

- i. The divisions and will share with the faculty and staff before implementation of the strategies and initiatives that may be promoted.
- ii. The division program heads will keep the faculty informed of the ongoing state of the budget, calendar and production deadlines, scheduling, course load distributions, and all related matters of professional interest and concern.
- iii. The division program heads will develop an instructional schedule for each eligible faculty member, in consultation with that member, which not only assures maximum convenience and productivity in the member's execution of teaching, research, and service responsibilities but also takes into account the needs of students and any scheduling requirements of the University.
- iv. The division program heads, after reviewing confidential faculty annual activity reports, will provide copies of their reviews to the director along with recommendations for approval in the ranking evaluation and merit award process.
- v. For the recruitment of new divisional faculty or staff, the director, in consultation with the applicable division program head, shall appoint a search committee comprised of three divisional faculty and/or staff to review candidates for new and vacated faculty positions in accordance with extant procedures of the University. For searches for tenure5 track faculty, the chair of those search committees shall be a tenured or tenure5 track faculty from the appropriate area of the divisions. Normally, search committees for faculty will be comprised of tenured or tenure5 track faculty members.
- vi. The applicable division program head shall call regular meetings of the faculty and staff in their discrete programs, solicit agenda items from the attendees and provide written notice and an agenda in advance.
- vii. The division program heads or their designees shall determine student scholarships and awards using criteria from the fund agreement. The faculty or the delegated teaching staff shall determine production assignments and production calendars.

C. SECTION III: Tenure and Promotion

1. Promotion and Tenure Committee

- i. The divisional Promotion and Tenure Committee shall consist of all members of the tenured divisional faculty who are at or above the rank of the person being considered. Until such time the divisions attain department status, the divisional Promotion and Tenure Committee shall also include three faculty members at or above the rank of the faculty member being reviewed, outside of the theatre and dance faculty. Theatre and dance faculty may designate two or three faculty members from music, art, or any faculty member, regardless of department affiliation, whose research and creative work is related or parallel to the faculty member being considered. Participation of faculty from outside of the division is voluntary.
- ii. If the consideration is tenure, the divisional Promotion and Tenure Committee shall consist of all tenured members of the faculty with the rank of associate or full professor, provided the person being considered for tenure is an assistant professor. If the consideration for tenure-track faculty is promotion to associate professor, the divisional Promotion and Tenure Committee shall consist of all tenured associate and full

professors. If the consideration for tenure-track faculty is promotion to full professor or tenure of a person holding the rank of full professor, the committee shall consist of all tenured full professors. The chair of the divisional Promotion and Tenure Committee shall be appointed by the applicable division program head, who will report the recommendation of the divisional Promotion and Tenure Committee to the director.

- iii. The committee shall evaluate tenure-track and tenured faculty members for tenure and promotion at the end of appropriate probationary periods and make recommendations accordingly consistent with Article VI, C.5. and C.6. of this code; shall make yearly recommendations identifying satisfactory or unsatisfactory progress of all non-tenured, tenure-track faculty toward tenure; shall make recommendations in conference with the director for renewal or denial of reappointment of tenure-track faculty consistent with Article VI, C.6 of this code; shall conduct a comprehensive review and third-year reappointment of tenure-track faculty at the midpoint of the probationary period as identified in the *Manual*, E.14.1. and Article VI, C.6.vii. of this code; and shall provide comment for post-tenure review consistent with the *Manual*.
- iv. Promotion of non-tenure track faculty shall be in accordance with Article III, Section II. of this code.

