

**University of Colorado Denver
Downtown Denver Campus**

Department of Chemistry Bylaws

Revised and Adopted Fall 2014

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PREAMBLE

The Department of Chemistry is organized and its affairs conducted in accordance with the Laws and Policies of the Board of Regents of the University of Colorado, and the policies of the University of Colorado system, of the University Colorado Denver (CU Denver), and of the College of Liberal Arts and Sciences. This document does not replace or supersede any of these policies.

ARTICLE I: THE FACULTY

A. Definitions:

The faculty of the Department of Chemistry has 5 classifications: the Tenure/Tenure-Track faculty, the Instructional faculty, the Clinical Teaching track faculty, Research faculty, and Lecturers. These faculty titles are defined by the Regents Policy 5. The Instructional faculty, the Clinical Teaching track faculty, Research faculty, and Lecturers are non-tenure track positions. Each classification of the faculty has different responsibilities to the mission of the Department in the areas of teaching, research or creative work (hereafter "scholarship") and leadership and service (hereafter "leadership/service") to the University and the faculty member's profession. Descriptions of these positions follow:

1. *Tenure/Tenure-track Faculty:* Tenure/Tenure-track faculty have appointments as Assistant Professor, Associate Professor or Professor and must have a Ph.D. or equivalent in chemistry or a related field. The tenure/tenure-track faculty have professional obligation to the Teaching, Scholarship, and Leadership/ Service mission of the Department. Activity in each of these areas will be evaluated annually by the Department Chair and the Department Personnel Committee based on a 40:40:20 (Scholarship: Teaching: Leadership/Service) evaluation matrix, unless there is a negotiated differentiated workload (see Article I.D).
2. *Instructional Faculty:* The Instructional faculty have appointments as Instructor or Senior Instructor. Instructors must have a M.S. or higher degree (or equivalent) in chemistry or a related field. Senior Instructors must have a Ph.D. or equivalent in chemistry or a related field. The Instructional faculty have primary responsibility to the teaching mission of the Department, but may choose to devote up to five percent of effort (and in special cases more than this) to leadership/service, with the approval of the Chair and Dean. This position, which does not have the possibility of tenure, is an at will appointment of one-year that can be renewed. Instructional faculty may be eligible for three-year contracts, based on meritorious performance and departmental requirements. Both reappointments and extended contracts are at the recommendation of the Department Chair with the approval of the Dean. The Non-tenure track faculty will be evaluated annually by the Chair and the Department Personnel Committee based on their teaching and leadership/service accomplishments, as appropriate, during the previous calendar year.
3. *Clinical Teaching Track Faculty:* Faculty members on the Clinical Teaching Track, henceforth referred to as the C/T Faculty, have appointments as Assistant Professor Clinical Teaching Track, Associate Professor Clinical Teaching Track, or Professor Clinical Teaching Track, and must have a Ph.D. or equivalent in chemistry or a related

field. The C/T faculty have a variable workload distribution with at least 10% effort in scholarship and 10% effort in leadership/service, and a minimum of 51% in teaching. The exact distribution of effort and the specifics of the workload assignment are made by agreement with the Department Chair, and must be approved by the Dean of the College of Liberal Arts and Sciences and the Provost. This position does not have the possibility of tenure. Appointment to a faculty rank within the Clinical Teaching Track are at will and terminate no later than the end of the third year; these appointments may be renewed upon recommendation of the Department Chair and approval of the Dean and Provost, based on department needs. Otherwise C/T faculty have renewable at-will appointments of 1-year. Appointment and reappointment to a Clinical Teaching Track faculty rank are based on a review of the faculty member's performance per the document "Requirements for Appointment, reappointment, and promotion for Clinical Teaching Track(C/T) Faculty in the College of Liberal Arts and Sciences, University of Colorado Denver". Activity in Scholarship, Teaching and Leadership/Service will be evaluated annually by the Chair and the Department Personnel Committee based on the agreed upon distribution of effort.

4. *Research Faculty*: Faculty members whose primary duties are to conduct research will be given a title within the Research Associate or Research Professor series. Faculty members who are not involved in the instructional program will be appointed within the research associate series; those who are involved in the instructional program will be given a title within the research professor series. All faculty members who carry research titles will be supported by non-general funds.

Faculty appointments to the Research Professor series must be sponsored by the Chemistry Department and approved by the Dean of the College of Liberal Arts and Sciences. Faculty appointed to the research associate or research professor series are employees at will, and they are not eligible for tenure.

Lecturers: Lecturers are hired on a part-time basis, with an appointment that cannot exceed seven-credits per semester, as needed by the Department. The Department Chair is responsible for identifying these hires, but the Dean of the College of Liberal Arts and Sciences has responsibility for offering a contract to Lecturers. The position does not have the possibility of being full-time, nor does it have the possibility of tenure.

B. Qualifications for Appointment

1. *Assistant Professor* - Assistant professors must have a Ph.D. in Chemistry or a related field or its equivalent. They should be well qualified to teach at the undergraduate and graduate levels and possess qualifications for research promise in a chemistry related area.
2. *Associate Professor* - Associate professors must have a Ph.D. in Chemistry or a related field or its equivalent, considerable successful teaching experience, and evidence of accomplishment with independent research, with a record of excellence in either teaching or scholarship.
3. *Professor* - Professors must have a Ph.D. in Chemistry or a related 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 individual or departmental 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 leadership and service to the University and the faculty member's profession. In addition, those at the rank of Professor should demonstrate leadership in scholarship, teaching, and/or leadership/service.

4. *Instructor* - Instructors should have a M.S. degree or its equivalent in Chemistry or a related field and should be otherwise well qualified to teach at the undergraduate (primarily lower division) level. Instructors are not tenure eligible and their service as instructors does not count toward the award of tenure.
5. *Senior Instructor* – Senior Instructors must have a Ph.D. or its equivalent in Chemistry or a related field. The rank of senior instructor permits higher recognition and salary and longer periods of appointment than that of instructor. Senior instructors are not tenure eligible and their service as senior instructors does not count toward the award of tenure.
6. *Assistant Professor Clinical Teaching Track*- Assistant professors C/T must have a Ph.D. in Chemistry or a related field or its equivalent, plus some successful teaching experience and evidence of promise to establish a successful independent scholarship program. Assistant professors C/T are not tenure eligible and their service as Assistant professors C/T does not count toward the award of tenure.
7. *Associate Professor Clinical Teaching Track* - Associate professors C/T must have a Ph.D. in Chemistry or a related field or its equivalent, considerable successful teaching experience, and demonstrated success with an independent scholarship program. Associate professors C/T are not tenure eligible and their leadership/service as Associate professors C/T does not count toward the award of tenure.
8. *Professor Clinical Teaching Track* – Professors C/T must have a Ph.D. in Chemistry or a related 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 individual or departmental circumstances can be shown to require a stronger emphasis, or singular focus, on one or the other; and (C) a record, since promotion to associate professor C/T, that indicates substantial, significant, and continued growth, development, and accomplishment in teaching, research, scholarship or creative work, and leadership/service. To be promoted to the rank of Professor C/T, faculty should have a minimum of five years at the rank of Associate Professor C/T, or its equivalent. In addition, those at the rank of Professor C/T should demonstrate leadership in research, teaching, and/or service. Professors C/T are not tenure eligible and their service as Professors C/T does not count toward the award of tenure.
9. *Research Professor Series*: Research Professor, Research Associate Professor, Research Assistant Professor, Research Senior Instructor and Research Instructor: These titles are used for persons with qualifications similar to the Professor, Associate Professor, Assistant

Professor, Senior Instructor and Instructor respectively. Research Professors are not tenure eligible. (See Section B.1, B.2, B.3, B.4 or B.5 for descriptions of the academic qualifications for these titles.)

