

DEPARTMENTAL CODE

**Department of Psychology
Colorado State University**

Approved May 13, 2009

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I. PURPOSES OF THE DEPARTMENTAL CODE

The purposes of the Departmental Code are to describe the organization and administration of the Department of Psychology, and to define the roles of Department faculty and the Department Chair with respect to the activities and governance of the Department. If provisions of this Code should conflict with provisions of the *Academic Faculty and Administrative Professional Manual* (hereinafter referred to as the *Faculty Manual*, which includes the *University Code*), the *Faculty Manual* shall prevail.

II. MISSION OF THE DEPARTMENT OF PSYCHOLOGY

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

The undergraduate curriculum covers the primary topic areas of psychology. Teaching methods include classroom presentations, experiential learning, and supervised independent study. The Department provides undergraduates experiences in the areas of psychological research and professional skill development. Department faculty members strive to provide personal support and quality advising to students. Psychology baccalaureate graduates receive a sound, liberal arts education grounded in the natural sciences, including preparation for graduate training in psychology. Graduates will demonstrate historical literacy of psychology in the form of knowledge of major historical figures, theories, events, and systems; written communication skills in the form of clear outline, logical composition, good grammar, and accurate punctuation; and abilities to analyze, synthesize, and evaluate material in written reports related to psychology topics.

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

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

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

III. ADMINISTRATIVE ORGANIZATION

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

A. Department Chair

1. The Administrative and Academic Officer for the Department of Psychology shall be designated as "Chair."

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

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

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

1. Representing the Department to the College of Natural Sciences and to the administration of the University, in the absence or at the request of the Department Chair.
2. Coordinating the activities of the Department in the absence of the Department Chair.
3. Assisting with departmental administrative activities, such as undergraduate/graduate curriculum and instruction, research programs, graduate admissions, and/or other duties deemed appropriate by the Department Chair and relevant to the recruiting, morale or finances of the Department.
4. Assisting in cases involving grievances alleged cheating, violation of university policies, legal issues, and academic deficiency status of students.
5. Department policy and decisions regarding faculty members shall remain the responsibility of the Department Chair.

C. Graduate Training Programs

1. The Department shall administer five graduate training programs: the Applied Social Psychology Program, Cognitive Psychology Program, Counseling Psychology Program, Industrial/Organizational Psychology Program, and Perceptual and Brain Sciences Program. Each program shall advise and assist the Department Chair concerning the administration of its individual graduate program.
2. Faculty, in consultation with program faculty and the Department Chair, may affiliate with one or more graduate training program(s). The assignment or reassignment of a faculty member to a program shall be made by the Department Chair in consultation with that member, the faculty within the program, and the Executive Committee. A faculty member who affiliates with more than one program will designate the approximate portion of his/her time that is committed to each program.
3. Each graduate training program shall have a Program Coordinator, appointed by the Department Chair in consultation with the program faculty.

D. Operating Units

1. Psychological Services Center: The Department shall operate a Psychological Services Center (PSC) to reach graduate training objectives within the Counseling Psychology graduate training program. The Director shall be appointed by the Department Chair for a three year term, following consultation with the Counseling Psychology training program faculty. The PSC Director is eligible for reappointment. The operating budget of PSC shall be coordinated by the Department Chair and the Director of PSC. Procedures for PSC shall be defined in the PSC Operations Manual.
2. Research Centers: The Institute of Applied Prevention Research (IAPR), the Tri Ethnic Center (TEC) and the Colorado Injury Control Research Center (CICRC) are research centers located within the Department of Psychology. The IAPR is designated by Colorado State University as a program of Research and Scholarly Excellence. The primary mission of the IAPR is to enhance interdisciplinary research related to prevention of illnesses, injuries, and social problems, to reduce adverse consequences and health disparities through the development and application of culturally sensitive prevention theories and methods. The TEC conducts federal, private, and state-funded research and outreach, especially among rural and ethnic populations. Projects investigate social problems that affect these populations such as substance use by youth, violence, victimization, and environmental impacts. The CICRC conducts research provides service and education on injury prevention and control, acute care, rehabilitation, and biomechanics. The IAPR coordinates both of the other research units. These units have administrative structures that are subject to the rules and regulations of the University and their sponsoring agencies. The directors of these centers are chosen by the individual center in conjunction with the Department Chair. Directors shall serve for a period designated by their centers' grant funding. The operating budgets for these units are set by the individual grants and return of a negotiated portion of the indirect recovery dollars associated with grant activity.

