These College standards, processes, and procedures are to be applied in making appointment, reappointment, tenure, and promotion recommendations in all Departments in the college.

10.1. Definitions

(i) “Primary Unit”: This term refers to the unit composed of professional colleagues most directly involved with the candidate and having authority to make recommendations concerning appointment, reappointment, tenure, and promotion. The primary units in the College of Architecture and Planning are the departments of Architecture, Planning and Design, and Landscape Architecture. Only members of the primary units holding tenure shall vote on decisions relating to tenure, except that non-tenured members of the primary unit may be permitted to vote on decisions relating to tenure when authorized by the dean and the chief academic officer when circumstances, in their discretion, so justify.

(ii) “Evaluation Committee”: This term refers to the group within the primary unit that is delegated by the primary unit the responsibility of initially reviewing the qualifications of candidates for appointment, reappointment, tenure, and promotion. The evaluation committee makes a recommendation to the primary unit for a vote. Administrators who will review candidates at later stages of the review process shall not serve on primary unit evaluation committees.

(iii) “First Level Review”: This term refers to the dean, to whom the recommendations of the primary unit and evaluation committee are directed. Without regard to the size of the college, the dean shall not participate as a member of the primary unit but rather shall carry out the independent duties of the office specified by the Board of Regents.

(iv) “Review Committee”: This term refers to the faculty group that assists in the review level procedures at the First Level Review.

(v) “Second Level Review”: This term refers to the chief academic officer of the campus to whom the recommendations of the primary unit, the dean, and the review committee are taken.

(vi) “Third Level Review”: This term refers to the president of the University to whom the recommendations of the chief academic officer of the campus are taken.

10.2. Every primary unit and reviewing body making recommendations concerning appointment, reappointment, tenure, and promotion shall strictly follow and apply the procedures and standards described herein. Any additional standards and procedures that shall not be herewith inconsistent must be specifically authorized and approved by the chief academic officer of the institution in which the primary unit is located. All such standards and procedures shall be in writing and be available to the candidate being evaluated, as well as to all other persons involved in the candidate's evaluation. These Standards, Processes, and Procedures, as well as any duly approved additional criteria and procedures of the primary or academic department, shall be made available by the
head of the primary unit to each faculty member at the time of appointment and reappointment.

10.3. Primary Unit

(i) in making appointment, reappointment, tenure, and/or promotion recommendations, all primary units shall take into account the following criteria:

   The teaching ability of the candidate

   The scholarly, creative, and/or research work of the candidate

   The University service and public service of the candidate

   The primary unit shall also take into account other criteria that have a material bearing on an appointment, reappointment, tenure, or promotion recommendation of that unit. The requirements of the unit shall be considered at the time of appointment and reappointment. The merit of the candidate should be the primary consideration in recommendations for award of tenure.

(ii) Every candidate for reappointment, promotion, and/or tenure shall consult with and be advised by the Chair of her/his academic program regarding the criteria and standards that the primary unit recognizes in reaching a decision about the candidate's performance. With regard to the above criteria, each primary unit shall define the appropriate terminal degree/degrees for the unit as well as scholarly/creative work recognized by the unit.

(iii) When joint or split appointments are made, or when a member of the faculty affiliates with more than one department, the affected faculty member must be informed in writing, prior to the appointment, of:

   (a) The duties and expectations as agreed upon by all Departments involved; and

   (b) Which Department unit will be responsible for initial personnel recommendations such as tenure, reappointment, promotion, and salary.

(iv) It is imperative that rigorous criteria and standards be used in making all recommendations.

(v) All candidates for appointment, reappointment, promotion, and tenure must meet University-wide standards as approved by the Board of Regents. These standards are:

   (a) Tenure: Tenure may be awarded only to faculty members with demonstrated meritorious performance in each of the three areas of teaching, research or creative work, and service, and demonstrated excellence in either teaching or research or creative work.
(b) Instructor: Instructors should have the master's degree or its equivalent and should be otherwise well-qualified to teach at the undergraduate (primarily lower division) level.

(c) Senior Instructor: The rank of senior instructor gives higher recognition and salary and longer periods of appointment, than that of instructor. It is awarded to faculty members who do not have the prerequisites for promotion to the rank of assistant professor but who have special abilities, usually in teaching.