10. Research Associate Series (not tenure eligible):

- a. Professional Research Assistant (PRA): This title is held by individuals competent to carry out research or scholarly work of a quality comparable to that produced by a graduate student research assistant. Other persons eligible to be considered for appointment to the PRA title would be individuals, such as Graduate Student Teaching Assistants, who possess professional skills and competencies that can be applied to assist the professor directly in the support of the research program. A PRA works in a collaborative role with the principal investigator and contributes substantively to the investigation and analysis of the project. As a collaborator on the project, the PRA may receive full credit as co-author of publications and technical reports, and shares responsibilities in the research setting. A bachelor's degree or equivalent experience is required for appointment to the Professional Research Assistant title.
- b. Senior Professional Research Assistant: This title is held by individuals competent to carry out research or scholarly work of a quality comparable to that produced by an advanced Graduate Student Research Assistant. Appointment to this title is regarded as a promotion above the rank of PRA. The master's degree or equivalent experience is required for appointment as a Senior PRA.
- c. Research Associate: This title is granted to persons holding the Ph.D. degree or its equivalent and whose academic qualifications may be comparable to the regular faculty ranks of Associate Professor or Assistant Professor.
- d. Senior Research Associate: This title is granted to persons who, because of demonstrated superior service and performance, are recognized by the University as outstanding researchers in their field. Appointment to this position is to be regarded as a promotion above the existing rank of Research Associate, and may be comparable to the regular faculty rank of Professor.
- e. Faculty Research Associate: Faculty members in the University who are temporarily assigned as "Research Associates" are given this title.

11. Lecturers - Lecturers should have the master's degree or higher and should be otherwise well-qualified to teach at the undergraduate (primarily lower division) level. Lecturers are not tenure eligible and their service as lecturers does not count toward the award of tenure.

C. Responsibilities

1. Tenure/Tenure-track Faculty:

- a. Instructional Activity: The duties of the tenure-track faculty include the teaching of formal courses. The normal teaching assignment is 6-credit hours per semester, or

12-credit hours over the academic year. The details of the assignment will be made by the Department Chair in consultation with each faculty member. Adjustments to the teaching assignment may be made by the Department Chair, with the approval of the Dean, for reasons that include but are not limited to: teaching large enrollment sections, mentoring student research, teaching/overseeing multi-section laboratory courses, and program assessment. Any reduction must be approved by the Dean of the College of Liberal Arts and Sciences

Tenure-track faculty who wish to buy out some portion part of their teaching assignment must receive prior approval from the Department Chair and the Dean.

Course reductions and may be granted only if the Department's instructional program will not suffer as a result. A request to buy out part of a teaching assignment must be made a minimum of 8 weeks before the end of the previous academic semester/term.

In addition to formal course instruction, tenure-track faculty members are expected to contribute across a reasonable range of other instructional activities, such as assessment, evaluating curriculum and developing new curricular materials.

- b. Scholarly Activity: Tenure-Track faculty are expected to maintain an active scholarship program. The details of the scholarship activities are up to the individual, but each faculty member is expected to establish and maintain external visibility through professional publication, presentation at professional meetings, submitting grant proposals, obtaining funding to support their research, and by establishing and maintaining a viable research/scholarship program.
- c. Leadership/Service Activity: Participation in the activities related to leadership and service in the Department, the College of Liberal Arts and Sciences, the University is an obligation of the Tenure-track faculty. Tenure-track faculty members are expected to participate in this obligation at a level that is consistent with his/her career stage. External leadership and service in the form of manuscript and grant review, contributions to professional organizations, editorial involvement with journals, etc. is also expected of the tenure-track faculty.
- d. Differentiated Work-load: The professional workload and corresponding evaluation matrix for Tenure-Track faculty can be different from the 40:40:20 distribution cited in Article I.A.1 and in Article I.C parts a-c by agreement between the faculty member, the Department Chair, and the Dean of the College of Liberal Arts and Sciences. The process for establishing a differentiated workload is discussed in Article I.D

2. *Instructional Faculty*:

- a. Instructional Activity: Instructional faculty members teach up to 15-credits per semester, or 30-credits for the academic year, but may opt for 10% of their assignment to be in departmental leadership/service. Each 3-credit course assigned to an Instructional faculty member is equivalent to 10% of the Instructor's full-time

effort. The details of the teaching assignment will be made by the Department Chair in consultation with each faculty member.

Activities directly related to instruction, but not classroom teaching may be part of the assignment of an Instructional faculty member. If such activities related to instruction are assigned to an Instructional faculty member, then the formal teaching assignment (number of credit hours assigned) will be decreased proportionally to the effort required of these ancillary activities. These activities are at the discretion of the Department Chair, and will be made in consultation with the faculty member, the department Personnel Committee, and the Dean of the College of Liberal Arts and Sciences.

- b. Scholarly Activity: Scholarly activities are not part of the responsibility of the Instructional faculty and are not taken into account during annual evaluations.
- c. Leadership/service Activity: If an Instructional faculty member opts to have a 10% leadership/service assignment, it will be evaluated, with appropriate weighting, as part to that faculty member's annual review, and in any promotion review. Instructional faculty members are encouraged to participate in activities that will aid in their professional development; however, these activities are not required as a formal obligation of the position – as such, participation in these activities is not considered during the annual review process.

3. *Clinical Teaching Track faculty*:

- a. Instructional Activity: For the C/T faculty members, each 3-credit course assigned is equivalent to 10% of the instructional distribution of effort. For example, a C/T faculty member with an 80% teaching assignment will teach the equivalent of four 3-credit courses (12 credits) each semester, or eight 3-credit courses during the academic year. The details of the teaching assignment will be made by the Department Chair in consultation with the faculty member.
- b. Scholarly Activity: C/T faculty are required to be active in scholarship/research at a level consistent with their workload distribution. The details of the scholarship activities are up to the individual, but each faculty member is expected to establish and maintain external visibility through professional activities such as publication, presentation at professional meetings, submitting grant proposals, obtaining grant funding to support their research, and by establishing and maintaining a viable research/scholarship program.
- c. Leadership/Service Activity: Participation in leadership/service activities of the Department, the College of Liberal Arts and Sciences, and the University is an obligation of the C/T faculty. C/T faculty members are expected to participate in this obligation at a level which is consistent with their workload distribution. The details of any C/T faculty member's leadership/service contribution will be by agreement between the faculty member and the Department Chair.

4. *Research Professor Series:* These faculty members are involved in research and have limited involvement in the instructional programs at the University.
5. *Research Associate Series:* Individuals holding titles in this series are involved only in research and are not involved in any instructional program at the University.
6. *Lecturers:* Lecturers are hired on a part-time basis, with an appointment that cannot exceed 7-credits per semester, as needed by the Department. Lecturers are 100% instructional and have a 1-semester contract at a pay-scale determined by the University based on the number of credit hours taught. Individuals hired into lecturer positions can be re-hired in subsequent terms. Performance evaluation is by the Department Chair.