IV. STANDING COMMITTEES

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

A. Executive Committee

1. The Executive Committee will serve in an advisory capacity to the Department and the Department Chair.

2. Each graduate training program will elect a representative to the Executive Committee. Executive Committee representatives will serve a term of three years, renewable once, for no more than six consecutive years. After serving two consecutive terms, an individual must wait at least one year before being eligible to serve again. Exceptions to these term limits may be made by the Department Chair in consultation with the Executive Committee and the identified training program. An Executive Committee representative may be removed by majority vote of the training program.
3. The Executive Committee will elect its own chairperson, schedule its own meetings, and set its own agenda. Agenda items can be recommended by the Department Chair, faculty members, or members of the Committee. The Committee can refer topics for study to other persons or units within the Department. Examples of topics the Committee might work on would include, but are not limited to:
 - a. Long-range planning and strategic initiatives.
 - b. Changes to Department programs.
 - c. Changes to Department organization.
 - d. Changes to the Departmental Code.
 - e. Issues concerning faculty morale and workloads.
 - f. Procedure and guidelines for faculty performance evaluation.
 - g. Issues concerning allocation of Department resources.
 - h. Budget matters.
 - i. Allocation of faculty positions.

B. Undergraduate Committee

1. The Undergraduate Committee shall be composed of an Associate or Assistant Chair who shall serve as chair of the Committee, plus at least three elected representatives from the faculty at large. Representatives shall be elected for three-year terms and can be re-elected for additional terms.
2. The Undergraduate Committee shall be responsible for the following:
 - a. Recommending philosophy and goals of the undergraduate program to the faculty.
 - b. Initiating and reviewing proposed undergraduate course or curriculum changes and recommending such changes to the faculty.
 - c. Designing, updating, and disseminating information describing the undergraduate program.
 - d. Recommending policies and regulations concerning the undergraduate program and degree requirements.
 - e. Recommending policies and procedures concerning undergraduate orientation, registration, and advising.

C. Graduate Committee

1. Each graduate training program shall provide a representative to the Graduate Committee. Representatives shall be elected by their programs to serve three-year terms. Representatives can be elected for additional terms. The Chairperson shall be elected by the Committee to serve a one-year term.
2. Graduate Committee shall be responsible for the following:
 - a. Writing and publishing graduate regulations for the Department. These regulations will be adopted pending approval by a majority the faculty.
 - b. Initiating and reviewing proposed graduate course or curriculum changes and recommending such changes to the faculty.

- c. Reviewing the quality of the graduate programs in the Department. The Committee may recommend changes in graduate courses or curriculum requirements. Such recommendations may be made to graduate training programs and/or the Department.

V. FACULTY MEETINGS

Faculty meetings shall be held as needed to discuss the on-going activities and policies of the Department. Consistent with the *Faculty Manual*, a minimum of one Department faculty meeting will be held each semester of the academic year. Persons who have 50% or more of their regular academic appointment in the Department of Psychology with the rank of Assistant Professor or above are eligible to vote on Department issues. All faculty members who cannot attend a specific meeting may designate in writing, to the Chair, an eligible faculty member who shall have his/her proxy. The agenda for each faculty meeting shall be established by the Department Chair, but may also be established when at least 30% of eligible faculty desire a meeting to discuss a particular issue. The Department Chair shall notify faculty of planned agenda items at least 24 hours prior to a meeting. A quorum consisting of at least 51% of eligible faculty is needed to proceed with a meeting. Faculty who are on sabbatical leave, transition appointment, or leave of absence shall not count against the quorum.

VI. REVIEW OF CANDIDATES FOR FACULTY POSITIONS

A. New or Vacant Tenure-Track Positions

When a new position or position vacancy is anticipated, the following set of standard procedures is to be initiated at the earliest possible date.

