

CODE
of the
Department of Chemical and Biological Engineering
College of Engineering
Colorado State University

According to the *Colorado State University Academic Faculty and Administrative Professional Manual* (or University Manual), section C.2.4.2: *Each academic department shall operate under a departmental code. The departmental code shall be consistent with the provisions of the University Code relating to departmental matters, and the University Code shall take precedence in all instances.* The various requirements for the Department Code are listed in section C.2.4.2.1 of the University Manual. This document contains the code for the Department of Chemical and Biological Engineering. For clarity of presentation, some passages are copied directly from the University Manual (<http://facultycouncil.colostate.edu/files/manual/table.html>); these are denoted with italics, with section reference enclosed in parentheses.

Article I. Departmental mission and responsibilities

I.1. Departmental mission

To educate future leaders in chemical and biological engineering who effectively combine their broad knowledge of mathematics, physics, chemistry and biology with their engineering analysis and design skills for the creative solution of problems in chemical and biological technology and for the synthesis of innovative processes and products.

I.2. Departmental responsibilities

The department shall offer an undergraduate chemical and biological engineering program of technological, scientific, and humanistic study designed to serve the professional needs of the baccalaureate.

The department shall offer a Bachelor of Science program in Chemical and Biological Engineering. The department shall also offer Master of Science, Master of Engineering, and Doctor of Philosophy programs in Chemical Engineering. All programs shall afford students the opportunity to pursue studies relating to the scientific concepts, technological advancements, and design principles of chemical and biological engineering.

In accordance with the University Manual, the department shall recruit faculty members who are dedicated to excellence in research, teaching, and service, and who possess the skills and interest to pursue scholarly activities.

Article II. Departmental organization

II.1. Department membership

Faculty members of the Chemical and Biological Engineering Department include faculty affiliates, visiting faculty, instructors, lecturers, assistant, associate and full professors with current appointments in the Chemical and Biological Engineering Department.

Each faculty member in chemical and biological engineering with an interdepartmental appointment shall be considered a member of the department contracting for the greater percentage of his or her time. In the case of a faculty member having equal time in two (2) or more departments, that faculty member must decide in which department he or she wants representation. The status of such a faculty member shall remain unchanged unless changes in his or her academic appointment require a change in departmental representation. (C.2.4.2)

Eligible faculty members are defined as those tenured or tenure-track Chemical and Biological Engineering departmental faculty members who satisfy all of the following:

- a. *Currently a faculty member with a regular full-time, regular part-time, or transitional appointment, or any other faculty appointment type that the department code specifies to be eligible.*
- b. *In residence at the University or on sabbatical leave.*
- c. *Administratively responsible to the head of the department in question. (C.2.4.2)*

References in this code to faculty members or positions, unless otherwise stated, specifically refer to members of the Chemical and Biological Engineering Department.

II.2 Voting rights

Unless otherwise specified in this code or the University Manual, voting may occur only with a quorum of the eligible faculty in residence, whereby *for purposes of transacting business at departmental meetings and standing and ad-hoc committee meetings, a quorum is defined as a simple majority of the voting members (C.2.1.9.3)*. Unless stated otherwise, a simple majority of votes cast (abstentions do not count) will carry.

II.3. Department Head

The administrative officer is department head. The duties are given by C.2.6.2 of the University Manual, copied below.

The department head is the administrative and academic officer in the department and is the initial person in the administrative chain to the President. Members of the department staff are responsible to him or her. The department head has the general responsibility for any staff activities that may affect the professional status of the department or the best interests of the University.

Specific responsibilities of the department head are:

- a. Preparation of the departmental budget.*
- b. Administration of and adherence to the departmental budget.*
- c. Evaluation of each departmental faculty member in accordance with the University Code.*
- d. Initiation of recommendations for appointments, advancement, tenure, and dismissal of staff members, including incorporation of input from students and faculty members' relating to the teaching and advising effectiveness of faculty members being recommended for reappointment, promotion, tenure, dismissal, and salary increase.*
- e. Management of academic and financial matters within the department to promote student achievement, equity in travel and professional opportunities for staff members, and adjustment of faculty members' loads and salaries consistent with experience, competence, capacity, productivity, and aptitude of individual staff members.*
- f. Preparation of reports called for by higher authorities or by agencies of the institution charged with coordinating the general program of the University.*

Additional responsibilities of the department head, together with the departmental staff, are: development and strengthening of undergraduate and graduate teaching, research, extension programs, and faculty members' competence within the department; construction of sound curricula to meet educational needs of students; cooperation with and assistance to other departments in matters affecting the University in its undergraduate and graduate teaching, research, and extension programs; effective staff recruitment; development and maintenance of departmental morale; and contribution to the achievement of University diversity and equal opportunity goals.

