

CODE OF THE DEPARTMENT OF  
FOREST AND RANGELAND STEWARDSHIP  
WARNER COLLEGE OF NATURAL RESOURCES  
COLORADO STATE UNIVERSITY

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## **PREAMBLE**

This code sets forth the principles that guide the internal organization of the Department of Forest and Rangeland Stewardship. This code is consistent with provisions of the University Code relating to departmental operations and is subordinate to the University Code. In all cases of conflicting policy, the University Code takes precedence. The Department Code aids the Department to efficiently and effectively fulfill its role in meeting the goals of Colorado State University. Each member of the Department assumes responsibility for knowing the precepts of faculty government established by college policies and the University and Department Codes.

## **SECTION A. STATEMENT OF THE DEPARTMENTAL VISION AND MISSION**

### **A.1 VISION**

We will strive for excellence in forest, rangeland, and natural resource stewardship programs that support and benefit our Colorado, national, and international constituencies. We will advance the sciences and practices of forest and rangeland stewardship through education, research, extension, and outreach. Our students will lead the next generation of land managers and contribute to resolving the challenges confronting a dynamic society and changing natural environment.

### **A.2 MISSION**

Our professional programs in forest, rangeland, and natural resources stewardship, through collaboration with other programs in our college and university, produce graduates who are prepared to meet the challenges facing future land managers. Our research, extension, and outreach programs generate and communicate knowledge to students, managers, policy makers, peers, and the public and establish us as a preeminent authority in forest, rangeland, and natural resources stewardship.

Teaching: We prepare students with the knowledge and understanding to be productive members of a changing society and to lead the next generation of land management professionals. We offer programs of instruction that meet the needs of our departmental baccalaureate and graduate degree offerings and provide for certification and continuing educational needs of Colorado, the nation and, international constituencies.

Research: We are engaged in comprehensive research programs that advance scientific knowledge and communication for the benefit of Colorado, the nation, and the world. Our research is responsive to constituency needs, provides for student involvement, and is integrated with our teaching programs.

Extension/Outreach: We actively exchange information with individuals and organizations concerned with land stewardship to disseminate knowledge and obtain feedback for evaluation and modification of departmental programs. We serve the lifelong educational and training needs of forest and rangeland stewardship professionals.

Service: We are active participants and leaders in local, university, national, and international scholarly and professional organizations. We are involved in faculty governance, professional, special or ad hoc committees, and other services, activities, or events in our respective disciplines.

## SECTION B. Department Head duties and responsibilities

The principal administrative and academic officer of the Department of Forest and Rangeland Stewardship will be designated Department Head. Members of the departmental faculty and staff are responsible to him/her. The Department Head has the general responsibility for all activities that may affect the professional status of the Department and the best interests of the University. He/she is the responsible supervisor of departmental faculty and staff and is in turn responsible to the Dean of the Warner College of Natural Resources. Selection, duties, and term of office of the Department Head shall be those specified in the Colorado State University - Academic Faculty And Administrative Professional Manual Sections C and E. If the Department Head is temporarily absent, s/he will appoint an Acting Department Head from the tenured faculty.

## SECTION C. DEFINITION OF FACULTY APPOINTMENT TYPES AND VOTING RIGHTS

### C.1. FACULTY VOTING RIGHTS

C.1.1 Regular Full-Time, Regular Part-Time, and Transitional Faculty Members (as defined in Section E of the Academic Faculty And Administrative Professional Manual) with the rank of Assistant Professor or above will be eligible to vote on Department issues brought before the faculty.

C.1.2 Appointment types not listed in C.1.1 will not have voting rights on Department issues; however, these faculty members will be encouraged to participate in and contribute to discussions regarding issues addressed in department meetings.

## SECTION D. ADMINISTRATIVE ORGANIZATION OF THE DEPARTMENT

### D.1 STANDING COMMITTEES

Election / appointment to standing committees will occur prior to the 2<sup>nd</sup> week of the fall term.

