

DEPARTMENTAL CODE

**Department of Psychology
Colorado State University**

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I. PURPOSES OF THE DEPARTMENTAL CODE

The purposes of the Departmental Code are to describe the organization and administration of the Department of Psychology, and to define the roles of Department faculty and the Department Chair with respect to the activities and governance of the Department. If provisions of this Code conflict with provisions of the *Academic Faculty and Administrative Professional Manual* (hereinafter referred to as the *Faculty Manual*, which includes the University Code), the *Faculty Manual* shall prevail. Throughout the code, the term tenure-line faculty is used to refer to tenured and tenure-track faculty. It also refers to tenured faculty on transitional appointments. Where the term faculty is used without qualification regarding tenure-line status, it refers to both tenure-line and non-tenure line faculty appointments.

II. MISSION OF THE DEPARTMENT OF PSYCHOLOGY

The Department of Psychology at Colorado State University is committed to offering psychology-related education, research, and outreach in response to the needs of the people of Colorado, the nation and the world. The Department teaches the methodology and core knowledge of academic psychology to undergraduates. It educates and trains graduate students in the general principles and concepts of psychology, and provides them with specialized expertise in applied social and health psychology, cognitive psychology, counseling psychology, industrial/organizational psychology, or cognitive neurosciences.

The undergraduate curriculum covers the primary topic areas of psychology. Teaching methods include classroom presentations, flipped classrooms, experiential learning, and supervised independent study. The Department provides undergraduates experiences in the areas of psychological research and professional skill development.

Department faculty members strive to provide personal support and quality advising to students. Psychology baccalaureate graduates receive a sound, liberal arts education grounded in the natural sciences, including preparation for graduate training in psychology. Graduates will demonstrate historical literacy of psychology in the form of knowledge of major historical figures, theories, events, and systems; written communication skills in the form of clear outline, logical composition, good grammar, and accurate punctuation; and abilities to analyze, synthesize, and evaluate material in written reports related to psychology topics.

Graduate education in the Department of Psychology is responsive to the general recommendations of the American Psychological Association. Each graduate training program is primarily designed and executed by that program's faculty, but all graduate students are required to demonstrate broad core competence in the field of psychology. Graduate training emphasizes a strong foundation in psychology as a science for students aiming to become researchers, academicians, and/or practitioners.

The Department encourages and supports innovative research and scholarship by faculty and students. Conducting research on basic and applied questions relevant to the biological, social, and psychological functioning and well-being of humans is critical to our mission. Such research should occur in an atmosphere of free inquiry, rigorous science, and adherence to ethical guidelines.

The Department will recruit faculty who demonstrate a high degree of professional promise. It will maintain a climate conducive to personal and departmental advancement. Department faculty members will strive for excellence in teaching, research, and outreach that supports the success of all individuals in a global and multicultural society. Faculty will strive for positions of leadership and for betterment of the community at a multitude of levels including the University, state, profession, nation, and world.

III. ADMINISTRATIVE ORGANIZATION

The administrative organization of the Department of Psychology includes the Department Chair, Associate and/or Assistant Chair(s), graduate training programs, the Psychological Services Center, the Center for Meaning and Purpose, and two research centers: the Tri Ethnic Center for Prevention Research (TEC) and the Colorado Injury Control Research Center (CICRC). The administrative organization exists to implement policies and procedures established by the voting members of the Department. Duties and responsibilities associated with each of the various administrative units are outlined below.

A. Department Chair

The Administrative and Academic Officer for the Department of Psychology shall be designated as "Chair." The Chair shall be selected and the appointment renewed as set forth in the *Faculty Manual*.

1. Specific responsibilities

- a. Assume all responsibilities set forth by the University Code.
- b. Execute and administer policies established by the general faculty of the Department of Psychology.
- c. Promote an atmosphere conducive to excellence in teaching, research, and service.
- d. Promote productive and harmonious professional relationships within the Department.
- e. Take an active interest in the academic activities and aspirations of each faculty member through regular individual meetings.
- f. Keep the faculty informed on all pertinent matters.
- g. Upon appointment, present a plan for the administrative organization. Any subsequent changes in the administrative organization will be presented to faculty.
- h. Each Fall semester, report to the general faculty, in oral and written form, the Departmental expenditures for the previous fiscal year and the budget for the current year.
- i. Facilitate liaisons with other administrative/operational units within the University and represent the Department to these units.
- j. Communicate regularly with all Department committees.
- k. Meet regularly during the academic year with the Executive Committee to provide information and receive advice on such topics as the budget, faculty loads, allocation of capital funds, policies governing teaching assistantships, and any other pertinent matter.
- l. Appoint ad-hoc committees, when appropriate, to perform departmental tasks.
- m. Maintain active involvement in teaching, research, and service (as negotiated with the Dean).

2. Annual Review

The Dean of the College of Natural Sciences is responsible for an annual evaluation of the Chair, as specified in the *Faculty Manual*.

B. Associate and/or Assistant Department Chair(s)

The Department Chair, with the approval of the Dean of the College and a majority vote of the voting members of the Department, shall appoint one or more Associate/Assistant Department Chair(s) from the full-time faculty. The length of appointment is two years. Reappointment is based on the same procedures employed in the original appointment.

1. Specific responsibilities

- a. Representing the Department to the College of Natural Sciences and to the administration of the University, in the absence of or at the request of the Department Chair.
- b. Coordinating the activities of the Department in the absence of the Department Chair.

- c. Assisting with departmental administrative activities, such as undergraduate/graduate curriculum and instruction, research programs, graduate admissions, and/or other duties deemed appropriate by the Department Chair, and relevant to recruiting, morale, or finances of the Department.
- d. Assisting in cases involving grievances, alleged cheating, violation of university policies, legal issues, and academic deficiency status of students.
- e. Department policy and decisions regarding faculty members shall remain the responsibility of the Department Chair.

C. Graduate Training Programs

1. The Department shall administer graduate training programs relevant to Psychology, which currently include: (1) Applied Social and Health Psychology, (2) Cognitive Psychology, (3) Counseling Psychology, (4) Industrial/Organizational Psychology, and (5) Cognitive Neuroscience.
2. A faculty member, in consultation with program faculty and the Department Chair, may affiliate with one or more graduate training program(s). The assignment or reassignment of a faculty member to a program shall be made by the Department Chair in consultation with that member, the faculty within the program, and the Executive Committee. A faculty member who affiliates with more than one program will designate the approximate portion of his or her time that is committed to each graduate training program.
3. Tenured faculty members need not be affiliated with a graduate training program.
4. Each graduate training program shall have a Program Coordinator, or Director in the case of Counseling Psychology, appointed by the Department Chair in consultation with the program faculty. Each program, through its program coordinator or director, shall advise and assist the Department Chair concerning the administration of its individual graduate program.