II.4. Acting and Interim Department Head

The department head shall appoint an acting department head from the faculty to cover periods of absence or vacancy of two working days or more. In the case of resignation, termination, leave of absence, sabbatical, or other long-term absence of the department head, the Dean of the College of Engineering must consult with the departmental faculty before appointing an interim department head. It is expected that the interim department head will be chosen from among the tenured, eligible faculty in Chemical and Biological Engineering, and that this choice will be affirmed by a majority vote of the eligible faculty.

II.5. The Director of Graduate Studies

The department head may appoint a director of graduate studies from the tenured, eligible faculty. The term of office of the director is three years; the department head may renew this appointment. Along with those duties specified elsewhere in this code, the director will serve as the department's Graduate Coordinator and chair of the Graduate Affairs Committee, and have responsibility for recruiting, retention, and advising of graduate students. The director of graduate studies will work closely with the Research Associate Dean in the College of Engineering and the Graduate School to identify fellowship and scholarship opportunities for the graduate students in Chemical and Biological Engineering.

II.6. The Director of Undergraduate Studies

The department head may appoint a director of undergraduate studies from the tenured, eligible faculty. The term of office of the director is three years; the department head may renew this appointment. Along with those duties specified elsewhere in this code, the director shall serve as chair of the department's Undergraduate Affairs Committee, act as departmental representative on the College Curriculum Committee, and serve as Key Advisor for Chemical and Biological Engineering.

II.7. Committees

II.7.A. Membership

Unless stated otherwise, committee membership is restricted to eligible faculty and pertinent administrative staff.

II.7.B. Standing committees

II.7.B.1. The Executive Committee

The Executive Committee of the department comprises the department head and the directors of undergraduate and graduate studies. The Executive Committee shall consider, among other items:

- a. actions on hiring and termination of civil service staff and administrative professionals in accordance with procedures specified in the University administrative professional manual;
- b. academic year priorities and agenda for the Undergraduate and Graduate Committees;
- c. procedures for periodic evaluation of the quality of each faculty member's advising;
- d. procedures for periodic evaluation of the quality of each faculty member's teaching;
- e. development and implementation of mentoring plans for junior faculty.

II.7.B.2. Reappointment Committee

The Reappointment Committee (RC) will be made up of three faculty members from the Tenure Committee. The three RC members serve three-year terms, on a rolling basis. The RC is chaired by the faculty member in their third year of service on the RC. In the event that fewer than three faculty members from chemical and biological engineering are available from the Tenure Committee, the RC will be chaired by the member from chemical and biological engineering with the most years of service on the Tenure Committee. All members of the Tenure Committee in the department will eventually rotate onto the RC according to a timeline developed by the department head and distributed to all faculty members in the department.

The duties of the RC are described in Article III.3.

II.7.B.3. Tenure Committee

The Tenure Committee (TC) comprises all tenured, eligible faculty in the department. *The department head, college dean, Provost, and President are not eligible to serve on the promotion committee and shall not be present during the committee's deliberations, except when specifically invited by the committee.*

The tenure committee must have at least three members. If a committee of at least three tenured faculty cannot be constituted, then additional members shall be selected from other departments within the college so as to produce a committee of three members. The department head shall draw these additional members by lot from faculty on tenure committees within the college. (E.13.1) Tenure committees of all the departments within the college will be included, except for Atmospheric Science, for the reason that the lack of an undergraduate program results in a significantly different character of faculty responsibility.

Each year the RC chair will also serve as chair of the TC.

The duties of this committee are discussed further in Article III.1 and III.3.

II.7.B.4. Promotion Committee

The Promotion Committee (PC) will include all those persons of the Tenure Committee who are of higher rank than the faculty member under consideration. *The department head, college dean, Provost, and President are not eligible to serve on the promotion committee and shall not be present during the committee's deliberations, except when specifically invited by the committee. If a committee of at least three tenured faculty of higher rank cannot be constituted, then additional members shall be selected from other departments within the college so as to produce a*

committee of three members. The department head shall draw these additional members by lot from faculty of higher rank on promotion committees within the college. (E.13.1) Promotion committees of all the departments within the college will be included, except for Atmospheric Science, for the reason that the lack of an undergraduate program results in a significantly different character of faculty responsibility.