#### D.1.1 Department Curriculum Committee

The Department Curriculum Committee will be composed of 5 faculty members from within the FRS department. Curriculum Committee members will serve 3-year terms. The Department Head will appoint 1 faculty member to be the Chair of this committee, and the eligible faculty will approve the remaining 4 members. The duties of the Department Curriculum Committee shall be to make recommendations to the Department Head pertaining to all undergraduate curriculum matters. The Committee will assist faculty in curricular development, involving both course and program changes, for all degrees. The Committee will advise the Department Head regarding priorities for faculty positions as related to instruction needs. The Chair of the FRS Curriculum Committee shall serve as the Department representative to the WCNR Curriculum Committee.

#### D.1.2 Graduate Program Committee

The FRS Graduate Program Committee will be composed of 3 faculty members from within the FRS department. Graduate Program Committee members will serve 3-year terms. The Department Head will appoint 1 faculty member to be the Chair of this committee and the faculty will approve the remaining 2 members. This committee will maintain/edit the Graduate Student Handbook that includes department policies and procedures for graduate students. The Committee will develop pertinent policies related to the Department's graduate programs and advertisements of these programs. The Graduate Program Committee will also be responsible for making recommendations to the Department Head pertaining to all graduate curricula matters. The Committee will assist faculty in graduate curricular development and changes in program areas for all graduate degrees in

the Department.

#### D.1.3 Master of Natural Resources Stewardship Advisory Committee

A committee of three faculty members from within the FRS department will be appointed by the Department Head to serve as the MNRS Graduate Advisory Committee. The role of this committee shall be to serve as the graduate advisory committee to all students in the MNRS program. MNRS Graduate Advisory Committee members will serve 3-year terms.

#### D.2 AD HOC COMMITTEES

In addition to the above standing committees, ad hoc committees may be formed either by appointments by the Department Head or by election by department faculty.

### **SECTION E. PROCEDURES RELATING TO THE REVIEW OF CANDIDATES FOR NEW OR VACATED FACULTY POSITIONS**

New or replacement faculty appointments will be conducted in accordance with the University Equal Opportunity / Affirmative Action policies and procedures.

When an external search is convened, the Department Head will appoint a member of the regular faculty to serve as the head of the search committee for the position. The search committee will contain at least three members of the regular faculty, of which the remaining two or more committee members will be appointed by the Department Head. The search committee will select a short-listed group of candidates from the applicant pool to be brought on campus for personal interviews with Department, College, University, and other appropriate individuals through the use of conferences and/or seminars. The search committee and Department Head will encourage participation in the interview process by Department faculty and staff, graduate students, and undergraduate students. Following the interview process, the search committee will convene the faculty to obtain their input. The search committee will submit their recommendation, the recommendation of the faculty, and summary of student and stakeholder input to the Department Head. The Department Head will consult with appropriate Department, College and University personnel before making a final selection from the candidate(s) recommended by the committee and faculty.

## **SECTION F. PROCEDURES RELATING TO THE REVIEW OF RECOMMENDATIONS FOR FACULTY MEMBERS FOR ACQUIRING TENURE, FOR PROMOTION IN RANK, AND FOR REAPPOINTMENT**

The promotion, tenure, and reappointment process are initiated by the Department Head at the time of the annual review during the calendar year in which the faculty member will submit their application for promotion and tenure. These processes will be carried out with the assistance of a Tenure and Promotion Committee or Promotion Committee, as identified in subsequent sections. The responsibility of the Department is to provide a recommendation to the University regarding tenure, promotion, and reappointment; however, the final authority for all personnel matters is the State Board of Governors of the Colorado State University System.

### **F.1. COMPOSITION AND INITIAL CONVENING OF TENURE AND PROMOTION COMMITTEES**

A quorum of any committee exists when 2/3rds of the committee members are present or have submitted their input or vote by proxy through another committee member.

#### **F.1.1 The “Tenure and Promotion Committee” for recommending tenure and promotion from Assistant to Associate Professor**

The Tenure and Promotion Committee consists of all FRS regular faculty members that hold academic rank at or above the rank sought by the tenure-track Candidate (i.e. individual seeking tenure and promotion). The chair of the Tenure and Promotion committee for a given Candidate will be the same individual who chairs the Candidate’s Mentoring Committee (see F.1.3). The Tenure and Promotion Committee will convene to review the record of each untenured faculty member (Candidate) in a tenure-track position by the end of the second semester of the Candidate’s appointment.