D. Operating Units

1. Services Centers

a. Psychological Services Center

The Department shall operate a Psychological Services Center (PSC) to achieve graduate training objectives within the Counseling Psychology graduate training program. The Director shall be appointed for a three-year term by the Department Chair, following consultation with the Counseling Psychology program faculty. The PSC Director is eligible for reappointment. The operating budget of PSC shall be coordinated by the Department Chair and the Director of PSC. Procedures for PSC shall be defined in the PSC Operations Manual.

b. Center for Meaning and Purpose

The Department houses the Center for Meaning and Purpose (CM+P), which includes faculty from the College of Natural Sciences, the College of Health and Human Sciences, and the College of Agricultural Sciences. The Director shall be appointed by a vote of the faculty affiliated with the Center. The purpose of CM+P is to become a leading resource locally and globally, through development as an active multidisciplinary organization for acquiring, creating, and disseminating knowledge about the factors that enable people, organizations, and societies to create meaning, well-being, positive health, and quality of life. CM+P is not a funded Center.

c. *Aging Clinic of the Rockies*

The Department shall operate the Aging Clinic of the Rockies (ACoR), which focuses on research, clinical services, and outreach efforts targeted at older adults in the community. The Director shall be appointed for a three-year term by the Department Chair. The ACoR Director is eligible for reappointment. The operating budget of ACoR shall be coordinated by the Department Chair and the Director of ACoR.

2. Research Centers

a. *Tri Ethnic Center (TEC)*

The TEC conducts federal, private, and state-funded research and outreach, especially among rural and ethnic populations. Projects include the investigation of social problems that affect these populations, such as substance use by youth, violence, victimization, and environmental impacts. The Director of this Center is chosen by the Center, in conjunction with the Department Chair. The Director shall serve for a period designated by the Center's grant funding. The operating budget for the unit is set by individual grants and the return of a negotiated portion of the indirect recovery dollars associated with grant activity.

b. *Colorado Injury Control Research Center (CICRC)*

The CICRC conducts research and provides service and education on injury prevention and control, acute care, rehabilitation, and biomechanics. The director of this Center is chosen by the Center, in conjunction with the Department Chair. The Director shall serve for a period designated by the Center's grant funding. The operating budget for the unit is set by individual grants and the return of a negotiated portion of the indirect recovery dollars associated with grant activity and by CICRC foundation funds established by the Department of Psychology.

IV. STANDING COMMITTEES

There shall be four standing committees of the Department: the Executive Committee, the Undergraduate Committee, the Graduate Committee, and the Promotion and Tenure Committee.

A. Executive Committee

1. The Executive Committee will serve in an advisory capacity to the Department and the Department Chair. The committee shall meet a minimum of once each semester during the academic calendar. Additional meetings may be scheduled as needed.
2. The Executive Committee shall include at least three part-time (50% of full-time or more) or full-time tenure-line faculty members elected at the first faculty meeting of the academic calendar; hence, faculty decide who will serve on the Executive Committee. The elected faculty are required to represent the best interest of all programs, regardless of their personal graduate training program affiliation. Composition of this committee does not require that every program have a representative. Elected members shall have their primary affiliation in the Department of Psychology. The Executive Committee may also include one elected non-tenure-track part-time (50% of full-time or more) or full-time faculty member with primary affiliation in the Psychology Department. The Executive Committee will elect its own chairperson to serve for a one-year term and whom may be re-elected for additional terms.
3. Executive Committee representatives will serve a term of three years, renewable once, for no more than six consecutive years. After serving two consecutive terms, an individual must wait at least one year before being eligible to serve again. Terms must be staggered to ensure

continuity so that only two members will be retiring from the Committee in any given year. Exceptions to these term limits may be made by the Department Chair in consultation with the Executive Committee and the identified training program. An Executive Committee representative may be removed by the voting faculty.

4. The Executive Committee will schedule its own meetings, and set its own agenda. Agenda items can be recommended by the Department Chair, faculty members, or members of the Committee. The Committee can refer topics for study to other persons or units within the Department, and may invite representatives to meetings. Examples of topics the Committee might work on include, but are not limited to:
 - a. Long-range planning and strategic initiatives.
 - b. Changes to Department programs.
 - c. Changes to Department organization.
 - d. Changes to the Departmental Code.
 - e. Issues concerning faculty morale and workloads.
 - f. Procedure and guidelines for faculty performance evaluation.
 - g. Issues concerning allocation of Department resources.
 - h. Budget matters.
 - i. Allocation of faculty positions.

B. Undergraduate Committee

1. The Undergraduate Committee will meet a minimum of once each semester during the academic year, and additional meetings may be scheduled as needed.
2. The Undergraduate Committee shall be composed of an Associate or Assistant Department Chair who will be appointed by the chair and shall serve as chair of the Committee, plus at least three elected representatives from the part-time (50% of full-time or more) or full-time faculty. Part-time (50% of full-time or more) or full-time tenure-line faculty and part-time (50% of full-time or more) or full-time non-tenure-track teaching faculty members are eligible to serve on the Undergraduate Committee. The committee shall be composed of at least one tenure-line and one non-tenure track faculty member (i.e., to avoid a committee of all tenure-line or all non-tenure track faculty members). Representatives shall be elected for three-year terms and can be re-elected for additional terms. Composition of this committee does not require that every program have a representative; those elected to the Committee are required to represent the best interest of all programs, regardless of their graduate training program affiliation. Members of Executive Committee are not eligible to serve concurrently on Undergraduate Committee.
3. Before 15 May each year, or in the case of a vacancy on the Undergraduate Committee, the Chair of the Undergraduate Committee shall call a Special Meeting of the eligible faculty to elect new members to the committee. All tenure-line faculty holding part-time (50% of full-time or more) or full-time appointments and part-time (50% of full-time or more) or full-time non-tenure-track teaching faculty in the Department are eligible to vote in these elections. The Chair shall accept nominations from the floor. After nominations are closed, each eligible faculty member shall vote for one person on the ballot. Any candidate receiving the most votes cast on the ballot shall fill the vacant position. In the event of multiple vacancies, each faculty member eligible to vote will cast ballots equal to the number of vacancies (i.e., if two vacancies exist, each faculty member will vote for two nominees). The nominees receiving the most votes on the ballot shall fill the vacant positions. Any ties will be broken by coin toss.

The Undergraduate Committee shall be responsible for the following, though may include additional topics as they arise and are relevant to undergraduate training in psychology:

- a. Recommending philosophy and goals of the undergraduate program to the faculty.
- b. Initiating and reviewing proposed undergraduate course or curriculum changes and recommending such changes to the faculty.
- c. Designing, updating, and disseminating information describing the undergraduate program.
- d. Recommending policies and regulations concerning the undergraduate program and degree requirements. These regulations will be adopted pending approval by a majority of the faculty.
- e. Recommending policies and procedures concerning undergraduate orientation, registration, and advising.

C. Graduate Committee

1. The committee will meet a minimum of once each semester during the academic year. Additional meetings may be scheduled as needed.
2. The Graduate Committee shall include at least three part-time (50% of full-time or more) or full-time tenure-line faculty members elected at the first faculty meeting of the academic calendar; hence, faculty decide who will serve on the Graduate Committee. The elected faculty are required to represent the best interest of all programs, regardless of their personal graduate training program affiliation. Composition of this committee does not require that every program have a representative. Elected members shall have their primary affiliation in the Department of Psychology. This committee may additionally include one part-time (50% of full-time or more) or full-time non-tenure-track teaching faculty member who regularly teaches graduate courses. Representatives shall be elected to serve three-year terms. Representatives can be re-elected for additional terms. The Chairperson shall be elected by the committee to serve a one-year term, and may be re-elected for additional terms. Members of Executive Committee are not eligible to concurrently serve on Graduate Committee.