The chair of the TC will serve as chair of the PC, if of higher rank than the person being considered for promotion. If the chair of the TC is not of higher rank than the person being considered, the chair of the PC will be elected from appropriately ranked committee members who are also members of the Chemical and Biological Engineering Department by secret ballot of all committee members. A majority vote will be required. The department head will conduct the election and cast a ballot in the case of a tie.

The duties of this committee are discussed further in Article III.2.

II.7.B.5. Undergraduate Affairs Committee

The Undergraduate Affairs Committee provides the means for faculty to consider all aspects associated with the undergraduate program, including curriculum, accreditation, advising, and student morale. The committee will be chaired by the director of undergraduate studies; it will typically consist of three members appointed by the department head after consultation with the Executive Committee. The department Counselor may also serve as a member of this committee.

II.7.B.6. Graduate Affairs Committee

The responsibility of this committee is to consider items concerning the graduate program, including policy, admissions, examinations, and effectiveness. The committee is chaired by the director of graduate studies; it will typically consist of three members appointed by the department head after consultation with the Executive Committee.

II.7.C. Ad hoc committees

II.7.C.1. Search Committee

The department head is the hiring authority for faculty. The department head sets the parameters for conduct of a search and has access to all information. The procedures are promulgated and monitored by the Office of Equal Opportunity. The members of a Search Committee are appointed by the department head. This committee may contain one or more members from outside of the department.

II.7.C.2. Code Committee

The Code Committee comprises the department head and two faculty elected from among all the eligible faculty, excepting any who have just served two consecutive terms, by majority vote of the eligible faculty, excluding the department head. The department head may cast a ballot in the case that a tie prevents a majority vote. The responsibility of the Code Committee is to study and make a recommendation to all eligible faculty for each proposed amendment and to develop proposed amendments to meet administration criteria. The recommendation may include an alternative amendment that is germane to the proposed amendment.

II.7.C.3. Other committees

After consulting with the Executive Committee, the department head may form or abolish committees to carry out the functions, and to achieve the goals, of the department. Unless specified otherwise, the department head is a non-voting *ex officio* member of all ad-hoc departmental committees.

Article III. Tenure, promotion, appointment and reappointment procedures

Recommendations for faculty appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal are primarily a faculty responsibility, subject to approval by the Board, except in cases where the Board has, from time to time, delegated that authority to the President (and the President has, from time to time, further delegated that authority to the Provost or vice president for the administrative unit under his or her authority). The primary responsibility of the faculty for making recommendations in such matters is based upon the fact that its judgment is central to academic policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues. This responsibility exists for both the adverse and favorable judgments. (E.5.2)

III.1. Tenure

The head of the department shall initiate the process leading to a recommendation for the granting or denial of tenure not later than the beginning of the final year of the probationary period of the faculty member. The department head should consult with the tenure committee before initiating this process. The department head should also consult the website of the Office of the Provost for information and forms regarding applications for tenure. Because the recommendation for the granting or denial of tenure is primarily a faculty responsibility, the department head shall ask the members of the tenure committee, to vote by ballot for or against granting of tenure to the faculty member being considered. A tenure recommendation shall be by a majority vote of the tenure committee.¹ (footnote: The term “majority” as used in this Manual shall be according to the definition provided in Robert’s Rules of Order, that is, more than half of the votes cast, ignoring blanks.) The recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. This statement shall be signed by all members of the committee. The recommendation shall be forwarded successively to the department head, the dean of the college, the Provost, and the President for review and either endorsement or opposition. The Board has delegated the final decision to the President.

All reviews are to be exercised expeditiously at each level. After each review, the reviewing administrator shall make a recommendation in writing and send copies to the faculty member, the tenure committee, and all administrators who have previously reviewed the recommendation. (E.10.5.1)

Additional information is available in the University Manual.

III.2. Promotion

Except in unusual circumstances noted in the statement of reasons given for the promotion recommendation, when tenure is granted to an assistant professor, the individual shall be promoted concurrently to associate professor.