#### **F.1.2 The “Promotion Committee” for recommending promotion from Associate to Full Professor or promotion of Special Faculty**

The Promotion Committee consists of all FRS regular faculty members who hold academic rank at or above the rank sought by the Candidate. The Committee will elect a chair from amongst their ranks. The Promotion Committee shall be convened during the Spring term of the calendar year in which the faculty member (Candidate) intends to apply for promotion.

#### **F.1.3 The “Mentoring Committee” for tenure-track faculty**

A Mentoring Committee shall be constituted for each tenure-track faculty member. A subset of three members of the faculty at a rank higher than the Candidate shall be appointed by the Department Head to mentor each tenure-track faculty member. One member will be designated by the Department Head to serve as chair of the Mentoring Committee and will serve as the primary mentor for the Candidate. The Mentoring Committee will convene during the first semester of the Candidate’s appointment.

### **F.2 PROCEDURES FOR EVALUATING FACULTY PERFORMANCE AND MAKING RECOMMENDATION FOR TENURE, PROMOTION, AND REAPPOINTMENT**

#### **F.2.1 Annual faculty performance evaluations by the Department Head**

The Department Head will meet with each faculty member during the spring semester for performance evaluation of the previous calendar year and to establish performance expectations/responsibilities for the current calendar year. Productivity will be measured against department standards current at the time of review.

The Department Head will keep a written record of items considered in the performance evaluation of each faculty member. Each faculty member will have the right to review their record and to

request modification if they believe the record is incorrect or incomplete. A copy of the evaluation will be given to the faculty member and kept in the Candidate's personnel file.

#### F.2.2 Annual faculty performance evaluations by the Mentoring Committee

It is the responsibility of the Mentoring Committee to clearly articulate expectations regarding tenure and promotion to the Candidate. Each Mentoring Committee (Section F.1.3) will meet with the Candidate annually, conduct an annual evaluation of the faculty member, and make a recommendation annually concerning reappointment and progress towards tenure and promotion to the Department Head and the Tenure and Promotion Committee. This recommendation will be provided to the Department Head by February 15 of each year and to the Tenure and Promotion or Promotion Committee by March 15 of the same year.

#### F.2.3 Annual faculty performance evaluations by the Tenure and Promotion Committee

It is the responsibility of the Tenure and Promotion to review annually the performance of all tenure-track faculty members eligible for promotion by the final day of the spring semester of each academic year. This review will build upon the Mentoring Committee's evaluation conducted during the same academic year. The Committee shall be responsible for assessing annually the faculty member's performance with regards to department, college, and university standards for tenure and promotion. They will inform the Department Head regarding progress and will write an annual, written review of the Candidate's progress that will be shared with the Candidate and will become part of the Candidate's file; this will be completed by the final day of the spring semester of each academic year.

#### F.2.4 Midpoint comprehensive reviews for tenure-track faculty

A comprehensive performance review of tenure-track faculty will be conducted at the midpoint of their probationary period at Colorado State University. Procedures for this review will be consistent with policies and procedures established in the Academic Faculty and Administrative Professional Manual. Faculty applying for the comprehensive review must utilize current deadlines, guidelines, and documentation procedures for tenure and promotion from the Provost's Office. It is the applicant's responsibility to develop and maintain a portfolio that substantiates excellence in research, teaching, and professional service per their appointed workload allocation. The Tenure and Promotion Committee will use the information submitted by the Candidate and other materials gathered by the Committee as the basis for review. Committee recommendations regarding satisfactory progress towards tenure and promotion will be determined by a vote of all members. In the case of a split vote, a majority and minority report will be included with the recommendation. Upon completion of the review, a written summary of the conclusions and recommendations reached by the Committee will be provided to the Candidate, the Tenure and Promotion Committee, and the Department Head and forwarded subsequently to the Dean, and the Provost/Academic Vice President. The midpoint comprehensive review will be maintained in the faculty member's personnel file.

