coursework and satisfactory progress in the overall graduate program. Students on probation are subject to dismissal, in lieu of probation, upon finding that the student is making unsatisfactory progress toward the degree and that satisfactory progress cannot reasonably be anticipated.
2. Performance indicators that may lead to a recommendation for an immediate dismissal action may include, but are not limited to:
 - a. Failure to follow graduate advisor or Committee documented recommendations regarding specific academic tasks to be undertaken and completed, methodologies to be followed, documentation of work product, or writing as requested.
 - b. Documented instances of plagiarism by a graduate student including but not restricted to research (primary or secondary), falsification of research results, and/or written work presented for thesis, Plan B, or dissertation review to the student's advisor or Committee.
 - c. Poor or non-performance in a Graduate Teaching or Research Assistantship as documented by the student's supervisor or advisor.
 - d. Other acts that are deemed by the advisor or Committee to compromise the academic integrity of the program, e.g., cheating or conspiring to cheat, including acts which, by intent, limit other students to succeed in the program.

Graduate advisors shall inform their graduate advisees of the existence of the Graduate and Professional Bulletin and appropriate sections such as the 'Evaluation of Graduate Students' and 'Student Rights and Responsibilities.' Graduate students' familiarity with the Graduate and Professional Bulletin can also be encouraged through general graduate student advising.

3. Periodic evaluation of graduate student progress toward the Master of Science or Doctoral of Philosophy degree shall consist of grades in specified coursework plus any documented evidence of failure to comply with program, departmental, college, or University requirements. Additional documented evidence shall include, but is not restricted to, falsification of entrance exam scores, academic scores and/or results from any academic institutions, and falsifications of resumes.
4. Acts by graduate students, separate or outside their graduate program, may also result in a recommendation for dismissal by the Committee from departmental/college academic programs and/or the college and University. These include, but are not restricted to,

personal acts including documented threatening behavior to faculty, staff or others, physical violence, destruction of University property, participation in illegal activities or activities harmful to the University, plus other threatening, destructive, or harmful acts of a non-professional nature.

5. Students who have a contract for a Graduate Teaching Assistantship or Graduate Research Assistantship may have that contract terminated or not renewed for reasons of non-performance or poor performance. Documented examples of the non-performance/poor performance may include, but are not limited to, attendance problems, ASCSU evaluations, supervisor evaluations, advisor evaluations, or student complaints. The mechanisms for termination may be found in the Graduate and Professional Bulletin.
6. At any time in which the student's performance may be subject to question to the extent that dismissal is potentially being considered, a formal review and performance evaluation may be conducted by the student's graduate advisor, assistantship advisor, graduate committee, and/or department head. The student shall be advised as to all relevant concerns with an attempt to seek a positive resolution of issues. Failing to seek a positive resolution of issues, any action to recommend dismissal of a graduate student shall be communicated both orally and in writing with specific actions or non-actions resulting in a recommendation to dismiss provided to the student in a timely manner. In any instance where there is a recommendation to terminate a graduate student's participation in the graduate program, or dismissal that is the result of any of the conditions listed in the Graduate and Professional Bulletin under the section 'Graduate School Appeals Procedure,' the appeals procedures detailed in this section shall be applicable.

IV. Graduate Faculty

A. Duties and Responsibilities

1. The graduate faculty is responsible for evaluating the graduate curriculum and other relevant program items and making changes to the curriculum or program when necessary and appropriate. Graduate curricular and program changes are submitted to the general departmental faculty for discussion and approval.
2. Associate and full graduate faculty members may teach graduate classes and serve as a member on both Master's and Doctoral student committees. Affiliate graduate faculty members shall be eligible to serve only on Master's student committees, but do not normally teach graduate classes.
3. Full graduate faculty members shall be eligible to chair both Master's and Doctoral graduate student committees (i.e. serve as the graduate student adviser). Associate graduate faculty members may only co-chair Master's and Doctoral graduate student committees (i.e. serve as co-adviser). Affiliate graduate faculty members may neither chair nor co-chair Master's or Doctoral graduate student committees.