D. Differentiated Work Load

The tenure-track faculty have the opportunity to change their workload, and to have a corresponding change in the weighting of their evaluation matrix from the normal 40:40:20/Teaching: Scholarship :Leadership/Service, by entering into a differentiated workload agreement. Faculty initiate the discussion of a differentiated workload with the Department Chair, but a differentiated workload agreement is only granted if (1) the Department Chair agrees with the workload plan, (2) the Dean of the College of Liberal Arts and Sciences agrees with the workload plan, and (3) the Department can accommodate the change in the faculty member's workload assignment without negatively impacting its operation. The differential workload agreement is for a finite length of time, but not of more than three year's duration. At the conclusion of this time-frame, the distribution of effort for the faculty person will either return to the standard workload and evaluation matrix, or a new differentiated work load agreement will be established. (University of Colorado Administrative Policy Statement #1006 – Differentiated Annual Workloads for Faculty) Normally differentiated workloads will not be approved for Assistant Professors. Tenured faculty should be aware that differentiated workloads can slow progress towards promotion.

E. Voting Rights:

1. *Members of the Tenure-track faculty* have voting rights on all issues that come before the Department, with the following restrictions regarding promotion and tenure decisions:
for tenure, promotion, or comprehensive review, the tenure-track faculty will be polled according to University of Colorado Denver rules that govern tenure and promotion (i.e., only full professors voting on promotion to full professor, only tenured faculty voting on tenure, etc.).
2. *Members of the Instructional faculty* have voting rights only on issues that impact the Instructional activity of the Department (e.g. changes to the curriculum).
3. *Members of the C/T faculty* have voting rights on issues that impact the Instructional activity and the Research activity of the Department. The C/T faculty may also vote on appointment, reappointment, and promotion of other C/T faculty within the Department,

provided that their C/T rank is at or above the appointment/reappointment rank of the individual being considered for appointment/reappointment within the C/T track. The C/T faculty cannot vote on promotion and tenure of the tenure/tenure-track faculty.

4. *Research faculty* have voting rights on issues that impact the scholarship and/or research activities of the Department.
5. *Lecturers* are not eligible to vote on issues before the Department.

F. Voting Procedures

A quorum is required for a vote to be taken. A quorum shall consist of at least half the eligible voters who are more than half-time in the Department. Members of the Chemistry Department faculty with an administrative appointment outside the Department that requires more than 50% of their time are eligible to vote where appropriate, but shall not be counted in the determination of a quorum for Department meetings. Faculty members who are not able to attend a faculty meeting where a vote will be taken can assign a proxy for their vote. The proxy must be made in advance, and the Department Chair must be notified of who the proxy will be. A measure brought before the faculty must receive a majority of the votes cast to pass.

1. Issues voted on during faculty meetings: When votes are taken on a motion presented to the faculty during a faculty meeting, the vote will be by a show of hands, and the result of the vote recorded into the minutes of the meeting. Any faculty member can request a secret ballot for any issue requiring a vote. In this case, the eligible members of the voting faculty will generate a ballot, the ballots collected by the program assistant, the program assistant will tally the votes, and the program assistant will announce the results of the vote to the faculty and record the vote into the meeting minutes.
2. Department Chair elections: The Dean of the College of Liberal Arts and Sciences has the authority to appoint a faculty person to be the Chair of the Department. The Department can offer guidance to the Dean regarding this appointment by holding an election to indicate the Department's preference.

Elections for the Department Chair will be by secret ballot administered by a representative of the tenure-track faculty assisted by the department Senior Program Assistant/Technician (SPA/T). The department SPA/T will create and distribute a ballot to all voting members of the faculty. The ballots will be returned to the SPA/T by the designated time in a sealed envelope. Once all ballots have been returned, the representative of the tenure-track faculty will tally the votes in the presence of the program assistant, and will report the results of the election to the department faculty. A vote of each tenure-track faculty member is required in the event of an election for Department Chair.

The results of the faculty vote will be conveyed to the Dean of the College of Liberal Arts and Sciences by the faculty representative. The Dean, who appoints the Department Chair, may concur with the faculty election and appoint the candidate identified by the department

faculty to the Chair position; or, the Dean may return the results of the faculty vote to the Department, provide additional guidance to the Department, and request additional deliberation by the department faculty.

3. Committee Membership: Committee members will either be selected by the Department Chair or elected by the faculty at a faculty meeting or by ballot outside of a faculty meeting. Nominations will be solicited from the voting eligible faculty. If the nomination is not a self-nomination, then the nominee will be asked whether they are willing to serve prior to be included on the ballot. If there are more nominees than Committee positions, an election by secret ballot will be conducted and administered by the Department Technician. If there are only enough nominees to fill the Committee, a voice vote of the faculty to either accept or not the slate of candidates will be conducted.

The authority to make Departmental policy rests with the faculty. Any member of the Department may bring policy questions or proposals to the Department for its consideration. Formal proposals are submitted to the Chair, who will then schedule discussion at a Departmental meeting.

G. Teaching Schedule:

Teaching assignments and schedules are arranged by the Department Chair in consultation with the faculty. Individual faculty members' preferences will be taken into account, but teaching assignments are constrained by the needs of the Department, the requirements of its degree programs, the availability of appropriate space, conflicts among offerings, University requirements for distribution of classes across hours of the day and days of the week, and University requirements for minimum enrollment in classes.

The Department Chair, in consultation with the Dean of the College of Liberal Arts and Sciences will begin the process of creating the Instructional Budget and making teaching assignments for the next academic year during October/November of the current academic year. Tentative assignments for each faculty member will be discussed during the faculty member's annual merit/performance review meeting, and teaching assignments for the next academic year will be made before the end of the current academic year. Teaching assignments can change up until census date each semester due to the need to add or delete courses/sections of courses from the schedule based on enrollment. If courses/sections of courses are deleted, reassignment of faculty will be by the policies of CU Denver.

H. Professional Plan

The professional plan is designed to provide a clear statement of a faculty member's goals and the nature of effort to be made in the areas of teaching, scholarship, and leadership/service. Professional plans make clear to the Department what the faculty member has set as their goals.

1. Beginning in their second year at the University, tenure-track and clinical-track faculty will prepare a Professional Plan that outlines their goals for the remainder of their

probationary appointment. The professional plan must be kept current; any significant changes in research, teaching or leadership/service interests/direction should be accompanied by an update of the professional plan

2. Professional plans will be reviewed by the Department Chair and the department Personnel Committee to insure that they are consistent with departmental needs and goals. In the area of research, faculty members have complete freedom of choice of topics and methods of research.

I. Research Misconduct

The University of Colorado Denver and the Chemistry Department are committed to excellence in our scholarship and conducts these activities according to the highest ethical standards of honesty and integrity. This commitment extends to all members of the University community and is embodied in all aspects of our work. We maintain an environment that fosters adherence to these ethical standards and provides avenues to respond to any deviation from these standards. *University of Colorado, Administrative Policy Statement #1007.*

1. *Reporting:* University employees have an obligation to report observed or suspected Misconduct in Research to the campus Research Integrity Officer. The Research Integrity officer will maintain confidential any such discussions or consultations
2. *Conflict of Interest:* Faculty are expected to avoid conflict of interest while conducting their research. Potential conflicts should be reported according to University policy (University of Colorado, Board of Regents Policy, Policy Statement 3B)

ARTICLE II. DEPARTMENT STAFF

A. Permanent Staff, Definitions and Responsibilities:

1. Senior Program Assistant/Technician (SPA/T): The SPA/T assists the Department Chair administer the Department. These duties include overseeing the organization and operation of the departmental office; assisting in the preparation of the Department's annual budget and preparing monthly budget reports for the Chair; preparing purchase orders, requisitions, expense reports, and travel arrangements as necessary for the Department; preparing contracts for part-time employees, preparing the annual ACS report, assisting with course scheduling and editing; and rendering assistance to the faculty as needed,. The SPA/T also supervises the Department's Administrative Assistant. Specific responsibilities and expectations are reviewed and adjusted annually, as needed, in the Performance Management Plan (PMP). One to three coaching sessions with the Department Chair are scheduled during the 12 calendar months beginning the date that the PMP is agreed upon, and an annual evaluation is carried out by the Chair based on performance relative to the PMP document.

