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Amended 8 August 2019

**OPERATIONAL CODE**  
**Department of Economics**  
**Colorado State University**

**I. THE DEPARTMENT OF ECONOMICS**

A. The purposes of this Operational Code are to describe the organization and administration of the Department of Economics, and to define the roles of the Faculty and the departmental Chair with respect to the activities and governance of the Department. If provisions of this Code should conflict with provisions of the *Academic Faculty and Administrative Professional Manual* (hereafter referred to as the *Faculty Manual*), the *Faculty Manual* shall prevail.

B. The mission of the Department of Economics is to contribute to the understanding of the economic dimensions of social interaction. We seek this understanding at three levels:

1. Basic information... we pursue and promote knowledge of the economic *facts* of life;
2. Analytical methods...we offer particular paradigms and principles of analysis that are useful in *understanding* the economic life of the individual and society;
3. Evaluation skills...we practice and encourage the exercise of reasoned *judgment* about what decisions, behavior, and policies are sensible from the individual and social standpoints.

We pursue this mission at all its levels, with respect to our various constituencies, through the interdependent functions of teaching, research and service, by:

1. Enhancing the economic literacy of University students-at-large in a way that will increase their effectiveness as citizens; offering undergraduate economics majors a liberal education in economics as a social decision-making science; and educating graduate students to be professional economists;

2. Pursuing research intended to expand basic understanding of society in its economic dimensions, and research intended to guide applied public and private decision-making;
3. Providing service to the University community, the citizens of the State of Colorado, public policy-makers at all levels, the world community, and the economics profession.

The Department shall strive to provide an environment which promotes instruction and imparts knowledge in a professional, enlightened, and stimulating manner, which encourages outstanding scholarship in creative research, writing, and publication, and which fosters the pro-vision of service to the institution, to the community, and to the profession.

C. The Department of Economics shall be administered by a Chair whose duties shall be specified by this Code and by the *Faculty Manual*. The term “Department Head” in the *Faculty Manual* shall be understood to be synonymous with “Department Chair” in this Code.

D. The operation of the Department of Economics shall be guided by the basic principle that the departmental Chair executes policies determined by the Eligible Faculty, as defined below in II.A.1.

## II. PARTICIPATION IN DEPARTMENTAL AFFAIRS

### A. Eligible Faculty

1. The term “Eligible Faculty” includes all faculty members with tenure and all tenure-track faculty members still in the probationary period.
2. All Eligible Faculty members, starting from the date of their official appointment, may vote on all matters at all faculty meetings and may cast ballots on administrative appointments. Eligible faculty members with administrative appointments may vote in faculty meetings and committee meetings if they do not have an additional decision making role as an administrator in the matters at hand. Other faculty members are not eligible to vote in faculty meetings unless this Code specifies otherwise.

### B. Non-Eligible Faculty

1. Members of the department faculty who are not normally eligible to vote in faculty meetings include visiting professors, instructors, research associates, and faculty affiliates (see II.B.2 below). The voting rights of instructors and professors with continuing or contract appointments are described in sections II.B.3 and II.B.4 below. These colleagues shall have the general privileges of using University and Department facilities. They shall receive notices concerning general faculty matters. They may attend regular departmental meetings if they are invited. If they attend, they are encouraged to participate in discussion. However, they shall not have voting privileges unless this Code specifies otherwise.
2. Faculty Affiliates
  - a. Faculty Affiliates are professional economists whose work associates them directly with the Department of Economics.