B. Graduate Faculty Membership

Members of the departmental academic faculty (professor, associate professor, assistant professor, administrative professional with joint academic appointment at the rank of professor, associate professor, or assistant professor) are eligible for associate or full membership of the graduate faculty, as described below. Individuals with faculty affiliate appointments who meet the criteria for either associate or full graduate faculty member can be considered for associate graduate faculty membership only (co-chair graduate student committees and serve on graduate student committees), as per the Graduate and Professional Bulletin. Application for membership is initiated by the faculty member or by a member of the graduate faculty.

Graduate Faculty Membership criteria:

1. Full Graduate Faculty Member
 - a. Possession of an earned doctorate.
 - b. Teaching experience, preferably at the University level.
 - c. Proven competence in mentoring graduate level research to completion of a degree.
 - d. Research or creative experience, and/or publications over and above the requirements for the terminal degree.

2. Associate Graduate Faculty Member
 - a. Possession of an earned doctorate.
 - b. Academic competence and/or professional experience required for teaching at the graduate level.

3. Affiliate Graduate Faculty Membership
 - a. Affiliate graduate faculty membership may be granted to those departmental academic faculty (professor, associate professor, assistant professor, lecturer, instructor, faculty affiliate, administrative professional with joint academic appointment at the rank of professor, associate professor, or assistant professor) who do not meet the criteria for either associate or full membership but who have qualifications of value to service on graduate student committees and/or of value to teaching in the graduate curriculum.
 - b. Affiliate graduate faculty members must have a graduate degree, and must hold a graduate degree equivalent to, or higher than, the level of the degree sought by the student in order to serve on the graduate student committee.

C. Appointment

1. Appointment for full graduate faculty member status requires a 2/3 vote of the graduate faculty and will be for the duration of employment within the Department, unless membership is terminated by 2/3 vote of the graduate faculty.

2. Appointment for associate graduate faculty member status requires a 2/3 vote of the graduate faculty and will be for an initial three year period. Associate members (other than faculty affiliates) may apply for full graduate faculty membership upon successful mentoring (as a co-advisor) of a graduate student through completion of their degree.

Associate members may apply for a second three year appointment at the associate member level after the initial three year period. Re-appointment requires a 2/3 positive vote from the graduate faculty. Additional re-appointments at the associate member level will be considered, but are not guaranteed. Faculty affiliates may be granted associate graduate faculty member status for the duration of their affiliation with the Department by 2/3 vote of the graduate faculty; and, this appointment can be revoked by 2/3 vote of the graduate faculty.

3. Appointment for affiliate graduate faculty member status requires a 2/3 vote of the graduate faculty and will be for the duration of employment within the Department. However, this appointment can be revoked by a 2/3 vote of the graduate faculty members.
- D. The graduate faculty may be convened by the department head or the graduate program director as needed to transact business.

V. Review of Candidates for Positions

- A. Employment of new full-time faculty shall be initiated by the department head following consultation with the voting faculty and faculty members representing the various departmental programs as to the specific needs of the Department. All departmental procedures for the advertisement for and selection of new faculty members will be consistent with guidelines found in the AFAPM, the Affirmative Action Manual, and in consultation with the Coordinator of Equal Opportunity for the College of Applied Human Sciences. The Board of Governors has exclusive power over all personnel decisions and this authority has been delegated to the University President (including hiring, termination, and tenure). However, faculty and other administrators are expected to make recommendations in these matters.
- B. A search committee composed of faculty members representative of the diversity of academic, cultural, gender and appointment types of the Department shall be appointed by the department head. Representatives outside the Department may be invited to join the committee.
- C. The search committee shall be responsible for advertising, preparing a rating sheet and screening the credentials of the applicants.
- D. Affirmative Action policies of the University shall be followed by the Department as set forth in the AFAPM and in the Affirmative Action Manual.
- E. The search committee shall identify a group of semifinalists and determine additional information to be used for further screening i.e. reference letters, calls to former employers, and/or videotapes of teaching.
- F. The committee shall submit a selected number of candidates to the department head listing strengths and concerns.