Normally, after five (5) years in rank as an associate professor, faculty are eligible to be considered for promotion from associate professor to professor. If the promotion is

approved, it shall become effective the following July 1. Advancement from associate professor to professor may be considered prior to five (5) years in rank in those cases in which the faculty member's performance clearly exceeds the standards for promotion to professor established pursuant to the performance expectations stipulated in Section E.11. (E.13)

The head of the department shall initiate the process leading to a recommendation for the granting or denial of promotion. The department head should consult with the promotion committee before initiating this process. The department head should also consult the website of the Office of the Provost for information and forms regarding applications for promotion. Because this recommendation is primarily a faculty responsibility, the department head shall ask the promotion committee to vote by ballot for or against promotion of the faculty member being considered. A promotion recommendation shall be by a majority vote of the promotion committee. The recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. The recommendation shall be forwarded successively to the department head, the dean of the college, the Provost, and the President for review and either endorsement or opposition. The Board has delegated the final decision to the President. (E.13.1)

Additional information is available in the University Manual.

III.3. Reappointment of tenure-track faculty

The head of the department and the faculty member on probationary status are jointly responsible for discussing, at least once annually, prior to the time for the decision on tenure, the faculty member's development and fitness for the position involved and prospects for eventually acquiring tenure. The department head shall provide the faculty member and the dean of the college concerned a written summary of the evaluation of progress toward tenure at the time of the conference. This report is independent of the annual evaluation covering achievements of the most recent calendar year. Likewise, the department's Reappointment Committee shall annually provide an independent assessment of progress toward tenure, and a written report summarizing progress toward tenure and of any perceived deficiencies, to each tenure track faculty member. The report of the committee shall be shared with the department head and the tenure-track faculty member and may include suggestions for workload and effort distribution judged to be supportive of the faculty member's progress toward tenure. (E.10.3)

A comprehensive performance review of each tenure-track faculty member shall be conducted by the midpoint of his or her probationary period at Colorado State University. This midpoint review shall be conducted by a Review Committee consisting of all members of the department's Tenure Committee. The department head, college dean, Provost, and President are not eligible to serve on the Review Committee. Prior to conducting the review, the members of the Review Committee shall consult with the college dean to discuss the expectations for tenure at administrative levels higher than the department. One (1) of the following three (3) outcomes must be selected by a majority of the Review Committee:

1. *The faculty member is making satisfactory progress toward tenure and promotion;*
2. *There are deficiencies, but, if they are corrected satisfactorily, the faculty member will be making satisfactorily progress toward tenure and promotion, or;*
3. *The faculty member has not met the stated requirements for the position in one (1) or more areas of responsibility, and the Review Committee recommends against further appointments.*

Upon completion of the midpoint review, the Review Committee shall prepare a written report. A copy of this report shall be given to the faculty member, who shall then have ten (10) working days to prepare a written response to this report if he or she desires to do so. Both the report and the faculty member's response shall be forwarded successively to the department head, the college dean, and the Provost. Each of the included administrators may add written comments, and copies of these comments will be given to the faculty member, the Review Committee, and each of the administrators. A final comprehensive performance review is required prior to a recommendation concerning tenure (see Section E.10.4). (E.14.2)

III.4. New faculty appointments

Recommendations for faculty appointments in new or vacated faculty lines will be made by the Department Head, after consultation with the Search Committee. The Search Committee is responsible for review of candidates according to the parameters set by the Department Head. The members of the Search Committee are appointed by the department head. This committee may contain one or more members from outside of the department. The procedures for the search are promulgated and monitored by the Office of Equal Opportunity.

III.5. Emeritus/Emerita faculty appointments

Faculty members who have completed ten (10) years or more of full-time or part-time service in Chemical and Biological Engineering as faculty of Colorado State University shall be eligible at the time of their retirement from Colorado State University for an emeritus/emera title equivalent to their highest faculty rank. Faculty members who have held administrative positions (including department heads) for five (5) years or more shall be eligible for the emeritus/emera title for these administrative positions.

An eligible member of the faculty may request emeritus/emera status from the department at the same time of retirement from the University. The department head and the dean of the college shall forward the request to the Provost. As long as the requirements for eligibility are met, such forwarding is pro forma. The final decision on granting emeritus/emera status will be made by the Board.