2. *Administrative Assistant:* the Administrative Assistant organizes and runs general department office operations: these include approving fob and key access for the department, coordinating rooming needs and conference room scheduling, managing office equipment and coordinating monthly internal email communications to the Department. The Administrative Assistant also prepares and keeps records of faculty meetings, including records of the outcome of departmental votes. Specific responsibilities and expectations are reviewed and adjusted annually, as needed, in the Performance Management Plan (PMP). Three coaching sessions are scheduled with the department Technician during the 12 calendar months beginning the date that the PMP is agreed upon, and an annual evaluation is carried out by the Technician based on performance relative to the PMP document.
3. *Laboratory Coordinator:* The Laboratory Coordinator oversees the Department's teaching and research laboratories. The Laboratory Coordinator has primary responsibility for managing the Department's teaching laboratory budget, hiring and supervising laboratory work-study students, and purchasing the materials necessary for the laboratory classes to operate smoothly. The laboratory coordinator is also the department's safety officer, and is the primary supervisor in this role for teaching assistants and laboratory work-study students. The laboratory coordinator helps with the purchase of research laboratory supplies by preparing purchase orders for faculty research groups. Specific responsibilities are reviewed and adjusted annually, as needed, in the Performance Management Plan. One to three coaching sessions with the Department Chair are scheduled during the 12 calendar months beginning the date that the PMP is agreed upon, and an annual evaluation is carried out by the Chair based on performance relative to the PMP document.
4. *Assistant Laboratory Coordinator:* The Assistant Laboratory Coordinator is responsible for supervising the laboratories for such courses as may be assigned by the Laboratory Coordinator and assisting with maintaining accurate inventories in the Department's teaching and research laboratories.

B. Part-time and Student workers, Definitions and Responsibilities:

1. *Student and part-time employees:* The Department hires student employees as needed. Examples of student employees include teaching assistants, office assistants, and work-study students.
 - a. Office employees: Student employees for the Chemistry Department office are supervised by the department's Administrative Assistant, who assigns specific responsibilities and duties as required for efficient office management. The Administrative Assistant is responsible for evaluating the performance of office employees.
 - b. Laboratory and Course Student employees:
 - i. Teaching Assistants and Graders: Teaching assistants and graders are selected and supervised by the faculty member in charge of the course to which the teaching

assistant/grader has been assigned. The details of this assignment are made by the supervising faculty member. Any such teaching/grading assignment must be less than half-time equivalent. Teaching assistants assigned to proctor a laboratory course must complete Health and Safety training and FERPA training as a condition of their employment by the Chemistry Department, and their work is therefore also supervised by the Laboratory Coordinator. The work performance of teaching assistants and graders is evaluated and the supervisory faculty member, and by the Laboratory Coordinator, as appropriate.

- ii. Laboratory work-study: Work-study students are hired and supervised by the Laboratory Coordinator, who assigns the detailed responsibilities of these student workers. Work-study students with laboratory responsibilities must complete Health and Safety training as a condition of their employment by the Chemistry Department. The work performance of laboratory work-study students is evaluated by the Laboratory Coordinator.
- iii. Research assistants: Students who participate in research activities, either paid assistants or students receiving University credit for their research activities, are supervised by the faculty member in whose laboratories they are working. These students must complete Health and Safety training as a condition of participating in research activities in the Chemistry Department.

ARTICLE III: DEPARTMENT ADMINISTRATION

A. Department Chair

1. The Chair shall function as the representative of and administrator for the Department. The Chair's specific responsibilities are detailed in the Laws of the Regents Appendix B "Roles and Responsibilities of Department Chairs" (*Faculty Handbook*, 1.20-21).
2. The Chair of the Department must be a tenured member in the Department or, if selected from outside the University, eligible for tenure within the Department.
3. Term of Office and Conditions of Holding Office:
 - a. The Chair shall have a four-year term of office, and multiple terms are allowed.
 - b. The position of Chair is an at-will appointment, at the discretion of the Dean of the College of Liberal Arts and Sciences.
 - c. A new Chair shall take office on June 1, with the period of time after graduation and before the official start of duties being given over to training with the out-going Chair.

- d. The Chair shall normally teach 3-credits per semester (6-credits total for the academic year) and receive a remuneration package determined by the Dean of the College of Liberal Arts and Sciences.
 - e. In the event of an extended absence, the Chair, with the approval of the Dean of the College of Liberal Arts and Sciences, shall appoint an Acting Chair who is both a senior member of the Department and one well versed in its daily operations, and must be approved by the Provost and the Chancellor of CU Denver.
4. Election of the Chair:
- If the position of Department Chair becomes, or will become open, the department faculty may conduct an election to identify a member of the eligible faculty to serve as the new Department Chair. The election is advisory to the Dean of the College of Liberal Arts and Sciences and is not binding.
- a. Nominations shall be invited from the faculty and the names of all candidates willing to serve in the office will be announced to all members of the Department.
 - b. Voting for Chair shall be conducted by a representative from the tenure-track faculty assisted by the Department's Program Assistant (See section I.F.2). Voting shall occur no later than the sixth week of the semester preceding the summer session in which the new Chair shall take office.
 - c. The Chair shall be determined by a majority vote taken by secret ballot of all tenure-track faculty. In the event of a tie vote, the names of the faculty who are tied after the balloting are forwarded to the Dean of the College of Liberal Arts and Sciences and the dean breaks the tie and makes the appointment. The appointment of the Chair is contingent on the approval of the Dean of the College of Liberal Arts and Sciences
 - d. In the event that the search is conducted for a Chair from outside the Department, a majority of the search committee shall consist of members of the Tenure-track faculty from the Department.
 - e. Appointment of the Chair is by the Dean of the College of Liberal Arts and Sciences, and must be approved by the Chancellor of the University of Colorado Denver. The results of the election conducted by the Department will be conveyed to the Dean of the College of Liberal Arts and Sciences, and the results of the election serve as guidance to the Dean who makes the appointment.

5. Vacancy of the Chair:

In the event that the Chair position becomes vacant before the term expires, the Dean of the College of Liberal Arts and Sciences in consultation with the faculty of the Chemistry Department shall first appoint an acting Chair and then, within one month and in consultation with the Dean of the College of Liberal Arts and Sciences, the faculty of the Department shall conduct an election for a new Chair of the Department.