- b. Individuals shall be recommended for appointment to the title of Faculty Affiliate by action of at least a two-thirds affirmative vote of the Eligible Faculty.
    - c. Initial appointment of Faculty Affiliate status shall be for one year. Reappointments may be made for additional one-year terms.
  - 3. Continuing Appointments
    - a. With the exception of graduate student instructors, instructors and professors with continuing appointments are considered to be colleagues with the same rights over their courses as Eligible Faculty members, including academic freedom.
    - b. Continuing appointment instructors and professors may attend department meetings if they are invited. They will not have voting rights in these meetings.
  - 4. Contract appointments
    - a. Instructors and professors with contract appointments are considered to be colleagues with the same rights over their courses as Eligible Faculty members, including academic freedom.
    - b. Instructors and professors with contract appointments are expected to participate on department committees and in faculty meetings as determined by their effort distribution.
    - c. Instructors and professors with contract appointments may cast ballots on administrative appointments. They shall have voting rights on all matters except personnel decisions unless this Code specifies otherwise.
- C. Faculty Responsibilities
  - 1. Responsibilities for each member of the faculty are defined in their offer letter and this Code, and are consistent with the faculty responsibilities that are summarized in the *Faculty Manual*. Faculty responsibilities cannot be changed without the mutual agreement of the faculty member and the Chair.
  - 2. Faculty responsibilities typically include (but are not necessarily limited to) teaching and advising, research and publication, and professional service and/or outreach. The distribution of these responsibilities may change over time if the Chair and the faculty member agree to do so (see section VI).
  - 3. A distribution of 50 percent effort in teaching and advising is normally associated with an academic year assignment of four 3-credit Type-A courses (40 percent of total effort) plus graduate and undergraduate advising and other Type-B activities (10 percent of total effort). With the agreement of the Chair, faculty members with low levels of Type-B activities shall have their weight on teaching reduced and their weight on research and/or service correspondingly increased. Non-tenured faculty on a tenure-track appointment will normally have such a 50 percent effort distribution in teaching and advising, as will tenured faculty whose scholarly records merit the four-course teaching load.
  - 4. Faculty members whose teaching and advising effort differs from 50 percent, due to increased or decreased responsibilities in administration, research, or service and outreach, shall have their teaching effort adjusted by 10 percentage points for each Type-A course, plus appropriate adjustments in

advising and Type-B teaching. Adjustments of research expectations will accompany changes in research effort percentage. In service and outreach, adjustments of effort percentage will be on the basis of specific special activities agreed in advance with the Chair.

5. The substantial and willful neglect of properly assigned duties may result in non-renewal of contract, denial of tenure, and/or other disciplinary actions for tenure-track faculty; and in revocation of tenure, termination, and/or other disciplinary actions for tenured faculty. University procedures and due process protections shall always be applied in these cases.

### III. DEPARTMENTAL ORGANIZATION AND ADMINISTRATION

#### A. The Chair of the Department of Economics

1. Leadership and execution of faculty-made policies are vested in the departmental Chair. In making recommendations on academic matters to other administrative officers of the University, the Chair will solicit and transmit the views and recommendations of the faculty as determined by departmental decisions and voting.
2. The Chair shall keep the Eligible Faculty informed on all matters concerning their professional welfare, relevant College and University policies, departmental matters and problems, and actions taken with respect to departmental operations and administration. Specific duties of the Chair are contained in III.A.4 , below.
3. Appointment of the Chair
  - a. The Chair shall be an associate professor or a full professor with tenure at Colorado State University. The term of office of the Chair is typically five years.
  - b. The appointment of the Chair is the responsibility of the Dean. The Dean initiates the nomination for the appointment of a new Chair or for the replacement of a Chair who is unable to continue performing their duties.
  - c. If the Chair plans to be temporarily absent from and unavailable for the Department, they shall appoint a tenured member of the faculty, with that person's consent, to be Acting Chair for the duration of their absence.
4. Duties and responsibilities of the Chair.
  - a. Within the University system the Chair is the Chief Executive Officer of the Department, responsible to the faculty and to University officials, through the Dean of the College. With the advice and counsel of the Eligible Faculty, the Chair shall perform the duties specified in this section.
  - b. The Chair shall strive to create a positive working environment for the students, faculty and staff of the Department, and to help all of them achieve their individual and collective professional goals. The duties of the Chair are specified in the *Faculty Manual*. They include (but are not necessarily limited to) responsibility for the undergraduate and graduate teaching programs; budgetary and administrative oversight; facilitation of faculty research;

communication with the Dean and other University officials; representation of the Department to officials and agencies within and outside of the University; evaluation of departmental faculty and staff; facilitation of the resolution of disputes and grievances; and implementation of Department, College, and University Codes and policies.

5. Evaluation of the Chair.

- a. The annual evaluation of the Chair and the procedures for conducting it are the responsibility of the Dean.
- ~~b.~~ The Advisory Committee (see section III.E.6 below) shall be responsible for soliciting evaluations of the Chair from all faculty and staff members, for reporting these results to the Dean, and for otherwise following the directives of the Dean with respect to the evaluation of the Chair. The Advisory Committee shall prepare an annual evaluation of the Chair consistent with the procedures and criteria for the annual evaluation of faculty as described in Section VII below.

B. Associate Chair

1. The Chair may nominate a tenured faculty member to serve as Associate Chair for the Department, with that person's consent. The nominee shall be approved by a majority vote of the Eligible Faculty by a departmental absentee ballot.
2. If an Associate Chair is appointed, the term of office shall be for one (1) year beginning on the first contract day of fall semester. A person appointed to that office may be reappointed on a yearly basis.
3. If an Associate Chair is appointed, the duties of that office shall include such administrative assistance to the Chair as shall be agreed upon between the Chair and the Associate Chair. A person may hold concurrently the office of Associate Chair and the office of Director of Graduate Studies or Director of Undergraduate Studies.