If possible, office or lab/office space and clerical support shall be provided to each emeritus/emera faculty member who continues to do scholarly work. (E.3.1)

III.6 Affiliate faculty and joint faculty appointments

Applicants to the Chemical and Biological Engineering Department as Affiliate Faculty or Joint Appointments (with majority appointment in another department at Colorado State University) are to be nominated by at least one regular faculty member and considered by the eligible faculty.

Applicant files are screened by the eligible faculty. Consideration will be given to overall scientific and engineering experience and potential benefit to the department's research and teaching goals. The eligible faculty will make a recommendation to the department head of:

- a. no appointment;
- b. appointment as an affiliate faculty member in Chemical and Biological Engineering;
- c. joint appointment as a faculty member in Chemical and Biological Engineering.

Affiliate faculty and faculty with joint appointments in the department may serve as additional internal voting committee members on M.S. and Ph.D. committees.

Appointments will be made by the department head. Terms are normally for one year and may be renewed following the procedure outlined above.

Article IV. Student policies

IV.1 Graduate policy

Procedures for appointing academic faculty to graduate student advisory committees, and other aspects associated with the graduate program, are contained within the Graduate Student Policies document.

IV.2 Undergraduate policy

Procedures for advising and mentoring undergraduate students in Chemical and Biological Engineering and other issues associated with the B.S. program are contained within the Undergraduate Program Notes document.

Article V. Distribution of faculty assignments

The department head will keep an ongoing record of the work load distribution of each member of the department. The following factors will be considered in arriving at the work load distributions:

- a. Teaching assignment – number of different courses taught in a semester, number of class contact hours, number of students in a class, level and nature of a course, number of times the instructor has taught the course;
- b. Advising assignments – number of undergraduate and graduate advisees;
- c. Research assignments and obligations;
- d. Service – professional service activities, special administrative assignments, committee assignments and related university service assignments;
- e. Writing for publication.

The department head should consider all these factors in distributing work load among the faculty.

Article VI. Performance reviews

All faculty members, including department heads and deans, are subject to performance reviews. These reviews include annual reviews, comprehensive reviews of tenure-track faculty members, and comprehensive reviews of tenured faculty members. Annual reviews and comprehensive reviews of tenured faculty members shall be conducted by the academic supervisor for the faculty member's academic unit. For a faculty member who is not a department head, a dean, an associate dean or an assistant dean, the academic unit is his or her home department, and the academic supervisor is the department head. For a department head, an associate dean, or an assistant dean, the academic unit is the college, and the academic supervisor is the dean of that college. For a dean, the academic unit is the University, and the academic supervisor is the Provost.

Performance reviews are intended to facilitate continued professional development, to refocus professional efforts when appropriate, to assure that faculty members are meeting their obligations to the University, and to assist faculty in achieving tenure or promotion. These reviews must be conducted in such a way that they are consistent with academic freedom, due process, the tenure system, and other protected rights. It is also appropriate for performance reviews to document problems with behavior (see Section D.9 and also Section E.15).

A performance review must take into account the individual faculty member's effort distribution (see Section E.9.1) and the individual faculty member's workload (see Section E.9.2), and it must consider each area of responsibility. Furthermore, effort distributions should be established so as to best utilize the individual talents of all tenured faculty members, because having similar assignments for all faculty members in a department often is not the most effective use of resources. Faculty members should have the opportunity to work with the academic supervisor to adjust their professional responsibilities throughout their careers in a way that permits them to meet both institutional and individual goals.

For each performance review, a written report shall be prepared by the academic supervisor, and this report shall identify strengths and any deficiencies in the faculty member's performance. The faculty member shall be given a copy of this report, and he or she shall then have ten (10) working days to prepare a written response to this report if he or she desires to do so. The report and any written response on the part of the faculty member shall be forwarded to the dean and the provost, and a copy shall be maintained in the faculty member's official Personnel File.² (Footnote 2: The term "personnel file" refers to information collected because of the employer-employee relationship, and it does not necessarily refer to a single physical file. In order for information to be part of the personnel file, there must be a reasonable expectation that such information will be kept private. Information in the personnel file is generally not made available for public inspection, but it is available to the individual and to his or her supervisors.) (E.14)

VI.1. Annual reviews

Annual reviews are typically for the purpose of evaluation for merit salary increases, for providing assistance to faculty members to improve their performance when needed, and for the early identification and correction of perceived weaknesses and deficiencies in performance. When appropriate, the academic supervisor shall work with the faculty member to develop specific actions to improve performance. Requirements for annual performance reviews are found in Section C.2.5.