- B. Associate Department Chair:** The Associate Department Chair is appointed by the Chair with the approval of the Dean of CLAS, and serves as the acting Chair in the Department Chair's absence. The regular duties of the Associate Department Chair are assigned by the Department Chair from among the Chair's duties as listed above (section III A).
- C. Senior Program Assistant/Technician:** The Senior Program Assistant, or Technician, assists the Department Chair in administering the Department.
- D. Laboratory Coordinator:** The laboratory coordinator has primary responsibility for overseeing the research and teaching laboratories of the Department, and is the safety officer for the Department.

ARTICLE IV. STANDING COMMITTEES

- A. Department Personnel Committee.** This committee has the responsibility of representing the Department's faculty during (1) Retention, Tenure and Promotion (RTP), (2) Post-Tenure Review (PTR), (3) Comprehensive Review, and (4) Annual Merit Review processes. The Committee will also be responsible for coordinating the peer evaluation of teaching for each faculty member.

If there are multiple members of the department faculty who are being evaluated for RTP, PTR, or Comprehensive review in any one academic year, the Department may form separate committees to evaluate the dossiers for each of these individual cases.

1. Membership:

Membership on the Department Personnel Committee will be from the Tenure-track faculty. Members of this committee must be at or above the rank of Associate Professor and have been awarded tenure. The Committee will be composed of at least 3 members elected by the Tenure-track members of the department faculty. Elections will be held during the spring semester of the academic year and this service will begin on June 1. Duration of service is for one academic year. Members can be reelected in subsequent years. There are no limits to how many terms a faculty member may serve on this committee.

During years in which a member of the Chemistry Department's Tenure-track faculty is being considered for promotion, participation in meetings of the Department Personnel Committee that are held to consider or vote upon that promotion is restricted to faculty who are at or above the rank that the promotion candidate is being considered for (as per the regulations of the University of Colorado). If there are not enough chemistry faculty at the appropriate rank, faculty from other departments may be asked to serve on the Chemistry Department Personnel Committee when the Committee is considering promotion and tenure cases.

During years in which a member of the department's Clinical Teaching track faculty is being considered for appointment or reappointment, another Clinical Teaching track faculty member of the Chemistry Department, or from another department (if no eligible C/T faculty member is available in the Chemistry Department) may be added to the Personnel Committee.

The Department Chair cannot be a member of the Department Personnel Committee.

2. *Role of the Department Personnel Committee*

- a. Comprehensive and Tenure/Promotion Review: The Department Personnel Committee will serve as the departmental committee to conduct the evaluation of faculty who are undergoing the comprehensive review, tenure review, or review for promotion to a higher academic rank, and will coordinate the peer evaluation of the faculty teaching.
- b. Post-Tenure Review: The Department Personnel Committee will serve as the departmental committee to evaluate Post-tenure review dossiers.
- c. Annual Faculty Merit Review: The Department Personnel Committee will serve as the departmental committee during the annual faculty merit review process.
- d. Annual Peer Teaching evaluation: The Department Personnel Committee will coordinate the peer evaluation of teaching of the faculty. The Tenure-track and Non-tenure track faculty will have his/her teaching efforts evaluated by the Department Personnel Committee on the following schedule:
 - i. Untenured Assistant Professors – once every academic year.
 - ii. Tenured Associate Professors – once every two academic years.
 - iii. Tenured Professors – once every three academic years.
 - iv. Instructors/Senior Instructors – once every academic year.

Peer evaluation of faculty teaching should occur at a minimum at this frequency. Faculty may request more frequent peer evaluations (e.g. to support an upcoming application for promotion or prior to the post-tenure review process). Similarly, the department can conduct peer evaluations of faculty teaching more frequently than this schedule. If the department chooses to evaluate a faculty member more frequently, then the faculty member must be notified in advance.

- B. Curriculum Committee:** The curriculum Committee will monitor the curriculum of the department to insure that it meets department and college learning objective, meets American Chemical Society (ACS) guidelines, suggest changes as needed to meet these objective, serve as the departmental review committee for new course proposals and changes to the department's curriculum, and will periodically evaluate and update the department's learning outcomes objectives.

Membership on the Department Curriculum Committee may be selected from all faculty. The Committee will be composed of at least 3 members who are either elected by the department faculty or are appointed by the department Chair. The Department Chair will insure that the Committee has representation of the different sub-disciplines of chemistry. Elections will be held during the spring semester of the academic year preceding the beginning the fall semester when this service will begin. Duration of service is for one academic year. Members can be reelected in subsequent years. There are no limits to how many terms a faculty member may serve on this committee. The Department Curriculum Committee serves as the internal review committee for course proposals and revisions prepared by the department's faculty, measuring these proposals against the the department's adopted learning objectives. The Committee also evaluates the department's learning objectives and reviews the annual outcomes report. Based on the learning objectives and the results presented in the annual outcomes report, the Committee may suggest changes to the curriculum and/or the learning objectives of the department.

- C. **Awards Committee:** The Department Awards Committee is appointed by the Department Chair, and is responsible for coordinating nominations for Department, College, University, University of Colorado system, and other awards. The Committee will also solicit nominations for annual student awards, and establish a procedure for selecting recipients for these student awards.
- D. **Grievance Committee:** The Department Grievance Committee is elected annually by the faculty of the Department from among the full-time faculty and staff. It consists of three members, one of whom must be a tenured member of the faculty and one of whom must be an Assistant Professor. The third member may be any eligible faculty or staff member, but not the Department Chair. A tenured faculty member will chair the Grievance Committee. Elected members of the Committee are eligible to serve multiple terms.

Any member of the faculty or staff who wishes to raise a grievance against a member or members or the department will inform the Committee chair, and the Committee will convene to hear the grievance and consider all evidence presented by the party pursuing that grievance as soon as possible, normally within one week of notification. If a department member is raising a grievance against a Committee member, that member may not participate in the hearing. An *ad hoc* member will be appointed to the Committee, by the Department Chair, for the purpose of hearing that grievance only. If the Department Chair is involved in the grievance, any *ad hoc* appointments to the Committee will be made by the senior eligible member of the Committee, based on academic rank and years of service. Upon deliberation, the Committee will report its findings to the department member who raised the grievance, and if action is called for, to the Department Chair. (If the Chair is implicated in the grievance, the Committee will report to the Associate Chair or to the Dean of CLAS, as seems most fitting.) The Chair will then work with the Committee, the party who has raised

the grievance, and the party against whom the grievance was raised, to try to reach an amicable agreement. Should either of the latter two parties be dissatisfied with the outcome, either may appeal the decision through established grievance procedures in the College of Liberal Arts and Sciences.

In all grievance proceedings the Grievance Committee and Chair must operate in a manner that strictly protects the privacy of the parties involved, whatever outcome may be reached.

ARTICLE V: AD HOC COMMITTEES

Any member of the faculty and permanent staff, including the Department Chair, may propose the formation of an ad hoc committee. A majority vote of the voting eligible faculty is required to establish an ad hoc committee. Whoever suggests/convenes the ad hoc committee will establish a preliminary agenda and a time-frame during which the committee will be active. At the end of this time-frame, the committee will submit a report to the department faculty, action items proposed discussed and voted on, and the committee will be dissolved.

Any action item proposed by an ad hoc committee requires approval by majority vote of the eligible faculty. If additional time/work is proposed or required of the ad hoc committee, reconvening the committee requires a majority vote of the faculty.