1. The Executive Committee will convene to review the nature of the position being vacated (if applicable), the instructional and research needs of the Department and graduate training programs, and the priorities specified in the Department's strategic plan. The Executive Committee will then make a recommendation concerning the allocation of the position to a graduate training program (or programs) and the general specialization area of the prospective hire. These recommendations will be presented to faculty for majority approval.
2. The Executive Committee, in consultation with the program(s) to which the position was allocated, will draft a hiring proposal and job description that is justified based on the needs of the Department and Program, as well as the criteria specified in the Department's Strategic Plan. This proposal will be presented to faculty for majority approval.
3. Upon approval of the position by the Department and University administration, the Department Chair will appoint an ad-hoc Screening Committee. This committee will consist of a minimum of three faculty members with at least one outside member and one faculty member from the graduate program with which the prospective faculty member is to be identified. The Screening Committee will be responsible for:
 - a. Following all Department, College, University, and Affirmative Action guidelines.
 - b. Advertising the position.
 - c. Drafting a screening form to be approved by the majority of faculty.
 - d. Screening and ranking candidates.
 - e. Identifying the top candidates and making the files of these candidates available to faculty prior to the meeting in which candidates are discussed.
 - f. Recommending an interview list to faculty for majority approval.
4. Upon approval of the majority of faculty, the Dean, the Provost, and the Office of Equal Opportunity, the Department Chair shall invite the candidate(s) to the campus for an interview. All members of the Department will be given an opportunity to interview the candidate(s).

5. The Screening Committee will then solicit written feedback about each candidate that has been interviewed, after which they will recommend to faculty which (if any) candidate(s) should be offered the position.
6. Upon majority approval of the faculty, as well as approval of the Dean, the Provost, and the Office of Equal Opportunity, the Department Chair may make an offer to and negotiate with the candidate.

B. Affiliate Faculty

Applicants for affiliate faculty status will be recommended to Department faculty by the Department Chair after consultation with the program with which the applicant wishes to be affiliated. The applicant's vita will be distributed to all faculty members, and if the faculty give majority approval to grant the applicant affiliate status, the Department Chair shall take the necessary steps to finalize the appointment. Length of appointments is specified in the *Faculty Manual*. Renewal will be by majority approval of the faculty.

VII. EVALUATION OF FACULTY PERFORMANCE

A. Distribution of Effort

The Department generally expects that faculty will distribute their effort in the following manner: 50% to teaching/advising, 40% to research/scholarly activity, and 10% to service/outreach. Note, however, that variations are expected between faculty and within an individual over time. Any such change, as long as the individual remains a full-time member of the Department, is not to be construed as a change in commitment to excellence, but as a redistribution of time and effort in pursuit of the Department's mission. Changes in distribution of effort are negotiated with the Department Chair. The negotiated distribution of effort is to be recorded in writing in the faculty member's personnel file and become the basis for evaluating performance in annual and comprehensive reviews. The Department generally defines the three areas of effort as follows.

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

B. Annual Performance Evaluation

1. Each faculty member shall participate in an annual performance evaluation meeting with the Department Chair. During this meeting, the faculty member and the Chair shall review the faculty member's accomplishments for the year, and the Chair will share feedback regarding the faculty person's performance related to teaching, research, and service. A summary of this meeting will be in writing, shall be signed by the Chair and the faculty member, and the faculty member shall receive a copy of the evaluation. The summary shall become a part of the Department's record for each faculty member.

2. The Chair is charged with obtaining information related to performance evaluation. Data may be obtained from students and peers and other sources. Faculty members are required to submit information as requested.
3. The intent of the performance evaluation is to enable faculty to be informed about their contributions to the Department, and for faculty to inform the Chair of their progress, achievements, or views. The evaluations should make faculty aware of both the favorable performance areas and those that may need improvement. It also provides the faculty member and Chair the opportunity to discuss goals.

C. Comprehensive Performance Review

1. In addition to annual performance evaluations, tenure-track faculty will participate in a comprehensive performance review at the midpoint of the probationary period at Colorado State University as set out in the *Faculty Manual*.
2. Tenured assistant and associate professors will also undergo a comprehensive review no later than the fifth year after the acquisition of tenure to assess progress toward promotion (see *Faculty Manual*).
3. All tenured faculty members will participate in a periodic comprehensive performance review consistent with the procedures in the *Faculty Manual*. Standards in such reviews for associate professors are those expected for progress toward promotion to Full Professor. Standards to be used for full professors undergoing post-tenure review include sustained performance at the level expected for promotion to Full Professor. (See Section IX for standards.)

D. Phase II Review

If the Department Chair recommends a Phase II review of a tenured faculty member as a result of the annual or comprehensive performance review (i.e., Phase I review), a Phase II committee shall be constructed and charged to conduct this review.