C. The Director of Graduate Studies

1. The Chair shall nominate a tenured faculty member to be Director of Graduate Studies for the Department. The nominee shall be approved by a majority vote of the Eligible Faculty by a departmental absentee ballot.
2. The term of office for the Director of Graduate Studies shall be for one (1) academic year beginning on the first contract day of fall semester. A person appointed to that office may be reappointed on a yearly basis.
3. The Director of Graduate Studies shall have the responsibilities of administering the various activities associated with the Department's graduate program, including recruiting, admissions, assistantships and fellowships, special examinations, and evaluations of individual graduate students, as well as providing programmatic leadership in consultation with the Chair and faculty.

D. The Director of Undergraduate Studies

1. The Chair shall nominate a tenured faculty member to be Director of Undergraduate Studies in the Department. The nominee shall be approved by a majority vote of the Eligible Faculty by a departmental absentee ballot.
2. The term of office for the Director of Undergraduate Studies shall be for one academic year beginning on the first contract day of the fall semester. A person appointed to that office may be reappointed on a yearly basis.
4. The Director of Undergraduate Studies shall have the responsibilities of administering the various activities associated with the Department's undergraduate program, including curriculum, principles courses, majors, minors, and concentrations, and placement information, as well as providing programmatic leadership in consultation with the Chair and faculty. The Director of Undergraduate Studies shall be the departmental representative to the College Curriculum Committee.

E. Departmental Committees

1. The department Chair, with the advice and consent of the Eligible Faculty, may create Standing, Ad Hoc, and Special committees to foster faculty policy making and to facilitate departmental administration. Department committees usually provide advice and recommendations to the Dean, to the Chair, and/or to the Eligible Faculty; they do not act as decision-makers unless specified otherwise.
2. A Tenure Committee shall be established consisting of all Eligible Faculty members with tenure. A Chairperson shall be elected by a majority of the Tenure Committee and a Secretary shall be appointed by the Committee Chairperson. The duties of the Tenure Committee shall be to consider and make recommendations on tenure by applying the procedures specified in section V and the document "Guidelines for Promotion to Associate Professor" included as Appendix A to this Code.
3. A Promotion Committee shall be established consisting of all Eligible Faculty of higher rank than the faculty member under consideration. A Chairperson shall be elected by a majority of the Promotion Committee and a Secretary shall be appointed by the Committee Chairperson. The duties of the Promotion Committee shall be to consider and make recommendations on promotion by applying the procedures specified in section V and the documents "Guidelines for Promotion to Associate Professor," "Guidelines for Promotion to Full Professor," and "Guidelines for Hiring and Promotion of Non-Tenure Track Faculty."
  - a. In cases where decisions are made concerning both tenure and promotion, a single Tenure and Promotion Committee will be formed in the same manner as the Tenure Committee and the Promotion Committee to make recommendations on both tenure and promotion.
  - b. When non-tenure track faculty members apply for promotion, the promotion committee shall also include any other continuing or contract faculty members at a higher rank than the applicant. These faculty members shall have voting rights on the committee.