2. Faculty Effort Distribution

- i. All faculty members shall assume responsibility for fulfilling their duties in areas of teaching, research, and service consistent with the mission of the University. In addition, each faculty member shares the obligation of implementing and advancing divisional and departmental goals and objectives.
- ii. Effort distributions may vary among individual faculty members in ways that reflect their distinctive contributions to the institutional mission.
- iii. Typically, tenured and tenure-track faculty, will have a distribution of 50% effort in teaching is associated with an academic year assignment of the equivalent of five 3-credit Type-A (or 15 credits) plus advising and other Type-B activities (for instance, but not limited to production supervision, production attendance, production meetings, capstone reviews, annual portfolio and progress reviews (see *Manual*).
- iv. Contract, continuing, and adjunct faculty will typically have a distribution of 100% in teaching, with an academic year assignment of up to the equivalent of eight 3-credit Type-A courses (or 24 faculty workload credits), depending on their percentage of employment.
- v. Typically, tenured and tenure-track faculty will also have a distribution of 35% effort expectation in research and scholarly/creative activity. A 35% effort distribution for research implies an expectation of sustained scholarly/creative activity and productivity (see definitions and expectations in Article VI, C. of this code).
- vi. Contract, continuing, and adjunct faculty may have a distribution of effort in research/creative activity, according to divisional and school goals. This research/creative activity should be directly connected with the faculty member's teaching focus, and normally will not exceed 15% of the overall effort distribution. An effort distribution for research/creative activity implies an expectation of sustained scholarly/creative activity and productivity (see definitions and expectations in Article VI, C. of this code).
- vii. Typically, tenured and tenure-track faculty will also have a distribution of 15% effort in service and outreach, best reflected in a balanced contribution of committees and activities within the discipline, the institution, the school, the division, and the community.
- viii. Contract, continuing, and adjunct faculty may have a distribution of effort in service/outreach/engagement, best reflected in a balanced contribution of committees and activities within the discipline, the institution, the school, the division, and the

community. This service/outreach/engagement normally will not exceed 10 to 15% of the overall effort distribution.

- ix. Tenured, tenure-track, contract, continuing, and adjunct faculty may have a distribution of effort in administration, according to divisional and school goals. An administrative assignment may approach 75% to 80% of the overall effort distribution.
- x. Proposed changes in percentage expectations must be proposed to and agreed by each member of the division faculty in writing.

3. Faculty Conduct

All faculty and staff shall assume responsibility for conducting themselves in a professional manner.

4. Candidate Review and Faculty Selection Procedure

- i. The applicable division program head, in consultation with the director, shall appoint a search committee as detailed in Article VI, Section II.2.vi. of this code for new and vacated faculty positions.
- ii. The committee, in consultation with the eligible faculty, shall prepare and distribute a position announcement and solicit applications in accordance with extant procedures of the University.
- iii. The committee shall review candidates in accordance with extant procedures of the University. Normally, for tenure track searches, all tenured and tenure-track faculty members, as permissible by legal ruling, are eligible to review files and participate in decisions to select semi-finalists and finalists for the position. In the event the assessment of a tenure-track applicant pool requires the specific expertise of a non-tenure track faculty member, the committee may include non-tenure track faculty members as appropriate, ex officio.
- iv. For non-tenure track searches, all tenured, tenure-track, contract, and continuing faculty are eligible to review files and participate in decisions to select semi-finalists and finalists for the position.
- v. All tenured, tenure-track, contract, continuing, and adjunct faculty may participate or observe interviews.
- vi. Faculty members with apparent conflicts of interest with any aspect of the search shall recuse themselves from the process. Questions arising regarding apparent conflicts of interest will be addressed by the director, the dean of CLA, and/or the Office of Equal Opportunity, where applicable.
- vii. The committee shall recommend to the tenured and tenure-track faculty of the division, and to the director, who shall operate as a committee of the whole, a slate of semi-finalists or finalists for the position, as seems appropriate given the pool, time deadlines, the nature of the position, and other considerations.
- viii. The committee of the whole shall determine their choice for new tenure-track faculty and the director shall make that recommendation to the Colorado State University Board of Governors, with whom power for all personnel decisions rests.

5. Performance Expectations for Promotion, Tenure, and Merit Salary Increase

- i. Teaching and Advising
 - 1. To achieve tenure and/or promotion in rank, a faculty member must be a successful teacher and adviser.
 - a. Successful teaching involves a command of the material, skilled presentation and classroom management, and the ability to educate appropriately at all levels of the university (100-400 level classes).

Teaching skills include, but are not limited to, logical organization of material, clear explanations, interesting and relevant examples, a lively and engaging delivery style, the ability to guide discussion to cover the material and accomplish learning objectives, answering questions clearly, integrating student comments into the point under discussion, encouraging student involvement in learning, being supportive of student efforts, and providing clear feedback on their performance and an unbiased evaluation of their work.