- G. The committee shall schedule candidate interviews in consultation with the department head.
- H. Credentials of the candidates to be interviewed shall be made available for review by the entire departmental faculty.
- I. Following the interviews and after receiving input from the faculty, the search committee shall submit a list of strengths and concerns for each finalist to the department head, who in turn will recommend the person(s) to the dean.

VI. Faculty Grievance Procedures

- A. The offended party will initiate the grievance procedures by notifying the individual charged with the offense, for redress or reconciliation. The grievance shall be submitted in writing, as defined in the AFAPM, to both the offending individual and department head. If the department head is the offending party, the department head must be consulted first for possible resolution.
- B. The department head will meet with both parties to discuss the nature of the grievance and possible reconciliation. If the grievance is resolved during this informal meeting, the department head will submit a summary of the decisions and recommendations to both parties for their records. The department head will also retain a copy of the agreement and recommendations for record keeping purposes.
- C. If the grievance cannot be resolved at the department head level, an informal meeting will be held with an objective third party (dean, etc.) to offer advice to both parties.
- D. All other grievance procedures will follow those outlined in the AFAPM.

VII. Departmental Self-Evaluation

- A. The Department self-evaluation shall be held in accordance with policies in the Academic Faculty and Administrative Professional Manual and follows procedures adopted by the Provost Office.
- B. Departmental operations to be evaluated shall include undergraduate and graduate teaching, research, extension, and other programs according to the objectives of the Department. With the participation and cooperation of the department head and faculty, the College dean appoints and charges a Department Review Committee and designates a chair. The committee shall conduct the self study and compile the written report. Prior to transmission of the report above the Department level, a 2/3 majority of the qualified voting faculty members (as defined in AFAPM) must approve the report.

VIII. Review and Amendment of Departmental Code

- A. A review of the Department code shall be conducted in the year prior to the end of each term of the department head.
- B. The Departmental Code may be amended by a 2/3 majority vote of the tenured and tenure track faculty who have served in the Department for a period of at least one year.
- C. Expedited updates: Given that the College Code and AFAPM supersede the department code; any changes to College Code and AFAPM can be automatically incorporated into the department code with such changes shared with the faculty electronically. After 14 days these edits/updates become official unless any opposition to such is expressed to the department head in writing; thereby, reverting the process for amending the code back to item B above.

IX. Other Departmental Policies

- A. Departmental policies and forms not included in this code, which deal with ongoing administration of the Department, will be housed in the departmental office.

Appendix A

Guidelines to be used by the department head for the Annual Performance Evaluation and Merit Exercise

Appendix A contains two documents (Faculty Annual Evaluation Performance Rating System, and General Guidelines for the Annual Merit Exercise).

Note: To achieve each qualitative rating in a performance area and the lowest numeric score within the qualitative rating, faculty must accomplish the bolded criteria. The numeric score is increased based on the quantity and quality of work accomplished and/or by achieving items in parentheses.

Note: When an individual has a large proportion of workload in a given area, expectations for performance to achieve each qualitative rating (superior, exceeds expectations, etc.) will increase.

FACULTY ANNUAL PERFORMANCE EVALUATION RATING SYSTEM

Instruction/Advising/Mentoring:

- 8.51 – 10 S** **Extraordinary productivity, projects, and/or awards, exceptional student course evaluations in addition to EE criteria.** (acquisition and implementation of a teaching grant, publication or production of pedagogical materials, teaching and advising awards, receipt of significant awards by mentored students, innovations in advising in addition to **ME**).
- 6.51– 8.5 EE** **Excellent student course evaluations, active in improving teaching effectiveness, advising expectations met as in ME and/or, significant evidence for mentoring of graduate student research,** (submission of teaching grants, teaching and advising workshop attendance, publication or production of new pedagogical materials).
- 4.51 – 6.5 ME** **Student course evaluations must be average (± 1 S.D.) for the unit, positive department head observations of teaching if conducted, course syllabi reflective of appropriate content, evidence of effective mentoring of graduate student research, maintain appropriate office hours (punctual and available), notify appropriate staff when away during office and advising hours, positive feedback on student advising evaluations, accurate advising and maintaining advising files appropriately.**
- 2.51 – 4.5 NI** **Student course evaluations below average for the unit, ineffective in achieving course objectives, materials and student input indicate a failure to demonstrate proper preparation for and delivery of instruction, ineffective in some aspects of advising as described in ME, low quantity and/or quality of graduate student research mentoring.**
- 0 – 2.5 U** **Unsatisfactory teaching, and/or advising and mentoring, student course evaluations poor compared to peers.** For example, negative input from students and faculty peers, failure to meet classes as assigned, very low involvement with graduate student mentoring, poor student advising evaluations compared to faculty peers.

Research/ Scholarship/ Creative Activity:

- 8.5 – 10 S** **Extensive full-length publications in, rigorously refereed, high quality national/international journals, and/or quality book or monograph from a non-custom publisher, award of a new large(>\$20,000) external grant, multiple new external grants with a total value >\$20,000,** (publication of invited review papers in prestigious peer reviewed journals, active external grant, recipient of a faculty, regional or national research award, designation as a scholar lecturer at a

regional level or above in a professional organization, invited symposium speaker at a regional or above professional meeting, invited research seminar speaker at another University or CSU Department.

Note: Institute of Scientific Information (ISI) indicators (impact factor, immediacy index, and cited half-life) of the citation record of journal articles over time, along with article acceptance rates and other measures may be used to indicate a journal's quality within the context of the applicable subject area.

- 6.51 – 8.5 EE** **Full-length refereed publications in high quality journals, or quality book/monograph or book chapter(s) in addition to ME** (award of a new external grant, active external grant).
- 4.51 – 6.5** **Minimum of one full-length refereed journal (low impact factor) publication, refereed ME abstracts and/or proceedings publications, national and/or international refereed research presentations** (award of an internal research grant, submission of an external grant to government agency, other significant research activity).
- 2.51 – 4.5 NI** **One or more state/regional refereed publications, published abstracts and proceedings, refereed research presentations, submission of an internal research grant.**
- O – 2.5 U** **Not actively engaged in research/scholarly activity.** (For example, no full-length publications, no refereed research presentations, no external grants awarded or submitted to an agency).

Service/Outreach:

- 8.51 – 10 S** **Significant national professional service, significant University service, significant community service related to professional area in addition to EE** (acquisition of service grant(s), service award recipient, and other outstanding service contributions).
- 6.51 – 8.5 EE** **Strong role in professional leadership in area of interest, frequent reviewer for professional journals in addition to ME,** (grant reviewer, submission of a service grant, strong community service related to profession, active participant in organizing and presiding at professional meetings).
- 4.51 – 6.5 ME** **Active and productive contribution in University/school/Department committee work, active in professional service, active member of relevant professional societies.**
- 2.51 – 4.5 NI** **Quality committee work in Department, active in community work related to profession.**
- 0 – 2.5 U** **Meager contribution: failure to attend committee meetings or contribute, very little evidence of professional activity**

Other: This rating is incorporated into the service areas for those with administrative assignments:

- 8.51 – 10 S** Superior performance in assigned areas not classifiable as teaching/scholarly productivity. Completion of all assigned tasks with highest effectiveness.
- 6.51 – 8.5 EE** Clearly exceeds expectations for performance in assigned areas. Tasks completed in a timely fashion, pre-stated goals and objectives met.
- 4.51 – 6.5 ME** Competent performance in assigned areas, normal expectations achieved and most goals and objectives met.
- 2.51 – 4.5 NI** Poor performance in assigned areas, normal expectations not met and major objectives not achieved.