4. A Search Committee and Search Committee Chairperson will be appointed by the Department Chair whenever the Dean approves a faculty search. The Search Committee shall operate as follows:
  - a. The Search Committee's duties shall include placement of job advertisements, screening applications, overseeing the preparation of applicant information files, selection of the subset of candidates to be interviewed at the national meetings (the semi-finalists), and interviews of the semi-finalists at the national meetings. The Search Committee shall follow the policies of the College and University when it carries out its duties, including the University's Office of Equal Opportunity.
  - b. The Search Committee Chairperson shall organize Search Committee meetings and proceedings, and is responsible for ensuring that the appropriate policies are followed.
  - c. Only the members of the Search Committee for a particular position shall have access to the applicant files for that position. All tenured and tenure-track faculty shall have access to the files of the semi-finalists.
  - d. The search committee will choose the semi-finalists from the applicant files. After it interviews the semi-finalists, the Search Committee will recommend a set of potential finalists to the Eligible Faculty. The finalists will be chosen by a majority vote of the Eligible Faculty.
  - e. Faculty hiring decisions from among the finalists for a particular position are made by majority ballot of the Eligible Faculty who have participated in the interview process for that position, subject to the approval of the Dean.
  - f. All participating faculty are expected to abide by the rules of confidentiality required in the search process.
5. A graduate student's Graduate Committee shall be based on the areas of interest and study indicated by that graduate student, with the approval of the Director of Graduate Studies, and subject to the provisions of the Graduate School and the policies of the Department. The faculty members and chair of the Graduate Committee must agree to serve, and can remove themselves or be removed by the student with the consent of the Director of Graduate Studies. Graduate Committees judge the academic progress of students; the Director of Graduate Studies only ratifies these decisions and confirms that appropriate procedures have been followed.
6. An Advisory Committee shall be formed consisting of three Eligible Faculty members with at least one year of service. Members of the Advisory Committee shall be selected by the vote of the Eligible Faculty through a secret ballot during the first week of Fall Semester. The faculty shall vote for a maximum of three Eligible Faculty members on a ballot. In the case of a tie vote, a run-off election shall be conducted by secret ballot, between those candidates who tied. The length of term shall be for one year and members are eligible for reelection. The Advisory Committee shall advise the Chair on the following: (1) annual merit evaluations; (2) salary increases; (3) nominations for faculty awards; (4) other personnel decisions as necessary.

In addition, the Chair may ask the Advisory Committee for advice on the execution of established faculty policies. The Committee will not establish new faculty policies.

7. Qualifying Examination committees shall be formed as necessary by the Director of Graduate Studies. The members and chairs of these committees shall be appointed by the Director of Graduate Studies based upon their expertise. Committee chairs are responsible for ensuring that exam questions are written and graded in a timely fashion, for providing general information about the scope and format of the examination to students, for deciding upon student requests for reasonable accommodation to emergency situations after consultation with the examination committee and the Director of Graduate Studies, and to forward any student appeals to the Graduate Program Committee (see below). These committees judge the academic progress of students; the Director of Graduate Studies only ratifies these decisions and confirms that appropriate procedures have been followed.
8. A Graduate Program Committee shall be formed to advise the Chair and Eligible Faculty regarding graduate program policies, procedures; admission and funding decisions; graduate student appeals and petitions; and other operational aspects of the program when requested. Decisions about graduate student admissions and funding are made by the committee and ratified by the Director of Graduate Studies. Decisions about graduate student appeals and petitions are made by the Director of Graduate Studies in consultation with the committee. Decisions about other matters are made by the Eligible Faculty in consultation with the committee.
  - a. The Director of Graduate Studies will serve as the committee Chair. They are responsible for ensuring that department and University policies and procedures are followed.
  - b. The Chair, with the advice of the Director of Graduate Studies, shall appoint at least 3 additional Eligible Faculty members to the committee each academic year, seeking whenever practical to form a committee that is representative of key program areas and of ranks.

#### **IV. FACULTY MEETINGS AND PROCEDURES**

- A. Major department policies shall be determined by the Eligible Faculty in faculty meetings. These meetings shall be conducted according to the most recent edition of *Roberts Rules of Order*.
- B. The Chair must call at least one faculty meeting each semester. These meetings shall be announced in writing at least five working days in advance of the meeting (but notice is limited to 24 hours for emergency meetings).
- C. Eligible Faculty are normally expected to attend faculty meetings.
- D. Faculty meetings require a quorum of at least half of the Eligible Faculty, including proxy votes and absentee ballots if such have been authorized. Decisions are made by majority vote unless otherwise specified. A secret ballot shall be utilized if any member of

the Eligible Faculty requests it.

E. Proxy votes are allowed for all faculty meetings and committee meetings except for those that make personnel decisions (for example, search committees, tenure and promotion committees, and faculty meetings that decide upon candidate interviews and offers). If proxies are allowed, only one may be held by any single member of the Eligible Faculty. Absentee ballots are allowed for all meetings.

F. The Chair will distribute a draft of the minutes to the Eligible Faculty shortly after each faculty meeting. After approval of the final draft, the minutes will be entered into the departmental record.

G. This Operational Code may be amended at a faculty meeting by a two-thirds vote of the Eligible Faculty members. Any proposed changes in the Code must be announced in advance of the faculty meeting in which they will be discussed.