- b. Successful advising is also integral to the divisions' education of its students. It involves thorough knowledge of policies, procedures, and requirements; attention to detail; being available for students by appointment and during office hours as well as on occasion when they drop by; listening; providing guidance regarding courses, programs of study, and careers; encouraging them to make their own decisions, and leading them to accept responsibility.
- c. The current teaching load of a faculty member whose effort distribution is 50% teaching, 35% research or creative activity, 15% service, is the equivalent of five Type-A classes annually. Workload distribution may be adjusted to allow for more teaching or less research or creative activity as needed. Non-tenure track faculty members may have a teaching effort distribution of up to 100% teaching.

ii. Research and/or Creative Activity

1. Faculty members within the division with research/creative activity as a condition of employment are expected to conduct ongoing significant research and/or creative activity within their area of creative work at the level to which they were promoted to their current rank. Additionally, it is expected that faculty will continue participation in such organizations as USITT, TCG, ATHE, LDI, ACDA, NDEO, and other such national meetings and conferences. Awards and distinctions from the Kennedy Center American College Theatre Festival (KCACTF) and American College Dance Association (ACDA) will be counted as juried publications in a major national journal. Creative work produced at CSU will count as research/creative activity if it is 1) original choreography, 2) a world premiere production of a new play or translation or adaptation, or 3), a premiere of a significant rewrite of a new play or translation by its original author or translator.
 - a. Scholarly Research: The faculty shall demonstrate a sustained effort that results in consistent publications in various stages of development at any one time. Such research appears in established international, national, and regional journals and/or published by recognized publishing houses in the field, or other recognized, refereed outlets. This research may be supported by external funding, enhancing the reputation of the researcher as well as the school, division, and the University. The successful researcher must be capable of conducting self-directed research, demonstrate independent thought, intellectual growth and refinement, and make well-developed, articulate, and in-depth contributions as an individual author or collaborator. Scholarly work will be considered annually, in a one-year cycle.
 - b. Professional Creative Work (acting, directing, criticism, choreography, design, performance): The nature of that work shall be consistent with the level of work by other professionals in that field occurring at highly-visible venues or with highly-visible collaborators in the local and

regional (assistant and associate professors), or national and international (full professors) arenas. Productions directed or designed at CSU do not normally count as professional creative activity but count as teaching (TH 400). For CSU productions to count as professional creative activity, such productions shall be premieres of new works, adaptations, translations. Professional creative work will be considered in a two-year cycle for associate professors and in a three-year cycle for full professors, although the annual assessment will indicate progress toward the cycle of creative work.

- c. Research Practitioner: A faculty member's "practice-led research" will be a blend of (a) and (b) (see Article VI, C. of this code). Particular emphasis is placed on how the research conclusions are disseminated and in what forum. Practice-led research will be considered in a two-year cycle for associate professors and in a three-year cycle for full professors, although the annual assessment will indicate progress toward the cycle of such work.

- iii. Service/Outreach/Engagement

- 1. Successful service enhances the division, school, college, University, community, and our associations as well as the reputation of the individual, division, school, college, University, community, and the discipline. Successful service leads to the development of a network of contacts who can be called upon for assistance in such tasks as graduate committee membership and paper reviewing. Such service should be distributed so that contributions are made in all areas.
- 2. Faculty members with an effort distribution that includes service/outreach/engagement as condition of employment shall be evaluated according to the quantity and/or quality of service/outreach/engagement as related to the mission and goals of the Divisions of Theatre and Dance, SMTD, CLA, and the University. See Article VI, C. of this code regarding specific details regarding the assessment of faculty activity in service/outreach/engagement.

- iv. Engaged Scholarship. The majority of theatre and dance faculty members are engaged in activities that could be assessed in any of the three areas of effort distribution above or all three combined. Research and creative activity in theatre and dance regularly crosses over into the teaching or service areas. In many cases, this scholarship or creative activity provides the community and the public at large with solutions to issues and problems related to theatre and dance performance, design, stagecraft, choreography, play writing, history, and dramaturgy as well as the universal challenges related to diversity and inclusive excellence. In this regard, engaged scholarship is regarded as a vital element in many theatre and dance faculty advancement portfolios, and should be considered appropriately in the assessment of the portfolio, according to the focus of a specific faculty member.

- v. Annual Performance Review and Merit Salary Increase (Salary Exercise): For specific policies and procedures for the annual performance review, please refer to Article III, C. of this code.