ARTICLE VI: DEPARTMENT PERSONNEL EVALUATION PROCEDURES

A. Annual Faculty Merit Review

Annual Faculty merit review will take place as follows:

1. Starting in January of each year, all full-time faculty members will access and update their on-line electronic FRPA (Faculty Report of Professional Activities) for the preceding year. This process must be completed by the Friday of the first full week of February. The Department Chair will download the completed forms immediately after that date.
2. Once all FRPAs have been downloaded, the Department Chair will distribute them to the Personnel Committee, and request the Committee's evaluations within 2 weeks of distribution.
3. Members of the Personnel Committee and the Department Chair will independently review the faculty FRPA reports and assign numerical scores on a 0-5 scale in each of the required workload categories of each faculty member. Members of the Personnel Committee and the Department Chair will not evaluate

their own FRPAs. The numerical score assignment will follow the Merit Review Guidelines (Appendix D).

4. Members of the Personnel Committee will report to the Department Chair the average numerical score that the Committee arrives at for each member of the department's faculty in each of the workload categories, and will provide written comments for inclusion in the faculty merit report.
5. The final numerical ranking of the faculty person will be based 50% on the Personnel Committee's ranking, and 50% on the Department Chair's ranking.
6. The Department Chair will calculate an overall score based on each faculty member's evaluation matrix. From the overall numerical score, the Department Chair will rate each faculty member as failing to meet expectations, below expectations, meeting expectations, exceeding expectations or outstanding.
7. Beginning March 1, the Department Chair will schedule a time to meet with each faculty person to discuss the results of the merit review process.

B. Permanent Department Staff Annual Review and Coaching Sessions

Annual evaluations of the department's permanent staff will take place as follows:

1. During the first week of March each year, the Department Chair will request from each staff member a copy of the Performance Management Plan (PMP).
2. The Department Chair will evaluate the staff member's performance in each of the areas specified in the PMP with respect to the performance standards established in the PMP document. This will occur within 2 weeks of the PMP documents being provided to the Department Chair.
3. After this initial evaluation, the Department Chair will meet individually with each staff person to discuss the initial evaluation, and to get feedback and specific examples (not already identified by the Department Chair) of contributions in each performance category for inclusion in the final evaluation of the staff person.
4. Following this meeting, the Department Chair will incorporate the feedback and performance examples into the PMP document, and will arrive at a numerical evaluation of the staff person. Based on the numerical evaluation, the staff person's performance will be classified as below expectations, meeting expectations, exceeding expectations, or outstanding based on guidelines established in the PMP.
5. A second meeting between the Department Chair and the staff person will be scheduled within ten days of the initial meeting to review and sign the final PMP evaluation. The signed PMP documents will be submitted to the College of Liberal Arts and Sciences office.

Coaching Sessions with the department's permanent Staff members will take place as follows:

1. In May of every year, the Department Chair and the staff person will meet to develop a new Performance Management Plan (PMP) for the subsequent 12 months. During this meeting, the expectations of the Department Chair and the staff person for the position will be discussed, and priorities for the following 12 months determined. These expectations and priorities will be reflected in the mutually agreed upon PMP document.
2. During the first 2 weeks of September each year, the Department Chair and the staff person will meet for a 2nd coaching session. At this meeting, the PMP document will be discussed and departmental priorities adjusted if needed. The Department Chair will specifically provide feedback on any new duties/priorities that were added to the PMP in May.
3. During the first 3 weeks of January, but before the start of the spring semester, the Department Chair and the staff person will meet for a 3rd coaching session. At this meeting, the PMP document will be discussed and feedback to the staff person on the entire PMP provided.
4. Either the staff member or the Department Chair can request additional coaching sessions if either party feels they are necessary. This would occur, for example, if the Department Chair feels that the staff member's performance is not meeting expectations; if the staff member feels that a specific responsibility is not defined clearly enough that the goal can be achieved; or if circumstances within the department change so that a specific performance priority is no longer relevant.

C. Comprehensive Review, Tenure Review, Promotion Review for the Tenure-track Faculty

1. The Chair, in consultation with the Dean of the College of Liberal Arts and Sciences, establishes a schedule for completion of the review process and communicates that to the Department Personnel Committee and the candidate.
2. Selection of external reviewers: The Chair asks the candidate to submit a list of several names who would be appropriate as external reviewers. At the same time, the candidate tells the Chair if there are some people who should not be asked to evaluate his or her work and gives the reasons for their exclusion. The Chair in consultation with the Department Personnel Committee compiles a separate list of names of possible external reviewers. A minimum of three external letters of evaluation are required for comprehensive reviews, with one reviewer selected from the candidate's list and at least two selected outside the candidate's list. If letters from more than 3 evaluators are solicited, then there must be at least a 2:1 ratio of evaluation letters from reviewers chosen by the Personnel Committee to those suggested by the candidate. A minimum of six external letters of evaluation are required for promotion, tenure, and termination reviews, with at most two

selected from the candidate's list and at the least four selected from outside the candidate's list. If more than 6 letters are solicited, there must be at least a 2:1 ratio of evaluation letters from reviewers chosen by the Personnel Committee to those suggested by the candidate. In accordance with the laws, policies and administrative policy statement of the Regents, all external review letters are confidential, and may not be shared with the candidate.

3. The Chair prepares the letter for the external reviewers and has it approved by the Dean of the College of Liberal Arts and Sciences.
4. The candidate submits to the Chair an updated *curriculum vita*, examples of their scholarship output that will be submitted to the reviewers—books, articles, and convention papers; a research statement that will be sent out to reviewers; a teaching statement; a leadership/service statement; a summary statement of his or her entire record; and all teaching evaluations from courses taught. These materials will be assembled in a binder provided by the College of Liberal Arts and Sciences. The candidate is encouraged to ask any faculty members to read drafts of the scholarship, teaching, and leadership/service statements prior to their distribution to the departmental review committees and the external reviewers. Once those statements are distributed with the candidate's other materials for review, however, they are considered final statements and are not subject to revision.
5. The Chair contacts the selected external reviewers to determine their willingness to serve as reviewers of the candidate's research. The materials documenting the scholarship of the candidate; including copies of published manuscripts, books, articles or convention papers; copies of manuscripts submitted but not yet published; an updated curriculum vita; and the candidate's statement about their research program; are sent out to the reviewers to aid in their evaluation of the scholarship efforts of the candidate.
6. The candidate, with the assistance of the Chair, prepares the dossier that will be evaluated by the department and that will be submitted to the dean's office.
7. The Department Personnel Committee reviews the candidate's record as presented in the dossier and writes a report evaluating the record in terms of the candidate's teaching, leadership/service, and independent scholarship accomplishments relative to the Chemistry Department's criteria for promotion (Appendix A). The Department Personnel Committee report becomes part of the candidate's dossier.
8. The Department Chair calls a special meeting of the eligible faculty to discuss the Department Personnel Committee's evaluation. A vote is taken by the Department on the candidate at the end of the meeting. Only tenured faculty vote on comprehensive review and reviews for tenure and promotion to Associate Professor. Only Professors vote on reviews for promotion to Professor. In the event of a split vote by the faculty, faculty member(s) voting in the minority may

write a minority opinion letter that explains their evaluation of the candidate. This minority opinion letter is also included with the candidate's dossier. The Chair orally notifies the candidate of the vote.

9. The Chair writes a letter summarizing the department discussion of the candidate's dossier and the recommendation of the faculty. This letter also includes a record of the vote of the faculty. If the Department Chair disagrees with the vote and recommendation of the Department, the Department Chair writes a separate letter to include with the dossier that provides an explanation of his or her opinion.