## V. TENURE AND PROMOTION

### A. Tenure

1. Departmental procedures for the application and granting of tenure are consistent with those of the College and University.
- ~~2.~~ All tenured faculty members are members of the Tenure Committee and shall have the right to vote on tenure recommendations.
  - a. If any member of the Tenure Committee is unable to attend the meeting, they shall be provided a absentee ballot for voting on the tenure recommendation as described in section 5 below. To be counted, absentee ballots must be received by the start of the Tenure Committee meeting at which a vote is scheduled.
  - b. Tenure decisions shall be made by secret ballot. All members of the Tenure Committee shall respect the confidentiality of the deliberations and the secrecy of the ballot.
  - c. 75% of the members of the Tenure Committee not on approved University leave (rounded to the lowest whole number) must be present for a quorum, including absentee ballots.
  - d. The Chair may request that a committee member recuse themselves due to a perceived and substantial lack of impartiality (for example, if the spouse of a tenure applicant is a member of the Tenure Committee). If the committee member refuses to do so, the Dean shall decide if the committee member can serve.
3. The Chair shall ensure compliance with the tenure application procedures and deadlines specified by the Dean. The Chair shall keep the applicant informed of these procedures and deadlines, and shall ensure that the Tenure Committee has access to the required documentation with sufficient time to make an informed decision.
4. The Chairperson of the Tenure Committee shall call and chair all Tenure Committee meetings and shall appoint a member of the Tenure Committee to be recording secretary for these meetings.

- a. All meetings must be announced at least one week in advance to both the members of the Tenure Committee and to the applicant. The applicant shall be given sufficient time to assemble and prepare the necessary documentation.
    - b. Minutes will be taken at all meetings of the Tenure Committee. The applicant shall receive a copy of these minutes.
    - c. The applicant will provide additional information or rewrite portions of the application if the Tenure Committee requests that they do so.
  5. A majority vote of the Tenure Committee, via secret marked ballots shall constitute the Committee's tenure recommendation which, along with the final Committee Report and the actual vote count, shall be forwarded to the department Chair. The Tenure Committee report shall include an explanation of any minority votes. The applicant may write a response to the Committee report that will be included with the Committee report when it is sent to the Dean. Proxy ballots are not allowed.
  6. The department Chair will write their own report on the applicant's progress toward tenure. If the Chair disagrees with the recommendation of the Tenure Committee, they shall do so only for compelling reasons that are explained in the Chair's report.
  7. For an assistant professor to receive tenure, they must also meet the standards for promotion to associate professor. The document "Guidelines for Promotion to Associate Professor" included as Appendix A to this Code, describes the standards and criteria for evaluating applications for tenure as well as for promotion.
- B. Promotion to Associate Professor
1. See the document "Guidelines for Promotion to Associate Professor" in Appendix A for the standards for promotion from assistant professor to associate professor.
  2. Whenever an Assistant Professor is considered for tenure, they will be considered for promotion to Associate Professor as well. In this instance the Tenure Committee shall also serve as the Promotion Committee, and the procedures for making recommendations for tenure set out in section V.A. shall constitute the procedures for making recommendations for promotion to Associate Professor.
- C. Promotion to Professor
1. See the document "Guidelines for Promotion to Full Professor" in Appendix B to this Code for the standards for promotion from associate professor to full professor.
  2. All eligible faculty members with the rank of full professor are members of the Promotion Committee and shall have the right to vote on promotion recommendations.
    - a. If any member of the Promotion Committee is unable to attend the meeting, they shall be provided an absentee ballot for voting on the tenure recommendation, as described in section 5 below. To be counted, absentee ballots must be received by the start of the Promotion Committee meeting at which a vote is scheduled.

- b. Promotion decisions shall be made by secret ballot. All members of the Promotion Committee shall respect the confidentiality of the deliberations and the secrecy of the ballot.
  - c. 75% of the members of the Promotion Committee not on approved University leave (rounded to the lowest whole number) must be present for a quorum, including absentee ballots.
  - d. The Chair may request that a committee member recuse themselves due to a perceived and substantial lack of impartiality (for example, if the spouse of a tenure applicant is a member of the Promotion Committee). If the committee member refuses to do so, the Dean shall decide if the committee member can serve.
3. The Chair shall initiate the promotion process and ensure compliance with the promotion application procedures and deadlines as specified by the Faculty Manual and the Dean. The Chair shall keep the applicant informed of these procedures and deadlines, and shall ensure that the Promotion Committee has access to the required documentation with sufficient time to make an informed decision.
  4. The Promotion Committee chair shall call and chair all Promotion Committee meetings and shall appoint a member of the Promotion Committee to be recording secretary for these meetings.
    - a. All meetings must be announced at least one week in advance to both the members of the Promotion Committee and to the applicant. The applicant shall be given sufficient time to assemble and prepare the necessary documentation.
    - b. Minutes will be taken at all meetings of the Promotion Committee. The applicant shall receive a copy of these minutes.
    - c. The applicant will provide additional information or rewrite portions of the application if the Promotion Committee requests that they do so.
  5. A majority vote of the Promotion Committee, via secret ballots shall constitute the promotion recommendation which, along with the final Promotion Committee Report and the actual vote count, shall be forwarded to the departmental Chair. Proxy ballots are not allowed.
  6. The Promotion Committee vote and report will be forwarded by the Chair to the Dean and to the candidate along with the Chair's recommendation. The applicant may write a response to the Committee report that shall be included with the materials forwarded to the Dean. If the Chair disagrees with the recommendation of the Promotion Committee, they shall do so only for compelling reasons that are explained in the Chair's report.
  7. The Promotion Committee shall conduct promotion progress reviews of all tenured associate professors no later than the fifth year after their promotion to the rank of associate professor, and otherwise whenever requested by the subject faculty member (but no more than once per year). See the document "Guidelines for Promotion to Full Professor" included in Appendix B for Department guidelines for evaluating applications for promotion to professor.