6. Guidelines for Promotion and Tenure

- i. General Policy

- 1. The *Manual*, C.2.5., requires that "the evaluation of faculty shall be based on qualitative and quantitative assessments of the faculty member's fulfillment of

responsibilities to the university during the period of the evaluation" in each of the areas of professional responsibility. As stipulated in the *Manual*, C.2.5., "assessment of the quality of faculty performance requires careful and critical review, necessarily involving judgments, and should never be reduced to purely quantitative measures." The *Manual* also requires that "the criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area" and that "reviews of performance must be based upon the faculty member's effort distribution in each of the areas of responsibility" (see the *Manual*, E.12.2, E.14., and E.9.).

2. All faculty members being recommended for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration. Recommendation for tenure shall require clear evidence of effectiveness and promise of continuing growth in teaching and advising, contributions in scholarship/creative activity, and involvement and effectiveness in institutional and professional public service when there has been opportunity to serve. Tenure shall not be granted without a concurrent promotion to associate professor.
 3. Recommendation for promotion to full professor, in addition to the criteria for the rank of associate professor, requires demonstration that the faculty member has matured in teaching, scholarship, or artistry and has achieved recognition among leaders in the profession following promotion to associate professor. This is normally demonstrated by sustained focus in the field. The divisional Promotion and Tenure Committee (see Article VI, C. of this code) will pay particular attention to the significance and quality of the candidates' teaching and research or artistry since appointment to the candidate's present rank.
- ii. Standards for Tenure/Promotion Recommendations
1. These standards for tenure and promotion decisions in the Divisions of Theatre and Dance are based on the current guidelines for CLA.
 2. They are consistent with the policies and procedures of the University, as set forth in the current *Manual*, E.12.
 3. Assistant professors recommended for tenure are recommended for promotion to associate professor as well. Promotion may be granted without tenure, but tenure shall not be granted without promotion. Individuals recommended for tenure must be evaluated based upon a comprehensive review of annual evaluations and other evidence (peer and external referee review, reviews of their work in journals, newspapers, public documents, etc.).
 4. In the case of persons joining the faculty at the ranks of associate or full professor but not given immediate tenure, the future decision about the granting of tenure shall be based on the guidelines for promotion to the rank occupied by those persons at the time of their recommendation for tenure, as well as on the additional considerations indicated above. An individual recommended for promotion to the rank of associate professor typically will have spent at least five years at the rank of assistant professor, and an individual recommended for promotion to the rank of full professor typically will have spent at least five years at the rank of associate professor. This does not preclude promotions after shorter periods of time in rank. (Time-in-rank carried over from a previous academic appointment at another comparable university will be assessed and valued at the time of appointment.)
 5. Because teaching and advising effectiveness are vital to the mission of the divisions and school, they will weigh significantly in evaluations for tenure and for

promotion to all ranks, typically constituting a substantial percentage of faculty workload evaluation. All candidates for tenure and/or promotion shall be assessed for their teaching and advising skills with special concern for command of the subject matter, willingness and availability to assist students, creation of an atmosphere that encourages and facilitates engaged learning and accommodating special circumstances, commitment, openness, and fairness. Evidence includes, but is not limited to, numerical tabulations of the standard university evaluation forms and the written comment provided on the annual performance reviews.

Other evidence may include (but is not limited to) peer evaluations based on in-classroom observation of teaching, department- or division-specific evaluation tools, submission of syllabi and other course materials prepared by the faculty member, video recordings of classes in progress, introduction of new courses or innovative teaching techniques into existing courses, attendance at teaching workshops, student demand for courses taught by the faculty person, and accomplishments of students when these are related to instruction by the faculty member. Evidence of advising effectiveness includes student responses on the advising assessment form, student letters, or other documentation. Receipt of teaching or advising awards, unsolicited or solicited comments by alumni who have taken the faculty member's course(s), and reports from colleagues who have attended lectures or the readings of papers by that faculty member.

6. As befits a major research institution, scholarly and creative production is a central responsibility of the divisional faculty. This includes, but is not limited to, the production of original works that lead to dissemination in a way that will make the results of the activity accessible to scholars, media, and theatre and dance professionals, and/or the general public, and increase the "public perception" of the faculty member in the profession. Research refers to the kind of intellectual activity that normally leads to publication in academic journals or texts or other publication in specialized volumes and/or creative activity refers to the kind of intellectual activity normally engaged in by professional practitioners in the field and may include but not be limited to textbooks, media criticism, plays, productions, artistic pieces, performances, realized designs, choreographed works, directed works, special collections, or other exhibits related to the field.