Graduate Committee shall be responsible for the following, though may include additional topics as they arise and are relevant to undergraduate training in psychology:

- a. Writing and publishing graduate regulations for the Department. These regulations will be adopted pending approval by a majority of the tenure-line faculty.
- b. Initiating and reviewing proposed graduate course or curriculum changes and recommending such changes to the faculty.
- c. Reviewing the quality of the graduate programs in the Department. The Committee may recommend changes in graduate courses or curriculum requirements. Such recommendations may be made to graduate training programs and/or the Department.

D. Promotion and Tenure Committees

The Promotion and Tenure Committee consists of a Chairperson who is a full-time tenured faculty member at the highest rank sought by those seeking promotion for that term, and all faculty members (tenure-line and non-tenure-track) whose rank is at or above the rank sought by candidates seeking promotion and/or tenure that term. The ordering of faculty rank is specified by the Faculty Manual. A term is defined as a period in which there are candidates coming up for promotion and/or tenure. Thus, if there are no candidates in one year but there are in the next, the “term” would be two years.

The Promotion and/or Tenure decision for each candidate is determined by one or two groups, depending on the candidates for that year (i.e., tenure or non-tenure-track).

1. Tenure Committee

The Tenure Committee shall consist of all part-time (50% of full-time or more) or full-time tenured faculty members in the Department who are at or above the rank sought by the candidate. Tenured faculty members who are on transitional appointments are included on the Tenure Committee.

2. Promotion Committee

For each candidate, the Promotion Committee shall consist of part-time (50% of full-time or more) or full-time faculty members at or above the rank sought by those seeking promotion for that term, and whose tenure status is appropriate for the candidate(s) in that year (i.e., non-tenure-line faculty may not vote on the promotion of a tenure-line faculty member, whereas tenure-track vote on the promotion of non-tenure-track). Faculty members who are on transitional appointments and at or above the rank sought by the candidate are included on the Promotion Committee.

The Promotion and Tenure Committees may be one in the same for any given year, and/or comprise a larger group of members for one candidate and a subset of that group for another candidate. For example, an non-tenure-line faculty member will be voted on by a larger Promotion and Tenure Committee than a tenure-line faculty member because non-tenure-track full-time faculty may not vote on the tenure or promotion of tenure-line faculty members, whereas tenure-line faculty (at or above the rank sought by the candidate) do vote on the promotion of non-tenure-line faculty. Thus, when a tenure-line faculty member seeks promotion, non-tenure track faculty are not able to serve on the Promotion and Tenure Committee for that faculty member, even if they are at the rank sought by the candidate.

3. Subcommittee(s)

Each candidate seeking promotion and/or tenure will be represented by a subcommittee of the entire Promotion and Tenure Committee. The subcommittee's responsibility is to investigate and summarize the candidate's record for that term.

a. Subcommittee Member Selection

Each spring, the Chairperson will solicit four part-time (50% of full-time or more) or full-time faculty members at or above the rank sought by the candidate, to volunteer for the candidate's subcommittee. If not enough volunteers are forthcoming, the Chairperson may designate faculty members as needed. Though only three faculty members are required for a subcommittee, a fourth is solicited/nominated to allow the candidate a choice of which three he/she wants as a representative in that term.

If a non-tenure-line faculty member is a candidate for promotion in the upcoming term, the subcommittee will include a part-time (50% of full-time or more) or full-time non-tenure-line faculty member at or above the rank sought by the candidate (provided one exists). Hence, the subcommittee in that term will comprise two part-time (50% of full-time or more) or full-time tenured faculty members (three will be initially identified and the candidate can choose two of the three) and one part-time (50% of full-time or more) or full-time non-tenure-line faculty member. The Chairperson will designate the non-tenure-line faculty member who will serve on the subcommittee.

For either tenure-track or non-tenure-line faculty, unless compelling reasons are provided, nominated faculty are expected to serve on these committees. If a faculty member is nominated but cannot serve at that time, the Chairperson will nominate a replacement for that term. Once compelling reasons are resolved or cleared for that faculty member, he or she will be expected to

serve on a subcommittee at a future date. Within one week of nominations, the faculty members will be considered “selected” for the subcommittee and their terms will begin.

4. Chairperson Selection

Before 15 May each year, the current Chairperson of the Promotion and Tenure Committee shall call a Special Meeting of all part-time (50% of full-time or more) or full-time tenure-line faculty to vote on the next Chairperson. The Chairperson serves for one term and may be re-appointed if the Chairperson is willing. All faculty members holding part-time (50% of full-time or more) or full-time tenure-track appointments in the Department are eligible to vote in this election.

To elect a new Chairperson, the current Chairperson shall accept nominations prior to the meeting and/or from the floor of the meeting, and will ensure the rank of nominated faculty member(s) is(are) at the highest rank sought by candidates for that upcoming year’s promotion and tenure term. Thus, if at least one candidate seeks promotion to Full Professor, the Chairperson must be a tenured Full Professor. If all candidates for that term are seeking promotion to Associate Professor, the Chairperson can be a tenured Associate or Full Professor.

After nominations are closed, the nominees agreeing to continue in the process will be listed on the ballot and each eligible faculty member shall vote for one person on a ballot provided by the current Chair. Votes are conducted electronically using clicker (or similar) technology to allow for anonymous voting. The candidate, whose name appears on the ballot, receiving the most votes will serve as the next Promotion and Tenure Committee Chair. If there is a tie, a follow-up vote with just the tied candidates will immediately follow, and the candidate receiving the most votes will be selected to serve as Promotion and Tenure Committee Chair. The current Chair will serve in an advisory role to the newly elected Chair for that term, to ensure continuity and consistency of process across Chairs.

V. Ad Hoc Committees

The Psychology Department may require ad hoc committees, at various times, to resolve time-limited needs that do not warrant a Standing Committee. The Department Chair may institute an ad hoc committee at any time, as needed. Full-time faculty members, either tenure-track or non-tenure-track can recommend the formation of an ad hoc committee to the Department Chair. These ad hoc committees may include but are not limited to:

- A. Technology Fee Committee
- B. Scholarship and Awards Committee
- C. Teaching Fellowship Selection Committee
- D. Graduate Admissions Committees within each doctoral training program
- E. Space Committee
- F. Seminar Committee

Ad hoc committees do not require representation from all programs, though all programs can nominate a representative if they wish to any ad hoc committee. Election is not required. There are no term limits to serving on ad hoc committees. The Department Chair solicits volunteers for ad hoc committees but may also select and assign faculty members.

VI. FACULTY MEETINGS

Faculty meetings shall be held as needed to discuss the on-going activities and policies of the Department. Consistent with the *Faculty Manual*, a minimum of one Department faculty meeting will be held each semester of the academic year.

A. Attendance

All faculty members who cannot attend a specific meeting may designate in writing, to the Department Chair, an eligible faculty member who shall have his or her proxy. The agenda for each faculty meeting shall be established by the Department Chair, but may also be established when at least 30% of eligible faculty desire a meeting to discuss a particular issue. The Department Chair shall notify faculty of planned agenda items at least 24 hours prior to a meeting. A quorum consisting of at least 51% of eligible voters is needed to proceed with a meeting. Faculty who are on sabbatical leave, transitional appointment, or leave of absence shall not count against the quorum.