## VI. ANNUAL AND PERIODIC COMPREHENSIVE REVIEWS OF THE FACULTY

- A. Annual evaluations of tenured and untenured members of the Eligible Faculty are meant to provide accurate information concerning their performance levels relative to departmental standards. The guidelines for annual evaluations are provided in the document “Guidelines for Annual Evaluation of the Faculty.”
  - 1. Annual evaluations are the responsibility of the Chair, who is expected to work closely with the Advisory Committee in determining the evaluations.
  - 2. The annual evaluations are distinct from the progress toward tenure reports on untenured members of the Eligible Faculty. The latter are the joint responsibility of the Tenure Committee and the Chair.
  
- B. Comprehensive reviews of untenured faculty
  - 1. The Tenure Committee shall conduct a comprehensive performance review of untenured, regular faculty at the midpoint of the probationary period. The procedures and deadlines for this review will be determined by the Dean. Upon completion of the review, a written summary of the conclusions and recommendations reached by the committee shall be provided to the faculty member and the Chair. The Chair will forward the summary of the Tenure Committee’s recommendations to the Dean along with the Chair’s recommendation.
  
- C. Comprehensive performance reviews of tenured faculty
  - 1. In accordance with the provisions of the *Faculty Manual* and the procedures established by the Dean, the Department shall conduct periodic comprehensive reviews of all tenured faculty. The Chair shall conduct Phase I reviews. For Phase II reviews, if any, there shall be a Review Committee appointed by the Chair which shall operate as follows:
    - a. The Review Committee shall consist of all members of the Tenure Committee of equal or higher rank than the faculty member under review, excluding the faculty member under review and any others excluded according to section b. below.
    - b. Any member of the Review Committee may withdraw from service because of possible lack of impartiality. In addition, the subject faculty member, the department Chair, or any member of the Review Committee may challenge any member of the Review Committee as to impartiality. The remaining members of the Review Committee 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 Department’s evaluation criteria summarized in the document “Guidelines for Annual Evaluation of the Faculty”.
    - d. The faculty member under review may submit materials in support of their 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 *Faculty Manual* 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 Chair for further action as required.

## **VII. EXTRA-UNIVERSITY EMPLOYMENT AND CONSULTING ACTIVITIES**

- A. Extra-University employment, off-campus work, and consulting activities are permitted and encouraged when they:
  - 1. Contribute to a faculty member's expertise and professional development, but:
  - 2. Do not interfere unreasonably with a faculty member's performance of departmental responsibilities for teaching, research, and service activities during the regular academic year.
  
- B. As part of the University's annual evaluation procedures, all faculty members must file a conflict of interest form or a statement about perceived and actual conflicts of interest with the Chair at least once a year concerning consulting and other non-University employment activities.

**ADMINISTRATOR APPROVALS OF DEPARTMENT CODE**

Approved: (Signed) Frank J. Vattano / 3-8-85  
F. J. Vattano, Dean Date  
College of Arts, Humanities, and Social Sciences

Amended: (Signed) Thomas Knight / 9-12-88  
Thomas Knight, Dean Date  
College of Arts, Humanities, and Social Sciences

Amended: (Signed) Loren Crabtree / 5/19/93  
Loren Crabtree, Dean Date  
College of Liberal Arts

Amended: (signed) Loren Crabtree / 9/16/94  
Loren Crabtree, Dean Date  
College of Liberal Arts

Amended: (signed) Loren Crabtree / 4/24/96  
Loren Crabtree, Dean Date  
College of Liberal Arts