1. The committee shall consist of three members. All members must be tenured faculty of equivalent or higher rank than the faculty member under review. The committee shall be constituted as follows: (1) one member selected by the faculty member under review; (2) one member selected by the Department's Executive Committee; and (3) one member selected by the Dean of the College of Natural Sciences. The first two members will be from the Department of Psychology. The third member, appointed by the Dean, will be from another Department in the College of Natural Sciences. The third member shall be a voting chair of the committee and will be responsible for submitting the Phase II committee report.
2. In order to assure fairness and impartiality, each committee member will be asked to excuse him/herself if he/she feels he/she cannot act impartially. The Dean, after meeting with the committee, may excuse a committee member if the Dean believes the committee member cannot perform the review in an unbiased manner. In addition, the faculty member being reviewed will have one preemptory challenge to remove an appointed committee member. This preemptory challenge, however, must be executed at the time of the committee constitution, not after it has begun its information gathering and deliberations. Removed members of the Phase II committee will be replaced by the same mechanisms and from the same pool of faculty as used to select the removed member.
3. The faculty member under review will be asked to update all materials submitted for the Phase I review and to submit any other materials or statements he/she thinks are pertinent to the Phase II review. The Phase II committee may ask the Department Chair or units in the University (e.g., Sponsored Programs) for information the committee deems relevant to the

review. In addition, the committee will have access to all peer and student evaluations of the faculty member's teaching, examples of course syllabi, course examinations, Departmental exit interviews, and the like.

4. Throughout the review, the faculty member under review, the Department Chair, and other involved parties are expected to respond in a timely manner as requested by the Phase II committee. This is to ensure a timely completion of the Phase II review. The Phase II committee chair shall deliver, within two weeks of the last meeting of the committee, a written, signed report to candidate under review and to the Dean of the College of Natural Sciences. This report shall summarize the committee's findings and recommendations. The faculty member under review will have 30 calendar days to prepare and submit to the Dean of the College of Natural Sciences a written response to the committee's written report and recommendations.

E. Disciplinary Action for Tenured Faculty

Procedures for initiating and implementing disciplinary action for tenured faculty shall be consistent with those specified in the *Faculty Manual*. Committees required for such action shall be composed of six faculty members.

VIII. PROMOTION AND TENURE

The procedures for promotion and tenure shall be consistent with the policies for promotion and tenure as set forth in the *Faculty Manual*.

A. Promotion and Tenure Committees

The Tenure Committee shall consist of all tenured faculty members in the Department on regular and transitional appointments. The Promotion Committee shall consist of all faculty members in the Department on regular and transitional appointments above the rank of the candidate. Prior to a vote on a candidate, the Committee shall meet to elect a Chair and appoint a three-member subcommittee to investigate the candidate's record (the subcommittee and Chair may be different for each candidate).

B. External Peer Reviewers

External peer reviewers will be identified through suggestions by the candidate as well as independent suggestions by the Promotion and Tenure Committee and Department Chair. The Department Chair will contact individuals selected as external reviewers. A minimum of five external reviews shall be obtained. These reviews will be maintained in confidential files.

C. Promotion and Tenure Procedure

1. No more than three months prior to a Committee vote on a candidate, the candidate will present a one-hour colloquium on his/her research.
2. At least one month prior to a Committee vote on a candidate, the subcommittee will begin to thoroughly investigate the candidate's credentials concerning research productivity and impact, teaching, service, and other contributions. This includes, but is not limited to, soliciting feedback from students, faculty and administrative staff, interviewing the candidate, reading the candidate's published and unpublished research, reviewing teaching quality indices, and visiting the candidate's classes. The subcommittee shall prepare a written summary of the candidate's record in teaching, research, and service, specifically addressing of each the criteria in Section IX of this Code. The candidate shall review a draft of the written summary (except for confidential material such as external reviewers' comments) for clarification and consistency. If the candidate and the subcommittee do not

agree on the content of the written summary, the candidate shall be given a week to respond with a written statement.