B. Voting Members

Part-time (50% of full-time or more) or full-time faculty members with their primary affiliation in the Department of Psychology shall constitute eligible voters on departmental issues, except as specified below, or where otherwise specified in the *Faculty Manual*. Part-time (50% of full-time or more) or full-time faculty members in non-tenure-track appointments shall have voting rights on all department issues except tenure and the hiring of tenure-line faculty. Faculty affiliates and adjunct faculty are encouraged to attend faculty meetings, as appropriate, and participate in discussions, but have no voting rights in the department.

VII. FACULTY APPOINTMENT TYPES AND PROCEDURES

A. Appointment Types

The Department of Psychology recognizes the appointment types as described in the Faculty Manual, Section E.1. For non-tenure-line appointment types (contract and continuing), professor ranks (Assistant Associate, Full) are distinguished from the instructor ranks (instructor, senior instructor, master instructor) by two features: 1) having obtained the highest degree possible in the appropriate field (e.g., a doctoral degree), and 2) a service obligation to the Department. Generally, an instructor-track faculty member will only have effort distribution in teaching, while a professor track non-tenure-line faculty member will have both teaching and service obligations. Tenure-line faculty are expected to have the highest degree obtainable in the field and are also expected to have effort distribution in teaching, research and service.

B. Appointments for New or Vacant Tenure-Track Positions

When a new position or position vacancy is anticipated, the following set of standard procedures is to be initiated at the earliest possible date (unless using the alternative hiring procedure described in the *OEO Search Manual* for a special appointment, couple accommodation, or targeted hire). These standards are in accordance with the *Academic Faculty and Administrative Manual* (Section E.4.2) and the Office of Equal Opportunity's *Search Manual for Faculty and Administrative Professional Hires*.

1. It is expected that the Department Chair will first consult with the Executive Committee concerning the nature of a position opening and how it aligns with the Department's strategic goals.
2. The Department Chair will serve as the hiring authority and will be responsible for appointing a search committee chair and establishing the search committee. The search committee shall consist of at least three faculty members (including the search committee chair), with at least one member from outside the Department and, when applicable, at least one faculty member from the graduate program(s) with which the prospective faculty member is to be identified (if appropriate). The search committee is an advisory body

empowered to assess applicants and report those assessments to the hiring authority. The search committee, under the leadership of the search committee chair, bears responsibility for the search process.

3. The search committee will write the position description, announcements, and recruitment plan, soliciting input from Executive Committee and the program with which the prospective faculty member is to be identified (if applicable). Pre-tenured faculty applicants must identify with an existing graduate training program(s) in the Department. These documents will be approved by the Department Chair and then forwarded to the college equal opportunity (EO) coordinator for EO approval.
4. The search committee will also develop screening criteria and a rating sheet that is in accordance with the position description and job announcements, once again soliciting input from Executive Committee and the program(s) with which the prospective faculty member is to be identified (if applicable). Approval of these screening and rating criteria will be obtained from the Department Chair and then sent to the college EO coordinator for EO approval.
5. The search committee will review candidate files and arrive at a short list, which typically consists of about 6 to 10 finalists. Upon approval of the short list by the Department Chair, the list will be forwarded to the college EO coordinator. The files of the finalists shall be made available to full-time faculty members as noted in the job ad, upon EO approval.
6. From the list of finalists, the search committee shall solicit input from the program(s) with which the prospective faculty member is to be identified (if applicable) on the candidates to be interviewed. The search committee will then recommend at least two candidates to be interviewed and present this list at a faculty meeting. Tenure-line faculty will vote on the interview list provided by the search committee. After obtaining faculty input in the form of the vote, the search committee will then forward a final recommendation to the Department Chair as to who should be interviewed. Upon approval of the interview list by the Department Chair, the list will be forwarded to the college EO coordinator for EO approval.
7. The approved candidates will be invited to campus for an interview.
8. Following on-campus interviews, the search committee will solicit input regarding the interviewees from faculty, staff, and students. The search committee will then make a recommendation to the faculty in the form of a rank-ordered list of acceptable candidates and present this recommendation at a faculty meeting. Tenure-line faculty vote on this hiring recommendation. After obtaining faculty input in the form of the vote, the search committee will then forward the faculty vote to the Department Chair. Upon approval by the Department Chair, the list will be forwarded to the college EO coordinator.
9. As the hiring authority, the Department Chair will then choose a candidate from the list of acceptable, Office of Equal Opportunity (OEO) approved candidates and obtain approval from OEO to make a formal offer.

C. Appointments for Non-Tenure-Track Contract or Continuing Faculty Positions

Expectations associated with this appointment are documented in the *Faculty Manual*.

Applicants are responsible for determining what application materials may be relevant and necessary given the rank of the position into which they are applying. Determination may be made by visiting the Department website, reviewing position descriptions/advertisements, and talking with the Department Chair.

1. Applications for non-tenure-track teaching appointments

The Department shall consider requests for a non-tenure-track teaching appointment from all interested and qualified applications, when such positions are available. Applications shall be forwarded to the Executive Committee for recommendation, and the Psychology Department Chair for review and approval, before being forwarded to the Dean of the College of Natural Sciences for further approvals.

Expectations for Application Packet (required)

- a. Curriculum vitae
- b. Annual evaluations/progress reviews
- c. Peer evaluations of teaching
- d. Course syllabi, novel assignments, or other course materials
- e. To determine whether the applicant has demonstrated commitment to and a capacity for adding value to the Department/College/University, examples of evidence of service contributions may include, but are not limited to the following:
 - i. Service on Departmental/College/University committees
 - ii. Service to professional organizations
 - iii. Contributions to advising or mentoring of students
 - iv. Advising of and/or participation in student organizations

Additional materials for the Application Packet (not required)

- f. Student course surveys
- g. Evidence of the development of new courses or instructional methods
- h. Evidence of course redesign or specific course improvements
- i. Participation in professional development activities related to teaching
- j. Participation in scholarly work associated with teaching and learning
- k. Activities that have engaged students outside the classroom/lab (e.g., field trips, discovery learning, service learning, etc.)
- l. Honors or awards for teaching
- m. Supporting letters
 - i. The candidate will offer a list of names of at least three (3) individuals (internal or external to the University), including at least one individual outside of the Department of Psychology, who can provide an informed opinion about the applicant's qualifications for the position and attest to the applicant's teaching effectiveness and/or service contributions. The candidate's list of names should indicate on what aspect of his or her qualifications each letter writer will likely comment so that the committee is ensured to receive adequate information.

2. Applications for non-tenure-track research appointments

The Department shall consider requests for a non-tenure-track research appointment from all interested and qualified applications, when such positions are available. Applications shall be forwarded to the Executive Committee for recommendation, and the Psychology Department Chair for review and approval, before being forwarded to the Dean of the College of Natural Sciences for further approvals.