Amended: (signed) Loren Crabtree / 12/10/96  
Loren Crabtree, Dean Date  
College of Liberal Arts

Amended: (signed) Robert R. Keller / 11/25/97  
Robert Keller, Interim Dean Date  
College of Liberal Arts

Amended: (signed) Heather Hardy / 6/10/05  
Heather Hardy, Dean Date  
College of Liberal Arts

Amended: (signed) Ann Gill / 10/27/08  
Ann Gill, Dean Date  
College of Liberal Arts

Amended: (signed) Ann Gill / 4/14/14  
Ann Gill, Dean Date  
College of Liberal Arts

Amended: (signed) Daniel Bush / 8/8/19  
Daniel Bush, Vice-Provost for Faculty Affairs  
Colorado State University

## Appendix A

### GUIDELINES FOR PROMOTION TO ASSOCIATE PROFESSOR

It is the policy of the University that Assistant Professors recommended for tenure shall be recommended for promotion to Associate Professor as well. Promotion may be granted before tenure, but tenure shall not be granted without promotion. The application for tenure and promotion to associate professor typically occurs in the sixth year after taking service credit into account.

This statement is intended to convey a sense of the Department's expectations for successful candidates for tenure and promotion to Associate Professor. It should not be interpreted as an attempt to set down a list of conditions that, if met (or not met), guarantee an affirmative (or negative) vote by the Tenure and/or Associate Professor Promotion Committee. Each member of the Committee is individually charged with casting an informed vote, with cognizance of the candidate's record and these guidelines.

#### Part One: General Guidelines

Tenure and promotion to Associate Professor in the Department of Economics shall meet or exceed the standards of the College and the University. Supplemental information is available in the *Faculty Manual*. Evidence must be submitted that a level of performance has been achieved that demonstrates the candidate's ability to make a sustained positive contribution to the Department. This ability must lie in areas that are compatible with the goals of the Department, College and University. That is, **fit** as well as **fitness** is a factor in the tenure and promotion decision.

Performance in the categories of research and scholarship, as well as teaching and advising are most important. Service to the University and profession shall also be considered. Good performance in all three categories is expected, but some trade-off is possible. For example, outstanding achievement in teaching and advising and/or in service may lessen somewhat the expected achievement in research and publication. Likewise, outstanding achievement in research and scholarship may lessen somewhat the expected achievement in teaching/advising and service.

Because the tenure and promotion decision involves an assessment of the candidate's ability to make a sustained contribution to the Department rather than a review of the candidate's output in a single year, evaluation standards for tenure and promotion decisions may differ from the performance criteria set out for the annual evaluation of faculty in the document "Guidelines for Annual Evaluation of Faculty."

#### Part Two: Common Evidence

##### Research and Publication

The Department expects all faculty members to publish an average of one refereed journal article per year. Accordingly, a **minimum** of five such articles or their equivalent, plus evidence of on-going research activity such as submissions, working papers, and conference papers, is expected by the candidate's sixth year of service in order to be promoted to Associate Professor with tenure. The candidate for promotion should be the sole author or the lead co-author of at least some of these publications. The attainment of (or failure to attain) the above stated minimum research

expectations does not guarantee an affirmative (or negative) tenure decision.

Promotion to associate involves clear evidence that the candidate's research is in the process of achieving professional recognition among leaders in the candidate's discipline. The Committee shall also consider evidence of quality and impact of the candidate's work, including but not limited to: letters from external reviewers, reputation of the journal or book publisher; the number, source, and substance of citations; published reviews; republications; and reputation of the funding agency for externally supported research. Evidence of outstanding quality and impact may be cause for the Committee to act favorably in instances where the minimum number of publications is not met. Similarly, insufficient evidence of quality and impact may be a cause for a negative recommendation even when the minimum number has been met.

### **Teaching and Advising**

The Department expects all faculty members to provide high quality teaching and advising. The Committee's evaluation of the candidate's teaching performance shall be made according to current methods in the Department, which may include, but is not be limited to, subjective student evaluations. The candidate is encouraged to submit additional evidence such as peer evaluations, course syllabi, and narratives describing innovative teaching methods or new course content. Advising shall be a factor in the promotion decision. The number of students advised, their degree level, and, if available, their subjective evaluations of the candidate's advising role shall be considered.

One indicator of truly outstanding teaching is the receipt of a University-wide award or its equivalent. Receipt of a College-level award should be deemed to significantly exceed the expected level of achievement.