D. Appointment, Reappointment and Promotion of Clinical Teaching Track Faculty Members

All C/T appointments are, by law, at-will and are deemed to end no later than the end of the third academic year after the appointment is made, at which time the appointment will automatically terminate unless the appointment is affirmatively renewed by the University. Appointments to C/T rank may be renewed at the discretion of the University for various reasons, including but not limited to satisfactory performance, the needs of the Department and CLAS, and the availability of state or other sources of funding. Assignment to any level of the C/T is dependent upon documentation that one has met the criteria for that rank.

1. **Initial Appointment to any rank C/T:** Initial appointment to the Clinical Teaching Track faculty requires the candidate provide an application packet that includes a curriculum vitae, materials relevant to the appointment (e.g., currency of practice knowledge and skills, student evaluations, faculty interview data, evidence of scholarship) and letters of recommendation. For the ranks of Assistant and Associate Professor C/T there must be three letters of recommendation, including at least one from outside of the chemistry department. For appointment to the rank of Professor C/T, five letters are required, two from outside the chemistry department. These letters will be solicited by the Department Chair after consultation with the department faculty and the candidate. The application packet will be reviewed by department Personnel Committee, who will make a written recommendation to the Department Chair. The Department Chair will then review the application and make a written recommendation for the appointment and the rank that is forwarded to the DAC-C/T. The DAC-C/T will make a recommendation to the Dean of CLAS. The Dean will, in turn, forward all of these materials with a recommendation to the Provost. The Provost will make a recommendation to the Chancellor, who will make the final decision regarding appointment.
2. **Re-appointment within the C/T:** For re-appointment, candidates must submit all materials required for initial appointment as well, with the exception of letters of recommendation. Candidates for re-appointment must also include a copy of the most recent employment contract, their current professional plan, annual

performance evaluation reports, a summary of teaching activities, teaching evaluations, a summary of scholarly activities and a summary of leadership/service activities since the beginning of the current appointment. Other evidence of professional productivity would also be welcome.

Promotion within the C/T: For promotion to the ranks of Associate or Full Professor C/T, candidates must submit all of the materials required for initial appointment to these ranks. Candidates for promotion must also include a copy of the most recent employment contract, an updated professional plan, annual performance evaluation reports, a summary of teaching activities, teaching evaluations, a summary of scholarly activities and a summary of leadership/service activities. Candidates for promotion should also submit personal statements that detail their contributions to the teaching, scholarship, and service mission of the chemistry department. For promotion to the rank of Professor C/T, the candidate must have been at the rank of Associate Professor C/T, or its equivalent, for at least five years

The materials for re-appointment or promotion within the C/T are prepared and submitted by the candidate during the fall semester. The dossier is reviewed by the department's Personnel Committee who will make a written recommendation to the Department Chair. The Department Chair will also review the candidate's dossier and will forward to the DAC-C/T a written Chair's recommendation along with the written recommendation from the departmental Personnel Committee.

E. Promotion of an Instructor to Senior Instructor

Normally members of the instructional staff are hired at the level of Instructor. Instructors who complete a minimum of six regular semesters may be eligible for promotion to Senior Instructor, at the recommendation of the Department Chair, with the consent of the voting faculty, provided that they have met expectations in teaching over their entire period of service, and that they have been rated as 'exceeding expectations' in at least one of the previous two years. In exceptional cases an instructor with a documented exemplary record of teaching may be recommended for hire at the level of Senior Instructor. The final decision on hiring or promoting any member of the instructional staff at or to the level of Senior Instructor resides with the Dean of the College of Liberal Arts and Sciences and the Provost.

F. Post-Tenure Review

As stated in the University of Colorado administrative policy statement on Post-Tenure Review, PTR evaluations will be conducted by appropriate faculty peers. For the department of chemistry, the department Personnel Committee will serve as the PTR committee of faculty peers.

Post-tenure review process takes place as follows:

1. The faculty member under review must furnish an updated curriculum vita; the five previous annual performance evaluation reports, including students' evaluations of teaching, peer reviews of teaching, and, if desired, other types of teaching evaluation data; copies of recent publications, evidence about research funding, and evidence of student involvement in the faculty member's research activities; and, evidence of university, professional, and public leadership/service. The Committee will also review the previous Professional Plan and an updated Professional Plan for the next five years. The Committee may (but is not required to) request written evaluations from respected peers within or outside the faculty member's department and school or college.
2. The PTR Committee will prepare a brief written report summarizing the faculty member's academic accomplishments; it is not necessary to reiterate detailed information that is included in the vita.
3. At the conclusion of the report, the PTR Committee must rate the faculty member's overall academic performance as "outstanding," "exceeding expectations," "meeting expectations," or "below expectations" as defined in the department's criteria for post-tenure review (Appendix C).
4. The chair of the PTR Committee will submit the committee's written report to the Department Chair, who will forward it to the Dean of the College of Liberal Arts and Sciences. The Department Chair may elect to attach a letter of concurrence or non-concurrence. A copy of the PTR report will be given to the faculty member and a copy will be placed in the faculty member's departmental and college Personnel file.
5. A Triggered Review will occur if a faculty member receives a PTR summary rating of "below expectations." That faculty member must undertake a Performance Improvement Agreement as outlined in the University of Colorado administrative policy statement on *Post-Tenure Review*.

Faculty members who believe that the results of the PTR evaluations are mistaken may appeal their ratings through established grievance procedures outlined in section IV.D. Faculty members who wish to appeal their rating must submit their appeal, in writing, to the Dean of the College of Liberal Arts and Sciences within two weeks of the receipt of the PTR results.

Procedural details for the Chemistry Department's post-tenure review process are found in Appendix C.

ARTICLE VII: FACULTY MEETINGS

The Chemistry Department shall have regularly scheduled faculty meetings during the academic year – with a minimum of 2 faculty meetings required per semester. A minimum of three voting members may request a faculty meeting at times than the regularly scheduled meeting. Any request for a meeting not honored by the Department Chair must be submitted to all faculty for a vote to determine if the requested meeting shall be held or not.

The agendas for all faculty meetings are established by the Department Chair, but any voting member of the Department may request that an item be placed on the agenda. Minutes will be taken by the Department's Program Assistant.

ARTICLE VIII: RESOURCE MANAGEMENT

- A. Operating Budget:** The department's fiscal year runs July 1 of the current calendar year through June 30 of the next calendar year. The department operating budget allocation is provided by the College of Liberal Arts and Sciences. In general, the operating budget numbers are not known by the department until shortly after the beginning of the current budget year. Once the operating budget allocation is known by the department, the Department Chair and the SPA/T will create a budget detail for the department's fiscal year operation. The budget will be based on historical expenditures and department priorities. Once complete, the budget detail will be presented to the department faculty at the next regularly scheduled faculty meeting (generally the first faculty meeting of the academic year) for discussion and approval.

Prior to faculty approval of the budget, the Department Chair will act in the best interest of the department by making prudent expenditure decisions so that the business of the department can continue.

The Department Chair is the primary steward of the department's budget. Once it is approved, the Chair has responsibility to make adjustments to the budget as needed to maintain the operations of the department. Significant changes to the approved budget need the approval of the department faculty.

Faculty will be updated on the status of the Operating budget at a faculty meeting at the beginning of the spring semester, or as needed if expenditures significantly exceed their budgeted amounts. Any faculty member can request an operating budget update during the fiscal year. The Department Chair will then provide an update at the next scheduled faculty meeting, or will call a faculty meeting if requested by the faculty to discuss the budget.