Application materials must include, but are not limited to:

- a. Curriculum vitae
- b. Supporting letters

- i. The candidate will offer a list of names of at least three (3) individuals (internal or external to the University), including at least one individual outside of the Department of Psychology, who can provide an informed opinion about the applicant's qualifications for the position and attest to the applicant's research effectiveness and/or service contributions. The candidate's list of names should indicate on what aspect of his or her qualifications each letter writer will likely comment so that the committee is ensured to receive adequate information.
- c. To determine whether the applicant has demonstrated commitment to and a capacity for adding value to the Department/College/University, examples of evidence of service contributions may include, but are not limited to the following:
 - i. Service on Departmental/College/University committees
 - ii. Service to professional organizations
 - iii. Contributions to advising or mentoring of students in research capacities

3. Selection Procedure

Applications for non-tenure-track positions will be handled using the same procedure as tenure-track positions, and evaluated against the qualifications noted in the position announcement. The rank of the individual shall be conferred by a simple majority vote of the faculty and consistent with the department code for rank of tenure-line faculty, the *Faculty Manual*, and Provost requirements.

D. Appointments for Non-tenure-track Adjunct Faculty

To fulfill staffing obligations of the Department, non-tenure-track adjunct appointments to the academic faculty may be made. For such appointments, the Department Chair will present to the Executive Committee a proposal, consistent with the *Faculty Manual*, and specifying the academic field to be covered by the position and the reason for the appointment. The Executive Committee normally will function as a Search Committee for this type of position. In this capacity, the Executive Committee should seek advice from other faculty members and appropriate non-tenure-line faculty members. Candidates for the position will be reviewed by the Executive Committee, which will forward to the Chair its recommendation for filling the position. The Chair may, however, proceed with creating the appointment without consultation with Executive Committee if necessary due to time constraints. The Chair will be responsible for completing the hiring process.

E. Affiliate Faculty

Applicants for Affiliate faculty status will be recommended to Department faculty by the Department Chair after consultation with the program with which the applicant wishes to be affiliated. The applicant's vita will be distributed to faculty members. A simple majority vote from faculty is necessary to grant the applicant affiliate status; the Department Chair shall take the necessary steps to finalize the appointment. Length of appointments and determination of academic rank is specified in the *Faculty Manual*. Renewal will be by simple majority approval of the faculty.

F. Joint Appointments

The Department of Psychology will consider joint appointments for interested and suitably qualified faculty candidates. Candidates will be recommended to Department faculty by the Department Chair. The candidate's vita will be distributed to all faculty members for consideration. Appointments will be made by the Department Chair, in consultation and advisement of the faculty, and consistent with the *Faculty Manual*. A joint appointment faculty member's contribution to the department will be

reviewed annually following the same mechanism as evaluations of tenure-track and non-tenure-line faculty appointments. This evaluation process will include seeking input from faculty. The results of the Department's evaluation will be shared with the Chair of the individual's other department(s) to allow inclusion in the annual performance evaluation, and consideration for promotion and/or tenure where relevant. Renewal of appointments must be determined annually, and will be based on a review by the Chair, in consultation with the faculty.

A joint appointment to the Department provides no automatic affiliation to any graduate training program. Potential affiliation of joint appointment faculty with a graduate training program and participation in graduate student admissions will be determined by the policies and guidelines established by that program. Joint appointment faculty with less than a 50% appointment to the Department may not be the sole advisor to a graduate student within the Department, but may co-advise graduate students where the other co-advisor is at least a 50% appointment to the Department and a member of the graduate training program to which the student is to be admitted.

VIII. EVALUATION OF FACULTY PERFORMANCE

A. Distribution of Effort

The Department generally defines the three areas of effort as follows:

1. Teaching/advising includes breadth and quality of classroom instruction; the development and evaluation of teaching materials, techniques, and innovative instructional formats; advising and mentoring; and a variety of other formal and informal mechanisms to encourage and nurture learning and scholarly and professional development.
2. Research/scholarly activity includes the conduct, analysis, and written and oral presentation of original scientific inquiry, including publications based on empirical methodologies. This activity may also include the creation of other scholarly works (e.g., books, monographs, manuals, chapters, review papers, etc.), the development and description of new statistical, measurement, and/or methodological approaches, and the development of innovative technologies.
3. Service/outreach/engagement includes substantive professional contributions to the department and university, to local, state, national and international communities/constituencies, to professional organizations, and to the scholarly and scientific communities (e.g., journal article and grant reviewing)

B. Annual Performance Evaluation

1. Each faculty member shall participate in an annual performance evaluation meeting with the Department Chair. During this meeting, the faculty member and the Chair shall review the faculty member's accomplishments for the year, and the Chair will share feedback regarding the faculty person's performance related to teaching, research, service. Faculty are expected to conduct themselves within scientific, ethical, and professional standards, and within University policies for professional conduct as specified in the *Faculty Manual*. The annual evaluation may include feedback on conduct. A summary of this meeting will be in writing, shall be signed by the Chair and the faculty member, and the faculty member shall receive a copy of the evaluation. The summary shall become a part of the Department's record for each faculty member.
2. The faculty member is responsible for providing the Chair with an up-to-date CV and report of annual progress/accomplishments via the Faculty/Staff Activity System. If additional

work-related information is required, the Chair is charged with obtaining information related to performance on the job.

3. The Promotion and Tenure Committee provides independent annual reviews/evaluations of progress towards tenure for pre-tenured tenure-line faculty members. Since the Department Chair does not sit in on or participate in the Promotion and Tenure discussions or decisions, the Department Chair may take the Promotion and Tenure annual reviews under advisement when conducting the faculty member's annual performance evaluation.
4. The intent of the performance evaluation is to enable faculty to be informed about their contributions to the Department, and for faculty to inform the Chair of their progress, achievements, or views. The evaluations should make faculty aware of both the favorable performance areas and those that may need improvement. It also provides the faculty member and Chair the opportunity to discuss performance, effort distribution, and career goals.
5. Faculty in non-tenure-track appointments in the Department of Psychology are to be evaluated annually. These reviews will be performed by the Department Chair using the criteria appropriate to those positions as noted in X below and as noted in the *Faculty Manual*.

C. Comprehensive (Phase I) Performance Review

1. Pre-tenure-line faculty will participate in a comprehensive performance review by the Promotion and Tenure Committees or a specially appointment Review Committee of eligible faculty members (not including the Department Chair), at the midpoint of the probationary period at Colorado State University as set forth in the *Faculty Manual*.
2. All tenured faculty will participate in a comprehensive performance review every five years consistent with the procedures in the *Faculty Manual*. (See Section X of this code for standards.)

D. Phase II Review

If the Department Chair recommends a Phase II review of a tenured faculty member as a result of the comprehensive performance review (Phase I review; see *Faculty Manual*), a Phase II committee shall be constructed and charged to conduct this review.

1. The committee shall consist of three members. All members must be tenured faculty of equivalent or higher rank than the faculty member under review. The committee shall be constituted as follows: (1) one member selected by the faculty member under review; (2) one member selected by the Department's Executive Committee; and (3) one member selected by the Dean of the College of Natural Sciences. All members will be from the Department of Psychology. The third member, appointed by the Dean, shall be a voting chair of the committee and will be responsible for submitting the Phase II committee report.
2. To assure fairness and impartiality, each committee member will be asked to excuse him/herself if he/she feels he/she cannot act impartially. The Dean, after meeting with the committee, may excuse a committee member if the Dean believes the committee member cannot perform the review in an unbiased manner. In addition, the faculty member being reviewed will have one preemptory challenge to remove an appointed committee member. This preemptory challenge, however, must be executed at the time of the committee constitution, not after it has begun its information gathering and deliberations. Removed

members of the Phase II committee will be replaced by the same mechanisms and from the same pool of faculty as used to select the removed member.