#### F.2.5 Procedure for recommendations on advancement in rank and granting of tenure

In accordance with section E.13 of the Academic Faculty and Administrative Professional Manual, the Department Head shall initiate the process leading to a recommendation for the granting or denial of tenure and/or promotion, beginning at the time of the annual review during the academic year prior to the academic year in which the Candidate intends to submit their application. The Department Head shall consult with the Tenure and Promotion or Promotion Committee following the annual review before initiating this process to confirm whether to proceed with the application to advance in rank and/or granting of tenure.

Procedures for this review will be consistent with policies and procedures established in the Academic Faculty and Administrative Professional Manual. Faculty members applying for tenure and/or promotion must utilize current deadlines, guidelines, and documentation procedures for tenure and promotion from the Provost's Office. It is the applicant's responsibility to develop and maintain a portfolio that substantiates excellence in research, teaching, and professional service per their appointed workload allocation.

Because this recommendation is primarily a faculty responsibility, the Department Head shall ask the Tenure and Promotion or Promotion Committee to vote by ballot for or against tenure and/or promotion of the faculty member being considered. A tenure and/or promotion recommendation shall be by a majority vote of the Committee. The recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. A written summary of the conclusions and recommendations reached by the Committee will be provided to the Candidate, the Tenure and Promotion or Promotion Committee members, and the Department Head. This letter will accompany the Candidate's application materials, which will be forwarded subsequently to the Dean and the Provost/Academic Vice President for review and either endorsement or opposition. A copy of this recommendation will be maintained in the faculty member's personal file.

#### F.2.8 Periodic Comprehensive Performance Reviews of Tenured Faculty

Phase I reviews will be conducted by the Department Head in accordance with section E.14.3.1 of the Academic Faculty And Administrative Professional Manual.

When necessary, Phase II comprehensive reviews of tenured faculty members will be conducted by a Departmental Review Committee in accordance with section E.14.3.1 and section E.14.3.2 of the Academic Faculty And Administrative Professional Manual. The members of the Departmental Review Committee, in order to eliminate the potential for bias, will include all regular faculty members (excluding the faculty member undergoing Phase II review) in Forest and Rangeland Stewardship who hold the same or higher rank as the faculty member under review. Only if the Department cannot supply three members of suitable rank, the Department will supply as many members of suitable rank as possible to the Departmental Review Committee; the existing members of the Departmental Review Committee will select any necessary additional members from among the faculty of the Warner College of Natural Resources. Criteria for review of the tenured faculty member will be jointly agreed to by the Committee to ensure an equitable evaluation in terms of teaching, research, service, and outreach, based on the nature of the faculty member's appointment. The tenured faculty member under review will provide the Committee with comprehensive documentation in support of the criteria by which they will be evaluated. The faculty member under review may submit letters of support from peers within or outside the Department and University; they may also submit letters from professional organizations. The tenured faculty member may submit any additional information relevant to his/her performance criteria. Within two months of being convened, the committee will conclude its review and provide a written report in accordance with section E.14.3.2 of Academic Faculty And Administrative Professional Manual. This report will be provided to the Department Head and the Candidate and kept in the Candidate's personnel file.

### F.3 DEPARTMENTAL STANDARDS FOR TENURE AND PROMOTION

The Department of Forest and Rangeland Stewardship is a broad multidisciplinary department, which encompasses social, biological and physical sciences and contains a breadth of professional traditions and faculty members with diverse appointments. Accordingly, there will be a diverse set of expectations for the granting of tenure and promotion within the different disciplines and appointment types. It is the responsibility of the Mentoring Committee to clearly articulate these expectations to tenure-track candidates. The recommendation for granting or denial of tenure and promotion in the department shall be based on the following criteria:

#### F.3.1 Tenure

The tenure decision is based primarily on the candidate's performance of teaching, advising, service, and other assignments and achievements in scholarship. Tenure also reflects and recognizes a candidate's potential long-term value to the institution, as evidenced by professional performance and growth. Faculty members are not merely employed by the University but are integral to the educational, extension, and research programs of the University; tenured faculty members are the community of educators who create institutional stability and an ongoing commitment to excellence. Tenure, therefore, will be granted to faculty members whose achievements in serving the University's missions and potential for effective long-term performance warrant the institution's reciprocal long-term commitment.