(d) Assistant Professor: Assistant professors should have the terminal degree related to their field or its equivalent, plus some teaching experience. They should be otherwise well-qualified to teach at the undergraduate and graduate levels and possess qualifications for research or creative work in a special field.

(e) Associate Professor: Associate professors should have the terminal degree appropriate to their field or its equivalent, considerable successful teaching experience, and promising accomplishment in research or creative work.

(f) Professor: Professors should have the terminal degree appropriate to their field or its equivalent, and (a) a record that, taken as a whole, is judged to be excellent; (b) a record of significant contribution to both graduate and undergraduate education, unless program circumstances can be shown to require a stronger emphasis, or singular focus, on one or the other; and (c) a record, since receiving tenure and promotion to associate professor, that indicates substantial, significant and continued growth, development, and accomplishment in teaching, research, scholarship or creative work, and service.

10.4. Evaluation Committee

For the purpose of assisting the primary unit in making its recommendations on appointment, reappointment, tenure, and/or promotion, the Department in which the candidate being considered is rostered shall elect an evaluation committee for each candidate under review. The evaluation committee may consist of tenured members. Such committees shall take into account and carefully evaluate the following:

(i) Information concerning the teaching ability of the candidate including the opinions of the candidate's students and colleagues and other qualified individuals who may have observed the candidate's classroom presentations;

(ii) The candidate's scholarly, creative, and/or research efforts, including the opinions of colleagues relative thereto and written publications which the committee should thoroughly examine;

(iii) Opinions of others in the candidate's field or in cognate fields who have particular knowledge of the candidate's scholarly, creative, and/or research efforts;
(iv) The candidate's University and public service including the opinion of colleagues and others relative thereto;

(v) Any other information submitted by the candidate that the candidate believes will assure an adequate consideration and evaluation of his/her appointment, reappointment, promotion, and/or tenure;

(vi) The opinions of members of other units within the University community who are competent to judge the candidate and have a legitimate interest in the appointment, reappointment, promotion, and/or tenure recommendation; and

(vii) The opinions in writing of scholars from outside the University and from various locations who are qualified to judge the candidate. Such outside opinions are mandatory in cases of recommendations for tenure and promotion. (The candidate will be asked to provide names of scholars that should be considered in selecting external reviewers.)

(viii) Examples of appropriate criteria and types of evidence to be considered in evaluating teaching, research or creative work, and service are:

(a) TEACHING

Criteria

(1) Rigor of treatment and depth of material presented
(2) Organization of material presented
(3) Comprehensiveness of material presented
(4) Currentness of materials
(5) Effectiveness of teaching techniques
(6) Evaluation of student performance: quality and fairness
(7) New course development
(8) Teaching zeal and enthusiasm
(9) Concern for individual students and class as a whole
(10) Tolerance and understanding of, and respect for, opinions counter to those of the candidate
(11) Discussion leadership
(12) Ability to stimulate student creativity and energy
(13) Accessibility of the candidate to students
(14) Changes indicating improvements in teaching performance

Evidence of Performance

(1) Faculty Course Evaluation by students
(2) Confidential letters to the Evaluation Committee by peers
(3) Open letters sent to the Evaluation Committee
(4) Teaching awards
(5) Products of student work: papers, projects, theses, student awards
(6) Course syllabi, teaching materials, assignments, bibliographies
(7) Evidence of teaching improvements: courses taken in education or improved course materials
(8) Record of curriculum and other teaching-related committee work
(9) Written self-evaluation by the candidate
(10) Quality of doctoral Dissertation and Master's Thesis Supervision
(11) Student Advising
(12) Innovations in Teaching
(13) Student Performance on Standard Professional Examinations

(b) RESEARCH/CREATIVE WORK: During the evaluation process, evidence will be sought of creative activity of high quality and significance. Due to the diversity and complexity of theoretical, applied, and skill-oriented knowledge required in the architecture, design, and planning professions, research and creative activities assume a variety of forms including, but not limited to, classical scientific research and publications. Research and creative activities are inclusive of broad range of efforts, including basic and applied research, survey, synthesis and interpretation of the works of others, innovative design projects, further development and/or improvements of the technical and spatial methods of design, investigation of contemporary and historical design precedent and its relationship to specific and particular projects and sites, and design and planning case studies.