3. The faculty member under review will be asked to update all materials submitted for the Phase I review and to submit any other materials or statements he/she thinks are pertinent to the Phase II review. The Phase II committee may ask the Department Chair or units in the University (e.g., Sponsored Programs) for information the committee deems relevant to the review. In addition, the committee will have access to all peer and student evaluations of the faculty member's teaching, examples of course syllabi, course examinations, Departmental exit interviews, and the like.
4. Throughout the review, the faculty member under review, the Department Chair, and other involved parties are expected to respond in a timely manner as requested by the Phase II committee. This is to ensure a timely completion of the Phase II review. The Phase II committee chair shall deliver, within two weeks of the last meeting of the committee, a written, signed report to the faculty member under review, to the Department Chair, and to the Dean of the College of Natural Sciences. This report shall summarize the committee's findings and recommendations. The faculty member under review will have 30 calendar days to prepare and submit to the Dean of the College of Natural Sciences a written response to the committee's written report and recommendations.

E. Disciplinary Action for Faculty

Procedures for initiating and implementing disciplinary action for faculty shall be consistent with those specified in the *Faculty Manual*.

IX. PROCEDURES FOR PROMOTION AND TENURE

The procedures for promotion and tenure shall be consistent with the policies for promotion and tenure as set forth in the *Faculty Manual*. Candidates are responsible for preparing their promotion and/or tenure dossier.

A. Pre-Tenure Annual P&T Reviews

The Promotion and Tenure Committee will review pre-tenured faculty annually, for progress towards promotion and tenure. The committee will also be responsible for conducting annual and comprehensive reviews for that year on faculty members who are in probationary periods (i.e., pre-tenured). Material and process for comprising the annual review for promotion and tenure may be found in the *Psychology Department Operations Manual*.

B. Promotion and/or Tenure Procedures for Faculty

Since timing can vary depending on how many individuals seek promotion and/or tenure in any given year, the specific procedures related to documents and timing for Promotion and/or Tenure consideration are documented in *Psychology Department Operations Manual*. Relevant to all Promotion and/or Tenure decisions:

1. The Committee shall meet to review, deliberate, and vote on the candidate. All committee members at or above the rank sought by the candidate may vote.

- a. The subcommittee shall present written and oral summaries of the candidate's record and will also serve as "resource persons" who can present clarification and/or answer questions about the candidate's credentials.
2. All voting shall be done by secret ballot that can be electronic (via clicker method or other similar technology); ballots for a candidate will not be counted until the discussion and votes for that candidate have been completed. A count of the electronic ballots can be recorded when using iClicker or similar technology, which can facilitate recounts if necessary.
3. A candidate will be recommended for tenure and/or promotion if a simple majority of the votes in favor are obtained.
4. The Committee will prepare a written report of their findings, including majority and minority opinions and a vote summary, and deliver a copy of the report to the candidate and to the Chair of the Department.

X. PROMOTION, TENURE, AND POST-TENURE REVIEW STANDARDS

The Department of Psychology expects that faculty seeking promotion and/or tenure typically exceed the minimum expectations documented below. Failure to meet minimum expectations in any category will negatively impact promotion and/or tenure decisions. Exceptional cases in which minimum expectations are not achieved could still be considered for promotion and/or tenure. In those cases in which minimum expectations are not achieved, the promotion and tenure committee may consider alternative hallmarks of achievement that address the same defined dimensions as the criteria, offer equivalent rigor, and provide comparable evidence of accomplishment. It is always the candidate's responsibility to develop and present a demonstrable record of attainment that makes the case for promotion and/or tenure.

Criteria noted below apply to both tenure-track and non-tenure-line faculty. Non-tenure-line faculty are not eligible for tenure. To be promoted, non-tenure-track research faculty are expected to meet minimum criteria for research/scholarly activity and service/outreach. Non-tenure-track teaching faculty are expected to meet the minimum criteria for teaching/advising and service/outreach to be promoted, as expected by their specific appointment type.

For non-tenure-line faculty, the ranks of Instructor, Senior instructor and Master instructor are parallel to the Assistant, Associate and Full Professor ranks. Re-alignment between the rank lines is possible upon recommendation by the Department Chair and vote of the faculty but is not considered a promotion (e.g., transfer from Senior Instructor to Associate Professor, or vice versa). Under no circumstances is there a promotion pathway that allows more than two levels of promotion to occur (e.g., a Master Instructor, having obtained two promotions, cannot apply to re-align to Assistant Professor, making that individual eligible for two more promotions).

Within the criteria below, the code refers to program of research. Candidates are expected to define their program of research within an identified area of research. A program of research includes a series of research projects shaped by broad objectives for advancing a line of knowledge. A program of research might be undertaken primarily by the candidate and encompassed within a single research career, or in collaboration with a team of researchers internal or external to Colorado State University. A program of research is not necessarily focused on a single line of inquiry, but can include multiple integrative studies such as those found when engaging in interdisciplinary research. Faculty are encouraged to collaborate with others on research, but are not required to do so. Development of a program of research

is typically demonstrated through a record of leadership roles on presentations and peer-reviewed publications of the focal work.

Within the criteria below, the code refers to teaching effectiveness. Consistent with the *Faculty Manual*, teaching effectiveness is viewed as a multi-dimensional construct that incorporates elements such as developing and refining curriculum/courses/teaching techniques, constructing high quality course materials, effectual classroom management, accomplished presentation skills, successful student engagement, appropriate development of inclusive learning environments where students of all identities and backgrounds can flourish, and teaching that produces positive student learning outcomes within curricula that appropriately challenge students.

A. Definitions of and Criteria for Minimum Expectations for Tenure Track and/or Promotion

1. Promotion to Rank of Associate Professor and Tenure (if applicable)

a. Teaching/Advising

Definition of Minimum Expectations

- 1) The candidate evidences broad competence in teaching, including instruction of both undergraduate and graduate students in the department (as appropriate to appointment type).
- 2) The candidate demonstrates teaching effectiveness.
- 3) The candidate effectively advises undergraduate and/or graduate students in the department.

Criteria for Minimum Expectations for Teaching/Advising

The numbers in the brackets correspond to the numbers in the relevant area within the definitions in A.1.a

- The candidate is expected to have a sufficient teaching record for evaluation, indexed by having served as one of the primary instructors in at least five course offerings of at least three credits each, within five years prior to candidacy. [1]
- The candidate is expected to show general proficiency in university instruction and command of their subject matter through teaching of both graduate and undergraduate courses (as appropriate to appointment type). [1]
- The candidate is expected to demonstrate breadth by having held one of the primary instructor roles in at least three unique courses, which is expected to include at least one high enrollment or required undergraduate course, or one core or required graduate course. [1]
- The candidate will establish teaching effectiveness from evidence found within multiple sources of information (as outlined in the *Faculty Manual*). [2]
- The candidate is expected to have chaired or co-chaired at least one student committee (undergraduate honors thesis advisor, graduate masters, comprehensive exam, or dissertation committee) within five years prior to candidacy. [3]

b. Research/Scholarly Activity

Definition of Minimum Standards

- 1) The candidate conducts a clearly defined, high quality program of research.