VI.2. Periodic comprehensive reviews of tenured faculty

VI.2.A. Phase I comprehensive performance reviews

Phase I Comprehensive Performance Reviews of all tenured faculty members, except those on transitional appointments of fewer than five (5) years, shall be conducted at five (5) year intervals, beginning in the fifth (5th) year after the granting of tenure. If a tenured faculty member receives a promotion in rank, this alters the schedule for Phase I Reviews, with the next review being conducted in the fifth (5th) year after the promotion. If a tenured faculty member becomes a department head, this alters the schedule for Phase I Reviews as described in Section C.2.4.2.2.c. The schedule for Phase I Reviews may be shifted by up to two (2) years in order to accommodate a sabbatical leave, a major health issue, having too many faculty members scheduled for review in the same year, or some other compelling reason. However, such a shift requires the consent of both the faculty member and the academic supervisor. If two (2) annual reviews since the last Phase I Review have identified deficiencies of sufficient magnitude to warrant a Phase I Review, then the schedule for Phase I Reviews will be altered, with the next review occurring immediately.

A Phase I Review shall be based upon a summary of all annual reviews since the last comprehensive review or the acquisition of tenure or promotion; an updated curriculum vitae; a self-analysis by the faculty member, including both strengths and weaknesses; and a statement by the faculty member of professional goals and objectives. The academic supervisor shall provide an overall assessment of the faculty member's performance, and the faculty member shall be given a copy of this evaluation. The evaluation must be based upon the faculty member's performance in each area of responsibility (see Section E.12), and it must take into account the individual faculty member's effort distribution (see Section E.9.1) and the individual faculty member's workload (see Section E.9.2). As part of the overall assessment of the faculty member's performance, the academic supervisor must select one (1) of the following three (3) outcomes:

- a. *The faculty member's performance is satisfactory, and no further action is necessary;*

- b. *The faculty member has deficiencies which the academic supervisor believes can be remedied without implementing a Phase II Comprehensive Performance Review, or;*
 - c. *The faculty member's performance is sufficiently unsatisfactory that a Phase II Comprehensive Performance Review shall be conducted.*
- (E.14.3.1)

Evaluations should identify strengths and any deficiencies in the faculty member's performance. If the second outcome is selected, the academic supervisor shall design a specific professional development plan to assist the faculty member in meeting expectations. The faculty member shall be given the opportunity to work with the academic supervisor on the design of this plan, and the faculty member shall be given a copy of this plan. As part of this plan, the faculty member's effort distribution and/or workload may be adjusted to focus on the faculty member's interests and demonstrated performance, as well as the needs of the academic unit. This plan shall include a time-frame for achieving the indicated goals, and it shall specify what resources, assistance, and opportunities will be made available to the faculty member in order to help him or her achieve these goals.

VI.2.B. Phase II comprehensive performance reviews

A Phase II Comprehensive Performance Review is initiated when the academic supervisor decides that a tenured faculty member's performance in a Phase I Review was not satisfactory, or it may be initiated as described in Section E.15.4.1. The initiation of a Phase II Review is not grievable by the faculty member. (E.14.3.2)

The Review Committee comprises all members of the Promotion Committee. All eligible faculty being so qualified will serve together with one such qualified member from outside of the department to be appointed by the dean of engineering. If the number of members of the Committee is less than three, additional qualified members will be appointed by the dean to achieve three members. The academic supervisor shall not be a member of the Review Committee, nor shall any other administrator at the same administrative level as the academic supervisor or higher.

The Review Committee will consider the faculty activity reports and performance evaluations during the period of time associated with the preceding Phase I review, effort distributions and any written department policies regarding load distributions, teaching evaluations, and a current vita for the reviewed faculty. The reviewed faculty and department head will be invited to provide letters stating their positions. The Review Committee will evaluate the quality and quantity of effort in each of the areas of responsibility, and consider their weight in light of the effort distributions.