Accomplishments in this area will weigh significantly in evaluations for tenure and/or promotion at all ranks. As work in this area usually constitutes a significant percentage of the faculty member's workload expectation, it will receive detailed and nuanced review. Peers must judge scholarly and creative work sufficient for promotion: external referees and Promotion and Tenure Committee members count equally in this assessment. No promotion to associate or full professor can be earned without substantial achievements in this area, as shown, for example, by refereed, juried national publications, scholarly or creative work on digital media, published evidence of significant impact on the faculty person's field (citations, reviews, etc.), comments by one's professional peers both within and outside the University, and other evidence as noted earlier. All research and creative activity, which is present in the dossier and relevant to the faculty member's professional interests, shall be evaluated as part of her/his record.

7. For promotion to associate professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions. The expected level of such performance shall include, but is not

limited to: numerous refereed articles and/or book chapters or demonstrably comparable research or creative works; original artistic creations, collaborations, or authorships, performed or created, produced, or performed either regionally, nationally, or internationally; adaptations or modernizations of non-dramatic material (e.g., novels, poetry, musical compositions, montages, etc.) or other sources from the classical canon.

- a. For faculty pursuing **scholarly research**, the authored articles and/or book chapters must be completed and published or in press (i.e., accepted for publication without further external review or revision required) and should be supplemented by evidence of other research contributions that include accepted articles and/or book chapters, refereed convention papers, published book reviews, and participation in symposia or scholarly panels. Web-based material may be considered here. Grants, contracts, and fellowships are especially noteworthy, though they do not serve as substitutions for completed work.
 - b. For faculty pursuing **professional creative work**, those works will be assessed on its own merits as well as with consideration of venue and collaborators with the significance and quality as above.
 - c. For faculty pursuing **research as practitioner**, the faculty's creative activity will be judged on the quality first and quantity second, of the creative work on its own merit, as well as the significance of the conclusions drawn and how and where those conclusions were presented and made accessible to scholars, media, theatre and dance professionals, and/or the general public.
 - d. Creative activity conducted at CSU must be pre-approved by the director as appropriate to count as professional research or creative activity.
8. For promotion to full professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions beyond that which resulted in the previous promotion. The expected level of such scholarly or creative performance is at least five substantial refereed articles and/or book chapters in the rank of associate professor or demonstrably comparable research or creative works. Promotion to full professor also ordinarily shall require successful completion of a large project with a regional, national, or international significance, such as the publication of an important book or of an additional set of substantial articles, or notable performance(s) or showing(s) of one's creative works. An assessment of the faculty member's collaborators is also normally an expected part of this assessment. Careful consideration shall be given to arguments for unusual quality of publications or breadth of creative works that fall below the above numerical guidelines.
 9. Participation in the organizations of one's profession and service to the discipline, University, community, state, nation, or world are important obligations of division faculty. In addition to the number of responsibilities of this type accepted by a faculty member, consideration also will be given to their diversity (e.g., the spread over several of the following: department, division, school, college, the University, community, and professional) and to their demands (e.g. fulfilling responsibilities beyond membership), and overall significance. Taken together, service components will also account for a significant percentage of a faculty member's overall evaluation for tenure and promotion. In all cases, criteria for the evaluation of such service should include willingness to serve, responsible fulfillment of duties, efforts to act in the best interests of the University or organization, and quality, significance and impact of the service.