#### F.3.2 Promotion

##### *E.3.2.1 Promotion to the rank of Associate Professor*

Promotion to the rank of Associate Professor is based upon evidence of the applicants:

- a) Demonstrated effectiveness in teaching, advising, service, extension, and other assigned duties;
- b) Achievement in scholarship and creative activity that establishes the individual as a significant contributor to their respective field or profession, with potential for distinction;
- c) Appropriate balance of institutional and professional service.

Promotion to Associate Professor does not automatically grant tenure. Tenure will usually accompany a promotion, but the decision on tenure is made independently of the decision on promotion.

##### *E.3.2.2 Promotion to the rank of Professor*

Promotion to the rank of Professor is based upon evidence of the applicants:

- a) Distinction in teaching, advising, service, extension or other assigned duties, as evident in continuing development and sustained effectiveness in these areas, new and innovative teaching, curricular development, awards and recognition;
- b) Distinction in scholarship and creative activity, as evident in the candidate's wide recognition, leadership, and significant contributions to their respective field or profession;
- c) Exemplary institutional and professional service, and an appropriate balance between the two.

#### F.3.3 Evaluation of Teaching Effectiveness

Evidence of teaching effectiveness in the Department of Forest and Rangeland Stewardship may be based on:

- Teaching portfolios;
- Demonstrated efforts to improve instructional and student assessment content and techniques;
- Professor conducted mid-semester evaluations;
- Evaluations by undergraduate and graduate students of both teaching and advising skills;
- Evaluations conducted by other faculty members, particularly if based on class visitations, on attendance at public lectures given by the faculty member being evaluated, or on

observations of students' preparedness for courses sequential to the one taught by the faculty member being evaluated;

- Letters from students;
- Letters from graduates;
- Development of new and effective techniques of instruction and student assessment;
- Evidence of mentoring of undergraduates, particularly those assigned to the faculty member;
- Number of graduate advisees and graduate student success in completing degrees and meeting the Department's desired student learning outcomes;
- Recognitions and awards for teaching excellence.

## **SECTION G. PROCEDURES FOR APPOINTING ACADEMIC FACULTY TO GRADUATE STUDENT ADVISORY COMMITTEES**

While graduate students are primarily responsible for choosing an advisor, a faculty member must be willing to accept a student and to guide them in the selection of other committee members. In accordance with the Graduate School, for the Master's of Science degree, a committee must have a minimum of three members, with one being from outside the Department. For the Doctoral degree, committees will have a minimum of four members, with at least one outside member. In the case of students enrolled in the Master's of Natural Resources Stewardship, a common departmental faculty committee (D.1.3) serves in the advisory function.

In general, only regular, full-time, tenure-track faculty members may serve as chair of a graduate student's committee. Exceptions to this general rule may occur by majority vote of the tenure-track faculty on a case-by-case basis for faculty members with different appointment types. In such cases, the Graduate Program Committee shall draft a written agreement between the Department and the advisor specifying the conditions for such an agreement. The draft agreement will be submitted by the Graduate Program Committee to the eligible faculty for a vote of approval.

When circumstances arise that lead to (1) a student choosing to remove a faculty member as his/her chair or (2) when a faculty member wishes to voluntarily remove themselves as a chair, it is the responsibility of the faculty member and student to work with the Department Head to find a suitable replacement.

## **SECTION H. PROCEDURES RELATING TO SELF EVALUATION OF DEPARTMENTAL OPERATIONS**

The Department will conduct an Academic Program Review every six years consistent with Section C.2.3.2.2.d of the Academic Faculty And Administrative Professional Manual.

This evaluation process will be complimented by periodic surveys of recent graduates and internal discussions at faculty meetings during the academic year.