As a result of a Phase II Comprehensive Performance Review, one (1) of the following three (3) outcomes shall be selected by a majority of the Phase II Review Committee:

- a. The faculty member has met the reasonable expectations for faculty performance, as identified by his or her academic unit;*
- b. There are deficiencies, but they are not judged to be substantial and chronic or recurrent;*
- c. There are deficiencies that are substantial and chronic or recurrent.*

Regardless of the outcome, the Review Committee shall prepare a written report and provide the faculty member with a copy. If the second outcome is selected, the written report may recommend that the academic supervisor design a specific professional development plan to assist the faculty member in meeting expectations. If the third outcome is selected, then the written report shall explain what deficiencies led to that selection. For either of the first two (2) outcomes, no further action is necessary. For the third outcome, taking into account the faculty member's actions, prior actions and history, and whether a pattern exists, the committee's written report shall recommend whether or not disciplinary action should be pursued as described in Section E.15. The faculty member shall then have ten (10) working days to prepare a written response to this report. For informational purposes, both the report and the faculty member's response shall be forwarded to the academic supervisor, and, at successive steps, to each higher supervisor, ending with the Provost.

If the Review Committee selects the third outcome and identifies deficiencies that need to be remedied, the academic supervisor shall design a specific professional development plan indicating how these deficiencies are to be remedied and setting time-lines for accomplishing each element of the plan. The faculty member shall be given the opportunity to work with the academic supervisor on the design of this plan. This development plan shall be submitted to the next higher administrative level for approval, and the faculty member shall be given a copy of the approved plan. This professional development plan shall be considered to be part of the faculty member's official Personnel File (see footnote #2 regarding official Personnel File). (E.14.3.2)

Article VII. Miscellaneous

VII.1. Evaluation of departmental operations

Departmental operations will be evaluated through Departmental Reviews conducted for the Provost and ABET accreditation.

VII.2. Appeal of grading decisions

The guidelines for appeal of grading decisions are provided in I.7 of the University Manual.

VII.3. Faculty meetings

There will be a minimum of one departmental faculty meeting each semester with written notice and agenda provided in advance. Faculty meetings are open to all persons with faculty appointments in the Department of Chemical and Biological Engineering and any others as invited by the department head.

VII.4. Code review

The departmental code shall be reviewed by the Code Committee once every two years, with an automatic review required with each change of the Department Head.

VII.5. Code amendment

Eligible faculty can submit to the department head specific written proposals for amendments to the Department Code. The department head will submit the proposed amendments to the Code Committee for study and recommendation to eligible faculty. The proposed amendments will be brought before a meeting of eligible faculty for consideration no later than three academic months following the original submission. Notice of the proposed amendments is to be sent out one week prior to consideration by eligible faculty, together with the recommendations of the Code Committee. The current edition of *The Standard Code of Parliamentary Procedure* will govern the parliamentary situations not specifically covered in this section. Each amendment can be brought forward as a motion, seconded, and discussed. The amendment can be amended by majority vote. A two-thirds majority of votes cast is required for approval of the amendment. Administration approval is then required, as specified in the following section. If approval is not granted, the code committee will develop a proposed amendment for consideration by eligible faculty.

VII.6. Code approval

After the departmental code has been approved by a two-thirds (2/3) majority of the faculty members of the department eligible to vote, a copy shall be provided to the dean of the college and the Provost and, upon acceptance (as specified in Section C.2.4.3), the department shall begin to operate in accordance with the procedures of its code.

After amendments to a departmental code have been approved by the department, a copy of the amended code shall be provided to the dean of the college and the Provost, and,

upon acceptance (as specified in Section C.2.4.3, which follows: The Provost shall review and approve all college and departmental codes, including amendments thereto, for consistency with the University Code and the institution's established policies, procedures, and applicable law. The Provost shall also provide a periodic report regarding the review of such codes to the President in such form as the President determines. Furthermore, upon request, a summary of such reports shall be provided by the President to the Board as an informational item.) of the amendments, the department shall begin to operate in accordance with its amended code. (C.2.4.2)

Article VIII. Primacy of university policy and Colorado law

In case of conflict between the provisions of the Code and the policies or code of the current academic Faculty and Administrative Professional Staff Manual of Colorado State University, the policies and code of the latter shall prevail.

As a matter of Colorado law, the Board of Governors has exclusive power over all personnel decisions and this authority — with the exception of personnel decisions involving Vice Presidents — has been delegated to the President of the University; these decisions include hiring, termination, and tenure. However, faculty and other administrators are expected to make recommendations in these matters.

Approved by a unanimous vote of the Eligible Faculty of the Department of Chemical and Biological Engineering on March 17, 2006.

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