- 2) The candidate produces research that is innovative, rigorous, and is recognized for its significant positive impact on the field.
- 3) The candidate demonstrates consistent productivity with respect to both quality and quantity of research sustained over time.
- 4) The candidate provides evidence of ability to independently lead a research program.
- 5) The candidate evidences mentorship of junior colleagues (e.g., junior faculty, post-doctoral fellows, students).

Criteria for Minimum Expectations for Research/Scholarly Activity

The numbers in the brackets correspond to the numbers in the relevant area within the definitions in A.1.b

- The candidate is able to demonstrate an active and productive research program through consistent production of some combination of empirical, theoretical, or review papers; book chapters; academic books; research presentations and/or posters at national and international conferences; applications for external funding; and technical reports. [1, 2, 3]
- The candidate is expected to have at least four first- or senior-author publications in top-tier general or top-tier specialty journals, of which at least two should be published without the candidate's Ph.D. or postdoctoral mentor. [1, 2, 4]
- The candidate is expected to publish two manuscripts per year on average, for a total of 10 (2 x 5 years) publications while at the rank of Assistant Professor. Manuscripts published during or after periods of approved leave count towards these totals, but years for which the clock was stopped do not add to the count of the years. Only publications in top- or mid-tier journals or exceptional published works (e.g., Oxford or APA Handbook chapters) count towards these numbers. Publications in low-tier (i.e., do not require scientific rigor) or predatory journals are not evidence for positive promotion and tenure decisions and do not count towards these required minimums. Publication in predatory journals is strongly discouraged. Journal tier will be assessed by the Promotion Committee with input from external letter writers. Candidates may consult with the Promotion Committee about journal tier. Fewer total publications could be sufficient, provided there was an increase in number of publications over time. Conversely, 10 publications might not be sufficient to evidence sustainability if most are published early in the rank of Assistant Professor. [1, 2, 3]
- Evidence of impact also comes from external recognition, which includes receiving external grant funding, serving as an associate editor or on an editorial board, serving on a grant review panel, substantial reviewing for top-tier journals, invitations to give keynote addresses or colloquia, invitation to write a review paper in a top-tier journal, invitations to write chapters, invitations to provide outreach related to one's research, awards, number of citations as would be expected in one's field, or citations of one's research in substantial reviews of the field. [2]
- Ability to independently lead a research program is demonstrated by significant publishing without one's Ph.D. or post-doctoral mentors (i.e., at least five top- or mid-tier publications). Ability to independently lead a research program could be demonstrated in other ways as well, such as receiving external funding, invitations to give keynote addresses or colloquia, invitation to be a lead author on a review paper in a top-tier journal or exceptional published work, or external awards and recognitions. [3]
- The candidate is expected to apply for at least one external grant. [4]
- The candidate is expected to mentor at least one student to the Master's or Ph.D. degree.

- Publications and conference presentations of research co-authored with undergraduate and graduate students in authorship roles are also expected. [5]

c. *Service/Outreach*

Definition of Minimum Expectations

- 1) The candidate demonstrates service to their program and/or to the department, as well as service to the College and University.
- 2) The candidate evidences developmentally appropriate service and outreach to the profession, and, when appropriate, the community.

Criteria for Minimum Expectations for Service/Outreach/Engagement

The numbers in the brackets correspond to the numbers in the relevant area within the definition in A.1.c

- The candidate is expected to serve on an average of at least one department, college, or university committee per year. [1]
- There are multiple ways to demonstrate service and outreach to the profession and community. These include ad hoc journal or grant reviewing, representing the department at College, University, or community events, or presenting at venues such as local or national high schools, teaching-focused colleges, or city events. [2]

2. Promotion to Rank of Full Professor

a. *Teaching/Advising*

Definition of Minimum Expectations

- 1) The candidate sustains evidence of teaching both undergraduate and graduate students in the department (as appropriate to appointment type).
- 2) The candidate demonstrates sustained teaching effectiveness.
- 3) The candidate demonstrates teaching innovation.
- 4) The candidate demonstrates sustained effective advising of undergraduate and graduate students in the department while also taking on committee roles for students in other departments.

Criteria for Minimum Expectations for Teaching/Advising

The numbers in the brackets correspond to the numbers in the relevant area within the definitions in A.2.a

- The candidate is expected to have a sufficient teaching record for evaluation, indexed by having served as one of the primary instructors in at least five course offerings since having achieved the rank of Associate Professor. [1]
- The candidate is expected to show general proficiency in university instruction and command of their subject matter through teaching of both graduate and undergraduate courses (as appropriate to appointment type) since having achieved the rank of Associate Professor. [1]
- The candidate is expected to demonstrate breadth by having held one of the primary instructor roles in at least three unique courses since having achieved the rank of Associate Professor, which would typically include at least one high enrollment or required undergraduate course, or one core or required graduate course. [1]

- The candidate will establish teaching effectiveness from evidence found within multiple sources of information (as outlined in the *Faculty Manual*). [2]
- The candidate is expected to evidence teaching innovation, which can be demonstrated in a number of ways. These include developing a new course, teaching a broader range of courses, substantial curriculum development, or adding significant new technologies or learning techniques to existing courses. [3]
- The candidate is expected to have chaired or co-chaired all levels of student committees (e.g., undergraduate honors thesis, master's thesis, comprehensive exam, and dissertations) appropriate to their appointment type, and served on multiple student committees (e.g., undergraduate honors thesis, master's thesis, comprehensive exam, or dissertations) in the department and, when possible, outside the department. [4]

b. Research/Scholarly Activity

Definition of Minimum Standards

- 1) The candidate leads programmatic research that has resulted in positive national and international recognition.
- 2) The candidate conducts research that is valued by the profession.
- 3) The candidate has sustained quality and quantity of research productivity.
- 4) The candidate has obtained leadership and/or fellowship positions on boards or in professional associations.
- 5) The candidate evidences mentorship of both internal and external junior colleagues, and students.

Criteria for Minimum Expectations for Research/Scholarly Activity

The numbers in the brackets correspond to the numbers in the relevant area within the definitions in A.2.b

- The candidate is able to demonstrate, since having achieved the rank of Associate Professor, an active and productive research program through consistent production of some combination of empirical, theoretical, or review papers; book chapters; academic books; research presentations and/or posters at national and international conferences; applications for external funding; and technical reports. [1, 2, 3]
- The candidate is expected to have multiple indicators of national and international recognition. Examples of external recognition include external grant funding, serving as an Associate Editor or on an editorial board of national or international journals, ad-hoc reviewing of grants for international agencies, serving on a grant review panel, being awarded a large contract, invitations to give keynote addresses or colloquia at national or international conferences or universities, invitation to write a review paper in a top-tier journal, invited chapters for notable outlets (e.g., Oxford Handbook, APA Handbook), publication of a book, invitations to provide outreach related to one's research, national or international award, number of citations as would be expected in one's field, and citations of one's research in substantial reviews of the field. This list is not exhaustive. [1]
- The candidate will demonstrate leadership in research by publishing as first or senior author (see recommendations on specific numbers below). Leadership should also be demonstrated by undertaking longer-range projects, establishing a substantial body of work that cements an expert's reputation, having multiple streams of inquiry, leading an interdisciplinary team on a complex project, or collaborating with an expanding circle of colleagues either at or external to Colorado State University. [1]