- a. In the divisions' merit evaluation procedures, professional service includes the following: active membership in scholarly and professional organizations; elected offices, committee membership, and special appointments in scholarly and professional organizations; addresses, panel participation, workshops, and related activities for academic or professional groups; editorships, editorial board memberships, editing tasks, manuscript refereeing or review work; attendance at workshops, seminars, or courses; and consultation or other forms of professional outreach.
 - b. Service contributions should also include service to the department, division, school, college, and the University, as well as service to the community. Such service includes committees, offices held, or special appointments or duties within the department, division, school, college, or the University.
 - c. Service to the community may include outreach activities that are professionally related to, or expressly use, professional skills and/or information. It may also include other forms of service not directly related to professional advancement, such as contributions to civic, political, or religious organizations.
- iii. Procedures for the Granting of Tenure.
 1. The division program head shall initiate the process leading to a recommendation to the director for the granting or denial of tenure. The divisional Promotion and Tenure Committee shall review the activities of the faculty member of concern and shall vote by ballot to recommend tenure. If the vote is unanimous to recommend for tenure, the chair of the divisional Promotion and Tenure Committee shall so report and provide a document supporting the nomination to the director. The requirements are the same if the vote is unanimous to recommend denial of tenure. In the case of a split vote, the recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. As per the standards set forth in Robert's Rules of Order, it will be announced at all Promotion and Tenure Committee meetings that an abstention is neither a vote "for" nor "against" but will be counted the same as if the faculty member was not present for the vote. All faculty are encouraged to vote on all tenure and promotion matters for which they are eligible.
 2. If they cannot be present to vote on the files in person, eligible faculty may still vote on all files in review by prior confidential memo or confidential e-mail ballot sent to the division program head. In this confidential memo or e-mail, the faculty may:
 - a. cast their vote
 - b. assign their proxy vote to any designated permanent faculty who will cast a vote on their behalf; or,
 - c. direct the division program head to cast their vote "with the majority."
Note: If the faculty member wishes to assign a proxy, they may not contact the proxy faculty. They must make the designation to the division program head.
 3. The director shall consider the recommendation of the divisional Promotion and Tenure Committee and then provide additional documentation as required to complete the entire dossier. Faculty will be evaluated on a comprehensive evaluation of all workload factors.

4. Divisional procedures are the same as the procedures set out in the *Manual*, E. 10, 11, and 12.
- iv. Procedures for Promotion in Rank
 1. As per the *Manual*, E.13.1, the faculty member shall initiate the process leading to a recommendation for the granting or denial of promotion by submitting a formal request for promotion in rank to the department head. The divisional Promotion and Tenure Committee or the SMTD Committee for Non-Tenure Track Promotion shall nominate a faculty member for promotion in the same manner as specified for tenure consideration, above. The tenured faculty of higher rank than the faculty member under consideration shall vote by ballot to recommend promotion.
 2. The divisional Promotion and Tenure Committee shall consist of faculty as detailed in Article VI, C. of this code. The SMTD Committee for Non-Tenure Track Promotion shall consist of faculty as detailed in Article III, B.4. of this code.
 3. Division and department procedures include those set out in the *Manual*, E.13.
 - v. Procedures for Reappointment of Non-Tenured Faculty
 1. All contract, continuing, and adjunct faculty shall be reviewed annually, per the *Manual*, C.2.5. and Article III, C.1. of this code.
 2. The reappointment status of contract, continuing or adjunct faculty is per the *Manual*, E.2, according to the appointment type.
 3. Faculty eligible for reappointment shall be notified in writing whether or not they will be recommended for reappointment for the following year.
 4. Reappointment is subject to the final approval of the Colorado State University Board of Governors.
 - vi. Procedures for Annual Performance Review: Policies and procedures for annual performance reviews are found in Article III, C.1. of this code.
 - vii. Procedures for Comprehensive Performance Reviews.
 1. Comprehensive performance reviews of tenure-track faculty shall be conducted at the midpoint of the probationary period at CSU. These reviews are done in accordance with the *Manual*, E.14.1.
 - a. The division program head shall initiate the process by accessing copies of past evaluations and progress toward tenure reports and by soliciting a current vitae and a statement of goals and objectives in areas of teaching/advising, research, and service from the faculty member in their program to be reviewed and make it available for review.
 - b. The divisional Promotion and Tenure Committee shall meet and review the documents. The committee may request other information as necessary from either the faculty member or the director.
 - c. The chair of the divisional Promotion and Tenure Committee shall prepare a written report summarizing the discussion of the majority vote. Before submission, the report will be confidentially distributed to the members of the committee who will respond to the committee chair any changes or errors in the report. The approved report shall be forwarded to the director. The minority will elect a representative among them to report similarly the minority view which will be submitted to the Promotion and Tenure Committee chair who will forward a signed copy to the director. Copies of these reports as well as the director's

recommendation shall be provided to the faculty member, dean, and provost/academic vice president. This report (along with any written comments) is the review.