0 – 2.5 Unsatisfactory performance. Reassignment clearly necessary.
U

Types of activities in the Other category:

acting administrator	laboratory administration	clinical responsibilities
fund raising	undergraduate director	graduate director
activity program director	adult fitness director	concentration coordinator
assistant department head	grant administration	advising/internship director

KEY: **S** – superior **EE** – exceeds expectations **ME** – meets expectations
NI – needs improvement **U** - unsatisfactory

General Guidelines for the Annual Merit Salary Exercise:

Raises for faculty and administrative professionals for whom unrestricted funds (for merit awards) have been provided by the University, shall be distributed by the department head, using the following system:

1. First, the qualitative statements in each category derived from the Faculty Annual Performance Rating System shall be converted to a 10-point scale using the scale below and a total performance score calculated for each person.

Superior	8.51 – 10
Exceeds Expectations	6.51 – 8.5
Meets Expectations	4.51 – 6.5
Needs Improvement	2.51 – 4.5
Unsatisfactory	0.00 – 2.5

2. Next, **tenured and tenure track** faculty will be listed from highest to lowest performance score. Consistent with a desire to have a system which rewards meritorious performance and longevity a two-component model will be used. For the first component, approximately one-half the total raise pool will be awarded by dividing the total raise percentage given to the total Department, by two. This percentage raise will then be awarded to the person(s) at the mid-point of the performance score distribution. Then a percentage factor determined by the department head (for example 0.2%) which seems appropriate based on the distribution of scores will be progressively added for those above and subtracted for those below the mid-point. The percentage for each person is then multiplied by their current salary to calculate this component of the salary increase. This portion of the process rewards both longevity (those with higher salaries because it is based on a percentage) and merit because the percentage is based on the performance scores.

The second component is an award of an absolute amount of merit from the lowest to highest performance score groupings in ascending increments determined by the department head, beginning with the first person who achieved a meets expectations or above overall performance rating.

Finally, at the discretion of the department head, special additional amounts may be rewarded for significant activities (such as obtaining major external grants) the Department is trying to promote over a series of years.

3. For individuals on **administrative professional and special appointments, specific** absolute salary adjustments will be made based on availability of funds and the annual performance evaluation overall score, type of position, magnitude of last adjustment, etc. The annual performance evaluation shall carry the greatest weight in this determination.
- * **During the annual evaluation and merit processes, at the discretion of the department head, he/she may request that a three member subcommittee be elected by the Tenure and Promotion Committee from among its membership to act in an advisory capacity to the department head.**

Appendix B

Departmental Criteria to be used in Evaluating and Recommending Sabbatical Leaves.

General policies regarding sabbatical leaves are outlined in the Academic Faculty and Administrative Professional Manual. **In addition, the following websites should be accessed for the most current sabbatical information. The latest manual information is available at:** <http://www.colostate.edu/Orgs/FacultyCouncil/section#F.3.4>

The location for the sabbatical application form is: <http://www.colostate.edu/Depts/AcadAffairs/7sabform>

College of Applied Human Sciences information regarding sabbatical leaves is presented in the College of Applied Human Sciences Code, Section VIII. Sabbatical Leave: Criteria, Policies and Guidelines. **Details and suggestions regarding the preparation of sabbatical applications and follow-up reports can be found in Appendix A of the College Code. Presently this information and the College Code can be accessed using the AHS e-mail system under “public folders”.**

The policy of the Department shall be to use the mandated criteria listed in the College of Applied Human Sciences Code Section VIII (sub heading Criteria – Department/School Recommendation). In addition, other criteria used by the Department shall be:

1. The applicant shall have demonstrated positive annual evaluations for the three years prior to submission of the sabbatical application (positive means achieving at least a Meets Expectations overall rating for the three- year period).

The department head, with approval of a majority of the tenured faculty, may waive requirement one above if the sabbatical is used as part of a formal professional development plan linked to post tenure review.