3. The candidate's vita will be distributed by the Department Chair to all members of the Committee at least two weeks prior to the meeting for a vote on the candidate. A file containing all of the candidate's research papers, grant proposals, teaching quality summaries, advising evaluations and other pertinent information will be placed in the departmental office for review by Committee members two weeks prior to the meeting. The subcommittee's summary report and any written response from the candidate shall be made available to the promotion and tenure committee one week prior to the meeting.
4. The Committee shall meet to review and vote on the candidate. A quorum of the Committee shall consist of two-thirds of all members of the Committee. Faculty who are on sabbatical leave, transitional appointment, or leave of absence will not count against the quorum.
5. The subcommittee shall present written and oral summaries of the candidate's record and will also serve as "resource persons" who can present additional information and/or answer questions about the candidate's credentials.
6. All voting shall be done by secret ballot; ballots for a candidate will not be counted until the discussion and votes for all candidates have been completed.
7. Faculty members who have reviewed the written summary of the subcommittee may give their proxy votes (in writing) to the Department Chair or any member of the Promotion and Tenure Committee. Proxy votes must be turned in prior to the scheduled meeting.
8. A candidate will be recommended for promotion or tenure if a simple majority of the votes so indicate.
9. The Committee will prepare a written report of their findings, including majority and minority opinions and a vote summary, and deliver a copy of the report to the candidate and to the Chair of the Department.

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

A. General Expectations

1. Consistent with the *Faculty Manual*, the Department expects the development of excellence in the areas of teaching/advising, research/scholarly activity, and service/outreach, as described in Section VII of this Code. The Department expects that excellence will not just eventually be achieved, but also will be sustained. For consideration for tenure and promotion to the rank of Associate Professor, it is expected that the candidate's record will demonstrate excellence or promise of excellence in research/scholarly activity and teaching/advising, whereas a candidate for Full Professor is expected to demonstrate excellence in all three areas.
2. Teaching/advising: The Department values both high quality graduate and undergraduate teaching. Unless explicitly negotiated with the Department Chair and recorded in writing in the faculty member's personnel file, the Department expects faculty members to teach both graduate and undergraduate classes and, over a two to three year period, to teach an average of a third or more of their classes in the undergraduate curriculum. Candidates for promotion and/or tenure are expected to provide evidence of quality graduate and undergraduate teaching which may be evidenced through standardized teacher ratings, letters or statements from students, faculty observation and peer review, and other sources of information regarding teaching quality.

3. **Research/scholarly activity:** The Department values both basic and applied research and both quality and quantity of research/scholarship. Candidates for Associate Professor should demonstrate the promise of attaining substantial national and/or international recognition for their research/scholarship, whereas candidates for Full Professor should demonstrate the achievement of substantial national and/or international recognition for research/scholarship. Candidates should show a consistent record of publication of scholarly and scientific works across time at the University. Any multi-year gaps in publication should be addressed by the candidate. Although an absolute number of papers cannot be specified, it is generally expected that most candidates will average two or more refereed publications per year. Such a count is not intended to be a fixed standard, but is intended to be a reflection of the research/scholarly accomplishments needed to bring recognition to the candidate and the Department. Quality of publication is also important. In addition to evidence such as citation indices and external reviewer's comments, quality will be judged by reputation of journals, with publication in journals of the American Psychological Association, American Psychological Society, and journals that are recognized as first-tier journals carrying greater weight. It is also expected that the candidate will demonstrate a lead role in research and publication. Papers presented at conventions or professional meetings are desirable, but they or published abstracts thereof are generally not viewed as having the same importance as a published paper in a recognized journal. Application for funded contracts and grants is generally expected, and although funding is not necessary for promotion or tenure, contracts and grants will be used as evidence of research/scholarly accomplishment.
4. **Service/outreach:** All faculty are expected to be engaged in significant service/outreach activities, including service to the department and its committees. Candidates for Full Professor are expected to show more service than candidates for Associate Professor (e.g., service on a wider range of departmental, university, and other committees), and are expected to show more leadership roles in their service (e.g., chairing a committee rather than just serving on it).
5. **Conduct:** Candidates are expected to conduct themselves within general scientific, ethical, and professional standards and within University policies for professional conduct as specified in the *Faculty Manual*.