### **Professionalism and Service**

Faculty members are expected to support the professional activities of their colleagues and to represent the Department in the University, the community, and the profession. Evidence of various kinds is to be expected in such a wide area. The Committee's judgment concerning the candidate's willingness to undertake a fair share of the Department's and University's governance activities, and general contribution to the atmosphere of professionalism shall be an important factor. External letters of appreciation, offices held, or other indications of activities which utilize the candidate's professional expertise for the benefit of the University, the profession, or the wider society shall be considered by the Committee.

One indicator of truly outstanding service or professionalism is the receipt of a University-wide award; receipt of similar awards at the College level shall be taken into consideration.

## Appendix B

### GUIDELINES FOR PROMOTION TO FULL PROFESSOR

This statement is intended to convey a sense of the Department's expectation for a candidate's successful promotion to the rank of Full Professor. It should **NOT** be interpreted as an attempt to set down a list of conditions that, if met (or not met), guarantee an affirmative (or negative) vote by the Promotion Committee. Each member of the Committee is charged with casting an informed vote based upon the candidate's record and these guidelines.

#### Part One: General Guidelines

Promotion to Full Professor in the Department of Economics shall meet or exceed the standards of the College [refer to the College's Guidelines for Tenure/Promotion] and the University [refer to the *Faculty Manual*].

The candidate's performance must be well above that expected for promotion to Associate Professor. Promotion to full professor requires demonstration that the faculty member's scholarship has achieved recognition in the profession.

The most important categories for the evaluation of the candidate's performance are research and scholarship, and teaching and advising. Performance in the area of research and scholarship has the highest weight in the evaluation process. Professionalism and service to the University, the profession, and the community shall also be considered. Outstanding research and scholarship may lessen somewhat the expected achievement in teaching and advising, and outstanding teaching and advising may lessen somewhat the expected achievement in research and scholarship.

An individual recommended for promotion to Full Professor will have spent, typically, six years at the rank of Associate Professor; however promotion after a shorter period of time, when based on outstanding achievement, shall not be precluded.

Because the promotion decision involves an assessment of the candidate's achievements over a period of time rather than a review of the candidate's output in a single year, evaluation standards for promotion to Full Professor may differ from the performance criteria set out for the annual evaluation of faculty.

#### Part Two: Common Evidence

##### **Research and Publication**

The Department expects all faculty members to publish one substantial refereed journal article or its equivalent each year. Accordingly, a **minimum** of five such refereed journal articles are expected beyond the level required for promotion to Associate Professor. However, the publication of the minimum total number of articles may not be sufficient to justify promotion to full professor if the one-per-year standard is not achieved. The attainment of (or failure to attain) the above stated minimum research expectations does not guarantee an affirmative (or negative) promotion decision.

Promotion to full professor requires more than the publication of a certain number of articles. It requires evidence of an on-going research program that has achieved professional recognition.

Typically this means that the candidate will have completed a large project, beyond the doctoral dissertation, that may take the form of related articles or a book or monograph.

Evidence of outstanding quality and impact **may** be cause for the Promotion Committee to act favorably in instances where the minimum number of publications is not met. Similarly, insufficient evidence of quality and impact may be cause for a negative recommendation even when the minimum number has been met.

### **Teaching and Advising**

Teaching performance shall be evaluated according to the current methods in the Department. The candidate's performance may be judged, but is not limited to, student evaluations; the candidate is encouraged to provide additional evidence such as peer evaluations, course syllabi, and narratives describing innovative teaching methods or new course content.

One indicator of truly outstanding teaching is the receipt of a University-wide award or its equivalent. Receipt of a College-wide award should be deemed to significantly exceed the expected level of achievement.

Advising shall be a factor in the promotion decision. The number of students advised and their degree level, and, if available, advisee evaluations of the candidate's advising role shall be considered.

### **Professionalism and Service**

The candidate is expected to have supported the professional activities of his/her colleagues, and to have represented the Department favorably in the University, the profession, and the community.

Service includes, but is not limited to, University or professional association committees, boards, and offices. The Promotion Committee shall assess the quantity and quality of service, and consider external letters of appreciation, offices held, or other indications of activities which utilize the candidate's professional expertise for the benefit of the University, the profession, or the community.

The Promotion Committee's judgment concerning the candidate's willingness to undertake a fair share of the Department's, College's, and University's governance activities, and to contribute to an atmosphere of professionalism shall be an important factor in the evaluation.

One indicator of truly outstanding service or professionalism is the receipt of a University-wide award; receipt of a College-level award should be deemed to significantly exceed the expected level of achievement.