2. Phase I Comprehensive Post-Tenure Performance Review: Review shall be conducted for all tenured faculty at intervals of five years following the acquisition of tenure or if there are two unsatisfactory annual reviews within a five-year review period. These reviews shall be done in accordance with the *Manual*, E.14.2.
 3. Phase II Comprehensive Performance Review: Review shall be initiated when the division program head determines that a tenured faculty member's performance was unsatisfactory in the Phase I review.
 - a. The Promotion and Tenure Committee with the same or higher rank shall serve as the peer review committee for the Phase II Comprehensive Performance Review.
 - b. Members of the committee have the responsibility to evaluate Phase II Comprehensive Performance in a fair and professional manner. In such instances where there is a question regarding perceived conflicts of interest or impartiality involving any member of the committee, the matter should be identified by the division program head and discussed for a resolution. In such instances where a consensus cannot be reached to resolve the conflict or the conflict cannot be managed through discussion, members of the committee other than the challenged committee member shall judge the challenged member's impartiality and shall decide by majority vote whether the challenged member may continue to sit on the review committee.
 - c. The criteria for review shall be the divisions' evaluation criteria consistent with those identified in Article VIII, H. (check this one) of this code.
 - d. The subject faculty member may submit materials in support of her or his case. In addition, the review committee shall obtain any other materials that it deems appropriate for a full and fair consideration of the case.
 - e. The review committee shall make a determination of which of the outcomes stated in the *Manual*, E.14.2.2., applies. For each outcome, the review committee shall provide the subject faculty member with a written summary of the review, and the faculty member may submit a written response within 30 days. Both the review and the response shall be forwarded to the director for further action as required.
- viii. Faculty Grievance Procedure.
1. All faculty members shall have the right to protest to the division program head or the director any matter of concern. Both the faculty member and the division program head or the director shall make every attempt to resolve the difficulty.
 2. If the matter is not resolved, then the faculty member or the director may resort to channels beyond the division and school for resolution. Grievances against administrative decisions are specified in the *Manual*, section K.
- ix. Appeals of Academic and Disciplinary Decisions: The division follows the procedures in the *Manual*, I.7.
1. Academic Dishonesty: Faculty members or instructors are expected to use reasonably practical means of preventing and detecting academic dishonesty (see catalog for most recent Academic Integrity Policy at <http://www.catalog.colostate.edu/>)

7. Self-evaluations

Self-evaluations of divisional operations and the review of this code shall be conducted in accordance with the *Manual*, C.2.4.2.2.d.

8. Amendment to the Code

- i. Any eligible member of the division may offer an amendment to this code.
- ii. The proposed amendment shall be presented to the applicable division program head in writing at least two weeks before the divisional meeting at which its adoption is to be moved.
- iii. The applicable division program head shall then have the amendment reproduced, along with the text of that portion of the Code to be amended, and these shall be distributed to all department members eligible to vote on the amendment at least one week prior to the meeting.
- iv. Voting shall be by written, secret ballot, and a two-thirds vote of all eligible faculty members shall be required to carry the motion.
- v. As provided in the *Manual*, C.2.4.2.1.k., the division program heads will review the division code no less frequently than every five years.

IX. ARTICLE VII: DEPARTMENT OF MUSIC SUPPLEMENT

A. SECTION I: Mission and Goals

The mission of the department of music:

1. Advance the knowledge in music at the highest level of excellence and achievement through scholarly and artistic engagement in discovery, dissemination, teaching, and preservation;
2. Develop and maintain programs of excellence by providing quality instruction and advising for students, both major and non-major;
3. Educate and train future professionals in music who excel in responsible, artistic, and inspirational leadership;
4. Encourage and support artistic and scholarly competency and productivity of faculty and build an environment commensurate with the professional and academic goals of the department;
5. Serve the broader aims of the university by contributing to the cultural environment of the university and facilitating faculty and student participation in the performing arts experience as a vital part of the cultural climate of the university community.

B. SECTION II: Departmental Governance

1. Faculty Participation: Refer to the Article I.D. of this code.
2. Duties and Responsibilities of the Department Head: As per Article I, Section E.2 of this code, there shall be a department or division head for each semi-autonomous unit within SMTD to assist the director with academic, administrative, and artistic duties as outlined in Article I, E.1. of this code. Department heads shall be appointed by the dean of CLA and the director, upon consultation with and consent (majority vote) by the faculty of each unit.

The duties of the department head, similar to those of department chairs, shall include all of those specified by the director and the dean of CLA, including, but not limited to:

- i. Share with other faculty in the department the authority to execute department