Research and Creative Activities: Evidence of Performance

(1) Articles in refereed journals
(2) Books
(3) Book chapters
(4) Conference proceedings
(5) Edited books
(6) Editorship of journals
(7) Public lectures
(8) Critical reviews
(9) Scholarly papers
(10) Offices held in professional and academic organizations
(11) Organization of conferences
(12) Conference participation
(13) Funded research projects
(14) Research reports
(15) Published abstracts
(16) Reference to the candidate's written work in professional publications
(17) Peer evaluations, confidential
(18) Peer evaluations, public
(19) Expert testimonies given by the candidate
(20) Honors and awards
(21) Self-evaluation by the candidate
(22) Exhibits of design and/or creative works
(23) Juried reviews of design and/or creative works
(24) Printed critical reviews of design and/or creative works
(25) Competition prizes
(26) Fellowships
(27) Positions on juries
(28) Completed projects
(29) Critical professional and public recognition of projects completed
(30) Juried awards for projects completed
(31) Consultation participation in other completed projects
(32) Recognition in institutional or governmental advisory invitations

(c) SERVICE: There are three dimensions of the service category: service within the University and the College, service to the community outside the University, and service to the professional or academic communities.

a) University Service

(1) Leadership and participation in committees, task forces, projects, events, and special assignments, and at the CU-system, CU-Denver, College, and Program levels
(2) Pro bono work done for the University in a service capacity

b) Community Service: Service by faculty to the community outside of the University is encouraged. Community service that enhances the standing of and goodwill towards the University in the community, or pro bono research that enriches classroom teaching, are examples of such service.

(1) Leadership and participation with outreach programs of the University
(2) Lectures, exhibits, speeches, design, and planning for public groups
(3) Leadership and participation in civic and other public service groups
(4) Leadership and participation in continuing education and other public service teaching
(5) Consultation pro bono for civic and other public groups

c) Professional Service

(1) Leadership and participation in the organization and activities of professional and academic organizations
(2) Refereeing for scholarly and professional journals and research proposals
(3) Participation in professional licensing boards and related activities
(4) Contributions to continuing education in the candidate's field of expertise
(5) Pro bono research and consultation for professional or academic organizations

d) Service: Documentary Evidence of Performance

(1) Service project reports
(2) Letters of appointment and/or election to offices in professional and academic organizations
(3) Peer review of service activities, confidential
(4) Peer review of service activities, public
(5) Letters acknowledging services rendered
(6) Testimonials, in writing
(7) Awards and honors
(8) Self-evaluation by candidate

(ix) After diligently pursuing the procedures outlined above, the evaluation committee shall report its findings concerning appointment, reappointment, promotion, and/or tenure to the primary unit on whose behalf it acts. The primary unit shall then make its recommendation to the dean on appointment, reappointment, promotion, and/or tenure according to its approved rules for making such a recommendation. A candidate for reappointment or tenure and/or one for whom a recommendation to promote was made shall be orally informed of the recommendation by the head of the evaluation committee as expeditiously as possible after the primary unit has forwarded its recommendation to the dean.

(x) The chair of the evaluation committee making the recommendation shall assist the candidate in the preparation a comprehensive dossier on the candidate for submission to the dean for his/her consideration and that of the review committee. The dossier shall include the following materials:

(a) Evidence concerning the teaching ability of the candidate including, if available, results of student evaluations;

(b) A description and evaluation of the candidate's scholarly and creative work, research, and service to the University and/or community;

(c) A statement describing the procedures followed and actions taken by the unit making the recommendation, including the reasons for the recommendation and any dissenting statements from the recommendation (this statement must include the results of any vote taken);

(d) An explanation, in the case of a new appointment, of why the unit would benefit by adding a member who has expertise in the area of the candidate; and

(e) The details in the case of a new appointment of the search procedure that yielded the name of the candidate and detailed evidence that a diligent and sincere effort was made to locate qualified women and minority candidates.

10.5. Review Committee

The dean of the college shall have a review committee to aid in the evaluation of recommendations forwarded by the primary unit. Where it is not possible for the review committee to consist of faculty members other than those in the primary unit or its
committee thereof, the dean shall form a review committee that shall include faculty from other schools or colleges. The dean shall determine whether the committee will be elected or appointed.

(i) The review committee will participate fully with the dean in the review of the recommendations of the primary unit. Such participation shall include discussion prior to forwarding the recommendations of the review committee to the chief academic officer of any reasons for disagreement between the dean and the majority position of the review committee. Should either the review committee or the dean disagree with the recommendation of the primary unit, the dean shall discuss the nature of this disagreement with the head of the primary unit. The primary unit and its evaluation committee shall then reconsider its original recommendation and return its reconsidered judgment to the dean for his/her consideration and that of the review committee.