- The candidate must demonstrate the ability to secure external funding since promotion to Associate Professor. [2]
- To evidence sustained quality and quantity of publication, the candidate must consistently publish in top-tier general and top-tier specialty journals. Although the time-line is not fixed for promotion to Full Professor and minimum numbers are difficult to specify, a reasonable minimum expectation is that since having attained the rank of Associate Professor the candidate has averaged three publications per year for the past five years and of those, at least six are first- or senior-author publications in top-tier general or top-tier specialty journals. Only publications in top- or mid-tier journals, peer-reviewed, competitive published conference proceedings, or notable chapters (e.g., Oxford Handbook, APA Handbook) count towards this number. While publishing chapters is valued, they are not sufficient on their own to evidence sustained quality and quantity of research/scholarly activity. Publications in low-tier or predatory journals do not count and are strongly discouraged. [3]
- The candidate is expected to have assumed leadership and/or fellowship positions on boards or in professional associations in one's field of study. [4]
- The candidate is expected to have graduated at least one student to their Ph.D. [5]
- Publications and conference presentations of research co-authored with undergraduate and graduate students in authorship roles are also expected. [5]

c. *Service/Outreach/Engagement*

Definition of Minimum Expectations

- 1) The candidate evidences service at multiple levels within the university (i.e., university, college, department).
- 2) The candidate demonstrates leadership in service to the Department, College, and/or University.
- 3) The candidate demonstrates leadership in service or outreach to the profession, and, when appropriate, to local or national communities.

Criteria for Minimum Expectations for Service/Outreach

The numbers in the brackets correspond to the numbers in the relevant area within the definition in A.2.c

- The candidate is expected to serve on multiple committees at multiple levels of the university including graduate training program (if appropriate), department, college, or university. [1]
- The candidate is expected to serve as a chair or in another leadership position for at least one committee. [2]
- There are multiple ways to demonstrate leadership roles in service and outreach to the profession and community. These include serving as Editor, Associate Editor, or on editorial boards for top- or mid-tier journals, serving on a grant review panel, organizing a symposium or a conference, organizing University-wide events (e.g., hosting a series of prominent speakers or a symposium), representing the Department at college, university, or community events, or presenting at venues such as local or national high schools, teaching-focused colleges, or city events. [3]

B. Tenure Only Recommendations

For tenure recommendations only, concurrent with a consideration for promotion to the rank of Associate Professor, the same criteria for promotion to Associate Professor normally apply. See section X.A.1 in this document for criteria.

For candidates already at the rank of Associate or Full Professor seeking tenure, recommendations are based on meeting the standards for sustained quality performance at the current rank (i.e., continuing to meet the criteria for that rank; criteria are in X.A.2 of this document).

C. Post-Tenure Reviews

Standards in post-tenure reviews for Associate Professors are those expected for progress toward promotion to Full Professor. Standards to be used for Full Professors undergoing post-tenure review include sustained performance at the level expected for promotion to Full Professor.

XI. GRADUATE STUDENT ADVISORY COMMITTEES

A. Committee Composition

Every graduate student in the Department will have an Advisory Committee that will assist the student in developing her or his course of studies, field experiences, competency tasks, thesis and dissertation projects, and other activities related to degree requirements in Psychology.

Through a process of student/faculty consultation, a faculty member from the student's graduate program may be asked by the student or program coordinator/director to volunteer to serve as Chair of the Advisory Committee. Consistent with the Graduate School, it is the student's responsibility to obtain a faculty member willing to serve as Chair for his/her thesis or dissertation. The designated Chair will confer with the student to determine the most appropriate composition of the Advisory Committee. At the Masters level, the Advisory Committee will consist of at least three faculty members, two from the Department (one of which will be designated Chair) and one from outside the department. At the Doctoral level, the Advisory Committee will consist of at least four faculty members, including the (a) Advisory Committee Chair (a tenure-line faculty member with at least 50% appointment from the Department of Psychology and affiliated with the student's doctoral training program) and two additional faculty members from the Department (one from a graduate training program different from that of the student), and one faculty member from outside of the Department. At both the Masters and Doctoral levels, students may designate two faculty members to serve as Co-Chairs as long as one of the faculty members is from the same graduate training program as the student and the faculty members agree to this arrangement.

B. Graduate Student Progress

Graduate student progress shall be reviewed by the program faculty at least once per academic year, with a written evaluation placed in the student's file. In the event of inadequate progress or serious violation of expected standards (e.g., a breach of research or practice ethics, unprofessional conduct, creating an unpleasant work environment for others) the faculty may recommend to the Department Chair that the department take disciplinary action, including (but not limited to) removal from an assignment, revocation of funding, and/or dismissal from the program. The student may appeal any such action to the Executive Committee and, to the extent allowed by the Graduate School, to the Graduate School.

XII. STUDENT APPEALS OF ACADEMIC AND DISCIPLINARY DECISIONS

Appeals of grading decisions and violations of academic integrity policy will follow the procedures set forth in the *Faculty Manual*. Consistent with the *Faculty Manual*, the appeals committee for grading decisions will consist of two faculty members and two students from within the Department and one outside faculty member who shall serve as the voting chair. In the case of an undergraduate appeal, the two faculty from within the Department will be members of the Department's Undergraduate Committee and that committee will also appoint the two undergraduate members and decide on a voting chair from outside the Department. In the case of a graduate student appeal, the two faculty from within the Department will be members of the Department's Graduate Committee and that committee will also appoint the two graduate student members and decide on a voting chair from outside the Department. If there are issues of availability or conflict of interest, the Department Chair may appoint the members of the appeals committee.

XIII. DEPARTMENT SELF-EVALUATION

At the direction of the Dean of the College of Natural Sciences, the Department Chair and the Undergraduate and Graduate Committees shall review the Department operations according to the principles set forth in the *University Code*.

XIV. CONSULTING AND CONTINUING EDUCATION POLICIES

- A. Department faculty members who wish to engage in professional consulting activities may do so within the guidelines for consulting established by the *Faculty Manual*. In keeping with University policy, consulting activities should not interfere with the discharge of academic duties.
- B. Department faculty members who engage in continuing education teaching opportunities (CE, also known as online and distance teaching) may do so within the policy guidelines established in the *Psychology Department Operations Manual*. In keeping with University, College and Department policies, such activities should not interfere with the discharge of other academic duties.

XV. CHANGES TO THE DEPARTMENTAL CODE

Any eligible voting member of the Department may propose a revision to the Departmental Code, providing the amendment is consistent with the *Faculty Manual*. A proposed revision shall be submitted, in writing, to the Department Chair who will then present the revision to the faculty during a meeting called by the faculty member proposing the code change. A Code revision shall be adopted (in the exact form in which it will ultimately appear in the Code) when a two-thirds secret ballot vote of faculty members of the Department vote in favor of its approval, consistent with the *Faculty Manual*. Voting can be accomplished electronically. Within two weeks of the adoption of a Code change, the Department Chair, in consultation with the Executive Committee, shall integrate the change into the existing Code.

Upon approval of the new code by the Dean and the Provost, each member of the faculty shall be provided with a copy. The Code shall also be reviewed the year prior to the end of each term of the Department Chair, using the procedures stated above for approval of recommended changes to the Code.

Note: The Department makes recommendations regarding personnel decisions. Decisions regarding personnel issues have been delegated to the President by the Board of Governors of Colorado State University, which has final authority.