- B. Laboratory Budget:** This is the budget allocated to support the teaching mission of the department. The fiscal year runs July 1 of the current calendar year to June 30 of the next calendar year. The laboratory budget allocation is provided to the

department by the College of Liberal Arts and Sciences. Once the allocation is made, the laboratory coordinator and the Department Chair will establish a detailed budget that includes a budget allocation for each of the laboratory courses in the department. Part of the budget detail each year will be an emergency fund set aside to establish and maintain funds for equipment repair or replacement as needed. The details of this budget will be presented to the faculty at a regularly scheduled faculty meeting near the beginning of the Fall semester.

- C. Research Incentive Account:** The research incentive account for the department is used to advance/support the research agenda of the department. All department expenditures from the account will be brought to the faculty for approval.
- D. Instructional Budget:** During October/November of each academic year, the Department Chair prepares an instructional budget request for the following academic year to present to the Dean of the College of Liberal Arts and Sciences on behalf of the department. This budget proposal includes anticipated expenses associated with meeting the teaching obligations of the department, not including capital and consumable expenses associated with laboratory courses (these expenses are part of the laboratory budget) and includes salary of the non-tenure-track faculty, teaching assistant pay, and grader pay for the academic year. Once the Instructional budget allocation for the current academic year is made to the department, the Department Chair, the Senior Program Assistant/Technician, and the Laboratory Coordinator will create a budget detail to meet the specific teaching needs of the department. The Instructional budget will be provided to the department's faculty.
- E. Travel Budget:** A small part of the department annual operating budget is designated for travel. The department will supplement this small amount with additional money from the general Operating budget. The total travel budget will be used to help support faculty travel for professional activities. As this budget category represents a small portion of the operating budget, not all requests for travel assistance can be granted. Priority will be given to untenured Assistant Professors, faculty members who have secured partial funding for travel from other sources, and faculty with active research programs. The department has also historically supported students from the Chemistry Club to travel to the Spring ACS meeting. The details of this anticipated expense will be given when the operating budget is presented to the department.
- F. Laboratory Space:** Research laboratory space is a fixed resource within the department that must be utilized efficiently and productively. Priority when assigning laboratory space is given to untenured Assistant Professors who are establishing their independent research careers, faculty with active grants, and faculty who have established a history of research productivity. The department has established a space allocation document (Appendix F) that describes how laboratory space is to be distributed. Decisions regarding laboratory space assignments are made by the Department Chair.

G. Financial Aid/Student Scholarships/Student Awards: The department awards two Marti Barrett Scholarships and several end of the year student awards annually. Because the Marti Barrett scholarship is not yet fully endowed, the department has historically funded a portion of the scholarship from its operating budget. Student awards, typically in the form of a certificate and a gift card to the Auraria bookstore, also are funded from the department's operating budget. The expense of the scholarship and these student awards to the department operating budget will be established when the operating budget detail is provided at the beginning of the academic year, and must be approved by the department faculty as part of the approval of the overall operating budget.

H. Development: Fund raising by the department will be coordinated with the foundation representative to the College of Liberal Arts and Sciences.

ARTICLE IX. SABBATICAL POLICY

A sabbatical is a privilege granted by the University for the advancement of the University and is subject to the availability of resources. A sabbatical assignment is an important tool in developing academic scholarship and is a time for concentrated professional development. It is expected that the faculty member will use the sabbatical assignment in a manner that will enhance his/her scholarly and or teaching competence and potential for leadership and service to the University and to advance departmental program goals.

A. Eligibility: After six years of service to the University on full-time appointment, a tenured member of the faculty shall become eligible for a sabbatical assignment. A tenured faculty member on an appointment of 50-99% is also eligible for sabbaticals after six years of service, but at a proportional rate of pay (based on the average percentage of FTE appointment over the last six years). In order to be eligible for a subsequent sabbatical, a faculty member must file a report on sabbatical activity (described below) must demonstrate that he/she has substantially met the academic goals stated in the previous sabbatical plan (if any), and must serve the University for six more years.

B. Approval Process: Eligible faculty members seeking approval for a sabbatical must submit a plan for utilizing the sabbatical. The plan must:

1. describe the project's academic objectives, including its contribution to the faculty member's professional growth and expertise;
2. provide a clear work plan, including all anticipated professional activities;
3. demonstrate the benefit of the proposal's objectives to the academic, clinical, and/or pedagogical goals of the department;
4. specify its contribution to enhancing the University's reputation; and
5. describe its contribution to the educational experience of the students.

Each plan must be approved by the Department Chair, by the Dean of the College of Liberal Arts and Sciences, and by the Provost. In addition, the Dean shall be responsible for covering any costs associated with the sabbatical, including teaching replacement expenses. The Dean may suspend sabbaticals if funding is not available in the college/school. Faculty members are expected to investigate external funding to support the sabbatical, when such funding is available. If approved, the faculty member's request will be forwarded to the Vice President for Academic Affairs, who will ensure that each step of the approval process has met the requirements of this policy. Approved requests will then be forwarded to the Board of Regents for final approval.

If a faculty member on sabbatical assignment finds it necessary or desirable to alter substantially the work plan or academic objectives of the sabbatical project, he/she must inform the Department Chair or Dean in writing as soon as possible of the reasons for the proposed change and secure the Department Chair's or dean's written approval for the revised plan. Any change in the time frame of the sabbatical must be sent to Dean and chief academic officer for approval.

C. Multiple Sabbatical Applications in any one year: In the event that two or more members of the department are eligible for, and apply for sabbatical assignment, it will become necessary to prioritize the sabbatical applications. The Department Chair will prioritize the sabbatical applications based upon:

- a. The quality of the sabbatical plan,
- b. The sabbatical plans relevance to departmental goals,
- c. The length of time since the last sabbatical by the applying faculty,
- d. The ability of the department to meet its teaching obligation should the faculty member be granted the sabbatical.

D. Report of Sabbatical work and Accomplishments: By no later than the end of the first semester after returning to regular duties, the faculty member must file a substantive report with the Dean of the College of Liberal Arts and Sciences detailing the work and overall accomplishments during the sabbatical. The Dean will evaluate the report for conformity with the sabbatical plan. Both the plan for the sabbatical and the post-sabbatical report shall be public documents; therefore, no proprietary information reflecting intellectual property issues should be included in these documents. Copies of the plan and the report will be kept on file by the Dean. The Department Chair will also evaluate the sabbatical report and make it generally available to the faculty of the department. Both the sabbatical plan and report will be part of the annual merit evaluation and post-tenure review process.

ARTICLE X. AMENDMENTS TO THE BY-LAWS

A Process: Changes in the Department bylaws may be initiated by any faculty member at any time. Regular, periodic reviews of the Department's bylaws will be undertaken by an ad hoc committee appointed by the Chair. This committee shall solicit

recommendations for changes to the by-laws from the faculty. Adoption and subsequent changes in the rules or procedure herein described require a two-thirds vote of the eligible faculty. Notice of change must be offered at least one week prior to the meeting in which a vote is to be taken. Following adoption of any changes to the by-laws by the faculty, the new by-laws will be forwarded to the Dean of the College of Liberal Arts and Sciences for approval by the Dean and the Provost of the University of Colorado Denver.