## **SECTION I. PROCEDURES BY WHICH STUDENTS MAY APPEAL ACADEMIC DECISIONS OF THEIR INSTRUCTORS OR GRADUATE COMMITTEES**

An appeal stems from an alleged academic injustice to a student. It may have resulted from academic requirements or actions of a faculty member, instructor or the Department or from written decisions of faculty members, instructors, or the Department Head.

The Department faculty recognizes the importance of resolving student grievances in a timely and equitable manner. The faculty further recognizes the right of students to appeal decisions to a higher administrative level. It is, therefore, the policy of the Department to provide a specific procedure for dealing with grievances in a fair and impartial manner.

Prior to filing a formal appeal, the student must try to resolve the problem personally with the faculty member or instructor involved. Faculty members and instructors are expected to meet with appellate students in good faith and to discuss the situation in a professional and responsible manner. Emphasis should be on resolving the situation quickly and acceptably, with due consideration for academic and professional standards, as well as the student's position.

If a problem related to grading decisions is not satisfactorily resolved between the student and the faculty member or instructor, the student will be advised that he/she may file a formal appeal in accordance with I.7.1 of the Academic Faculty And Administrative Professional Manual.

If the problem does not involve academic integrity, the student may initiate a formal appeal with the Department Head. The Department Head will appoint an appeals committee consisting of two faculty members, two students from the Department, and a faculty member from another department to serve as the voting chair of the appeals committee. The appeals committee will proceed according to Section I.7.1 of the Academic Faculty And Administrative Professional Manual.

If the problem involves academic integrity, the student may request a hearing with the Office of Conflict Resolution and Student Conduct Services in accordance with Section I.7.2 of the Academic Faculty And Administrative Professional Manual.

If the Department Head is a party to an appealed grading decision, the Chair of the Curriculum Committee will appoint the appeals committee, receive their decision, and provide a written notice of the decision to the student and the faculty member or instructor, in accordance with Section I.7.1. of the Academic Faculty And Administrative Professional Manual.

## **SECTION J. DEPARTMENT MEETINGS**

A meeting of all department faculty and staff will be scheduled near the beginning of the academic year. The agenda for this meeting will consist of current department business and preparation for annual activities to accommodate department goals and objectives.

Regular or formal meetings of the department faculty and staff to conduct business will be scheduled by the Department Head as needed during the academic year. An agenda will be prepared for each of these meetings and circulated to faculty at least one working day prior to the meeting.

A faculty meeting may be requested by a petition of the majority of the faculty for resolution of special issues.

Department faculty meetings will be chaired by the Department Head or their designee. These meetings will be conducted in accordance with *Robert's Rules of Order*.

A quorum will consist of one more than 50% of the eligible voting faculty (see section C.2) of the Department not on leave (e.g., sabbatical).

All questions or issues before the department faculty will be decided by a majority vote of eligible faculty (C.2) present at the meeting, with the exception of changes to the Department Code, which will require a two-thirds vote of all eligible faculty members. Proxies or written vote may be accepted for absent faculty members.

An administrative assistant shall take notes at all faculty meetings. These notes will be circulated to all department faculty members for review within one week of the meeting. At the next faculty meeting, these notes will be approved by majority vote. The approved notes will then be placed on the department web site for 1 year for access by the department faculty. The Department Head will be responsible for maintaining an archive of these notes.

## **SECTION K. PROCEDURES FOR PERIODIC REVIEW AND AMENDING OF THE DEPARTMENTAL CODE**

The code may be revised the year prior to the end of the Department Head's term and shall be reviewed in connection with the evaluations of academic programs and departmental operations. Revisions to this code may be suggested at any time by faculty in the department by written petition to the Department Head. In such situations the Department Head will request that a code revision committee consisting of three faculty members be nominated and approved by the faculty. This committee will carefully consider all requests for changes in the code and, after soliciting faculty input on draft changes, present them together with its recommendations to the Department for adoption or rejection. A two-thirds majority of the eligible faculty will be required for adoption of each proposed change.

Any revision, amendment, or modification of the code that is adopted by the faculty will become effective on the first day of the month following its adoption, or as provided in the Academic Faculty And Administrative Professional Manual.