(ii) The recommendation of the dean, the results of the votes of the primary unit and the review committee, and the comprehensive dossier on the candidate shall be forwarded together to the chief academic officer. Where differences of opinion between the primary unit, the review committee, and/or the dean have occurred and have not been resolved, each party in the disagreement shall submit a brief statement outlining the areas of disagreement and the reasons for its recommendation in that context.

(iii) A candidate for reappointment, promotion, and/or tenure shall be orally informed of this set of recommendations as expeditiously as possible by the chair of the evaluation committee who shall have been given the information by the dean.

10.6. Candidate's Prerogatives

(i) A candidate shall be entitled to submit any material or information that he/she believes will be helpful in evaluating his/her reappointment, promotion, and/or tenure at the first, second, and third level review stages. Materials provided at a higher level of the review stage shall also be provided to all other bodies reviewing the candidate.

(ii) Each faculty member shall have access to all performance evaluation documents in his/her own files. These documents shall include statements prepared by the evaluation committees, by department or division chairs, or by administrative officers, but shall not include letters of recommendation solicited from outside the primary unit, which are to be treated as confidential. Each faculty member shall be informed orally and in writing by the head of the evaluation committee of the results of evaluations of the faculty member's performance.

(iii) If a candidate so requests, in a 'confidential conversation', the chief academic officer or his/her representative shall advise him/her of the reasons that contributed to a recommendation not to reappoint or grant tenure or to a reversal of a primary unit's recommendation to promote.
(iv) A candidate for reappointment, promotion, and/or tenure shall be entitled to appeal to the Privilege and Tenure Committee if the candidate feels that the procedures described herein have not been observed at any stage of the recommending or review process.

11. Faculty Meetings

11.1. College of Architecture and Planning Faculty Meetings

The Dean is responsible for establishing a schedule of College of Architecture and Planning faculty meetings at the beginning of each semester. Faculty must be given notice of regular meetings at least one week in advance. An agenda should be made public no less than three days before the meeting. Faculty have the right to add items to the agenda. This must be done in writing to the dean's office at least four days before a scheduled meeting. Emergency meetings can be called by the dean or by a minimum of 30% of the regular College faculty on short notice.

A quorum of the College of Architecture and Planning faculty meeting consists of a minimum of 50% of all regular faculty, not including the College's administrative officers. The dean is the ex officio chair of the meeting. Roberts Rules of Order will be used. The dean's assistant will take the minutes of the meeting. Records of the minutes shall be kept in the dean's office. The College of Architecture and Planning faculty will elect a Parliamentarian from among its members. The Parliamentarian is responsible to be well informed of Roberts Rules of Order, and (s)he decides disputes about the rules in College faculty meetings. A minimum of 30% of the regular faculty can request that a College of Architecture and Planning faculty meeting be held. Such a request must be made to the dean in writing. The dean will then arrange for a meeting within no less than one week and at most two weeks from the date the request is made.

11.2. Departmental or Program Faculty Meetings

The chair or director is responsible for the scheduling of meetings and for establishing the agenda. Two or more regular department or program faculty have the right to request a department or program faculty meeting outside of the regular schedule. Faculty must be notified in advance of meetings and must be given the opportunity to add topics to the agenda. The chair or director is the ex officio chair of the meeting. Roberts Rules of Order will be used in the meetings. The department or program administrative assistant will take the minutes of the meeting. A record of the minutes will be kept in the department and program files. The department or program faculty will elect a Parliamentarian from among its members. The Parliamentarian is responsible to be well informed of Roberts Rules of Order, and (s)he decides disputes about the rules in department or program faculty meetings. If the department or program faculty does not elect a Parliamentarian, then the chair or program director serves in this role. A quorum consists of at least 50% of the regular department or program faculty. Any department or program curriculum changes must be discussed in a department or program faculty meeting and passed by a majority vote. All discussions of personnel matters in faculty meetings regarding staff or faculty are confidential.

A student representative may be invited to the department or program faculty meetings. It is the right of the department or program faculty to decide on who the student representative is. It is desirable that the student representatives be the presidents of the student chapters of the
professional organizations that are active in each department or program. The student representative must be excluded from meetings discussing personnel matters.