B. Specific Promotion and Tenure Recommendations

1. **Promotion to Rank of Associate Professor:** For promotion to the rank of Associate Professor, teaching/advising and scholarly/research activities will normally be weighted more heavily than service/outreach activities (see earlier statements about distribution of effort). For promotion to Associate Professor, the candidate must demonstrate: (a) excellence in at least one of these two primary areas (i.e., teaching/advising and research/scholarly activity); and (b) adequacy in the other area and in service/outreach. Normally, candidates for the rank of Associate Professor will have successfully graduated at least one master's student. Focused programs of research and scholarly activity are desirable.
2. **Promotion to Rank of Full Professor:** For promotion to the rank of Full Professor, teaching/advising and scholarly/research activities will normally be weighted more heavily than service/outreach activities (see earlier statements about distribution of effort). For promotion to Full Professor, the candidate must: (a) demonstrate excellence in teaching/advising and research/scholarly activities; and (b) demonstrate a consistently active record of service/outreach. Normally, candidates for the rank of Full Professor will have successfully graduated at least one Ph.D. student. Research/scholarly contributions should reflect a substantive, unique contribution of the individual to an area of psychological inquiry. That is, promotion to the rank of Full Professor requires more than an accumulation of a number of articles and papers. The candidate's materials should reflect a special contribution to the field as reflected in, but not limited to, a series of

integrated research studies, chapters, review papers, monographs, books, etc., that advance an area of knowledge and that have achieved a level of national and/or international recognition by scholars and researchers in the candidate's area of scholarly/scientific contribution. Exceptions to these normal circumstances for promotion to the rank of Full Professor are rare, but can be considered by the department chair and the promotion and tenure committee.

3. Tenure Recommendation: For tenure recommendations concurrent with a consideration for promotion to the rank of Associate Professor, the same criteria for promotion to Associate Professor normally apply with additional consideration of professionalism and professional conduct. Tenure implies the potential for a lifetime contract, so evidence of the candidate being able to conduct him/herself in a professional manner and to work constructively with his/her colleagues for a lifetime is an important consideration. For candidates already at the rank of Associate or Full Professor, tenure recommendations are based on meeting the standards for sustained quality performance at the current rank (i.e., continuing to meet the criteria for that rank) and meeting standards for professionalism.

C. Post-Tenure Reviews and Recommendations

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

X. GRADUATE STUDENT COMMITTEES

A. Committee Composition

Every graduate student in the Department will have an Advisory Committee that will assist the student in developing her or his course of studies, field experiences, competency tasks, thesis and dissertation projects, and other activities related to degree requirements in Psychology. Through a process of student/faculty consultation, a faculty member will be selected from the student's graduate program (i.e., applied social, cognitive, counseling, behavioral neuroscience, or industrial/organizational psychology) to serve as Chair of the Advisory Committee. The designated Chair will confer with the student in order to determine the most appropriate composition of the Advisory Committee. At the Masters level, the Advisory Committee will consist of at least three faculty members, two from the Department (one of which will be designated Chair) and one from outside the department. At the Doctoral level, the Advisory Committee will consist of at least four faculty members, including the (a) Chair (a tenure track faculty member with a 50% appointment from the Department of Psychology and affiliated with the student's doctoral training program) and two additional faculty members from the Department (one from a graduate training program different from that of the student), and one faculty member from outside of the Department. At both the Masters and Doctoral levels, students may designate two faculty members to serve as Co-Chairs as long as one of the faculty members is from the same graduate training program as the student.

B. Graduate Student Progress

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

XI. STUDENT APPEALS OF ACADEMIC AND DISCIPLINARY DECISIONS

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

XII. DEPARTMENT SELF-EVALUATION

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

XIII. CONSULTING POLICY

Department faculty members who wish to engage in professional consulting activities may do so within the guidelines for consulting established by the *Faculty Manual*. In keeping with University policy, consulting activities should not interfere with the discharge of academic duties.

XIV. CHANGES TO THE DEPARTMENTAL CODE

Any eligible voting member of the Department may propose a revision to the Departmental Code. A proposed revision shall be submitted, in writing, to the Department Chair who will then present the revision to the faculty. A Code revision shall be adopted (in the exact form in which it will ultimately appear in the Code) if a two-thirds vote of the members of the Department vote in favor of its approval. Within two weeks of the adoption of a Code change, the Department Chair, in consultation with the Executive Committee, shall integrate the change into the existing Code. Upon approval of the new code by the Dean and the Provost, each member of the faculty shall be provided with a copy. The Code shall also be reviewed the year prior to the end of each term of the Department Chair, using the procedures stated above for approval of recommended changes to the Code.

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