

CODE OF THE DEPARTMENT OF ELECTRICAL AND COMPUTER ENGINEERING

PREAMBLE

The Department of Electrical and Computer Engineering shall be constituted and administered to provide a professional atmosphere for students, educators, scholars, and engineers to enrich the discipline of electrical and computer engineering.

The Department shall offer a well-balanced undergraduate electrical and computer engineering program of technological, scientific, and humanistic study designed to serve the professional needs of the baccalaureate.

The Department shall offer Master of Science, Master of Electrical Engineering, and Doctor of Philosophy programs in Electrical and Computer Engineering that afford students the opportunity to pursue studies relating to the scientific concepts, technological advancements, and design principles of electrical and computer engineering.

In accordance with the University Code, the Department shall recruit faculty members who are dedicated to excellence in teaching, research, and service, and who possess the skill and interest to pursue scholarly activities.

The Department shall promote the continuing improvement and growth of its faculty and programs.

I. THE DEPARTMENT HEAD

A. The Office of Head

1. The chief academic and administrative officer shall be designated Head, Electrical and Computer Engineering.
2. The Head shall be selected in accordance with the procedures of the University Code. Only in the event of endorsement, obtained by secret ballot, by a two-thirds majority of the voting faculty, shall the Head be recommended by the faculty to the Dean for initial appointment or succession. Only a tenured faculty member of the department shall be eligible to serve as the Head

B. Rights and Responsibilities

1. The Department Head is first and foremost the chief administrator of the department. The Head shall be primarily responsible for guiding the development and improvement of the faculty, facilities, instructional programs, and research programs of the Department. The Head is the chief advocate for the department within the University. In addition to the special duties of the office, the Head is expected to engage in the normal faculty activities of teaching and research.
2. The administrative duties of the Head include (a) preparation and review of the departmental budget with the faculty; (b) periodic review of departmental and faculty professional growth in accordance with the standards of the Academic Faculty and Administrative Professional Academic Faculty and Administrative Professional Manual;

(c) initiation of recommendations for appointing, retaining, terminating, promoting, and tenuring faculty; (d) preparation of recommendations for salary adjustments for faculty and staff; (e) planning and implementing of equitable teaching assignments; (f) initiation of departmental review in accordance with the University Code; (g) appointment of faculty to the Departmental Committees in Section V. in accordance with the standards of this code; (h) appointment of faculty to graduate student advisory committees; (i) supervision of departmental staff; and (j) scheduling of faculty meetings in accordance with the policies of the Academic Faculty and Administrative Professional Manual; upon the request of any faculty member, the faculty meetings shall be conducted according to Robert's Rules of Order. Additional duties are indicated in the Academic Faculty and Administrative Professional Manual, Section C.2.6.2.

3. To meet the State of Colorado mandate all faculty are subject to annual and periodic comprehensive reviews of performance. Performance reviews are intended to assist faculty in achieving tenure or promotion, to facilitate continued professional development, to refocus professional efforts when appropriate, and to assure that faculty members are meeting their obligations to the University. These reviews must be conducted in such a way that they are consistent with the tenure system, academic freedom, due process and other protected rights.

Annual reviews are for the purpose of evaluation for merit salary increases, for providing help to faculty members to improve their performance when needed, and for the early identification and correction of perceived weaknesses and deficiencies in performance. The Department Head shall work with the faculty member to develop specific actions to improve performance.

Reviews of performance must be based upon the faculty member's effort distribution in each of the areas of responsibility. Furthermore, effort distributions in areas of responsibility should be established to best utilize individual talents of all tenured faculty because similar assignment for all faculty in a department normally is not an effective use of resources. Tenured faculty members should have the opportunity to work with the Department Head to adjust their professional responsibilities throughout their careers in a way that allows them to meet both institutional and individual goals.

The description of the mandate is provided in Appendix A of the Departmental Code. This provides detailed information about the University process for tenure, promotion and post-tenure review, all of which start at the departmental level.

To meet the University and State requirements for faculty evaluations, the Head shall evaluate the faculty based on the quality of performance in fulfilling the responsibilities of the faculty member for teaching, research, and service. The Department Head shall hold a confidential interview with each faculty member annually to discuss and evaluate the individual's performance during the past year and to discuss the individual's objectives during the next year. The Head shall advise the faculty member as to the methods and criteria used in the evaluation. The conclusions of the interview shall be written, with attention given to any up-dated promotion and tenure evaluations, and the faculty member shall be advised as to how the conclusions will be used. The written

record shall be considered confidential, and shall constitute a basis for decisions concerning salary, retention, termination, promotion, tenure, and post-tenure review. The university-approved evaluation form, if available, should be used. The written record shall be signed by the Head and the faculty member, and the faculty member shall be given a copy. The faculty member may respond in writing and the written response shall be included in the faculty member's personnel file.

Annual reviews of performance of non-tenure track faculty should also be conducted by the Head. Annual reviews are for the purpose of performance evaluation for merit salary increases as well as for identification and correction of perceived weaknesses and deficiencies in performance. The Department Head shall work with the faculty member to develop specific plans to improve performance. Reviews of performance must be based upon the faculty member's effort distribution in each of the areas of responsibility.

4. In the execution of academic and administrative duties, the Head shall seek the advice and consent of the faculty, and review matters of general concern at departmental meetings. The authority of the Head shall be commensurate with the responsibilities of the office: the final authority and ultimate responsibility for the execution of academic and administrative duties rests with the Head.
5. The Head shall call a meeting of the Department Faculty at least once each semester of the academic year, with written notice given in advance by the Head.

II. THE ADVISORY COMMITTEE

A. Constitution of the Committee

1. The Advisory Committee shall consist of three tenured or tenure-track faculty members each serving staggered three-year terms. Representation of different faculty ranks and research areas is desirable. All three members should not come from the same research area or the same faculty rank.
2. Vacancies on the Advisory Committee shall be filled by a vote of the faculty at the first regularly scheduled faculty meeting of the Fall Semester each academic year. Initially one member will be elected for a one-year term, one for a two-year term, and one for a three-year term. Subsequently, each elected member shall serve a three-year term. The Advisory Committee shall elect its own chair.

B. Rights and Responsibilities of the Advisory Committee

1. The Advisory Committee shall have the right to advise the Department Head on matters pertaining to personnel, department budgeting, teaching assignments, and faculty leaves.
2. Disputes between departmental faculty and questions of professional ethics may, at the request and sanction of all parties to the issue, be submitted to the Advisory Committee. The Committee may accept oral and written arguments and contribute written advice.

Departmental faculty are encouraged to use this procedure before raising disputes and ethics questions in College and University bodies.

3. In addition to its advisory role to the Department Head, the Advisory Committee shall meet upon the written request of any voting member of the faculty. The Committee shall publish its agenda before such meetings and its minutes afterward, both are to be distributed to the Departmental faculty.
4. The Advisory Committee shall represent the views of the faculty; commensurate with this right rests the responsibility to seek and consider faculty opinion on matters of personnel, budgeting, teaching allocations, and faculty leaves.
5. The theme of interaction between the Advisory Committee and the Department Head shall always be one of cooperation, with emphasis on reasonable resolution of conflicts. Only in extreme circumstances will the principals defer to the Dean for resolution. In all matters involving advice and formal recommendation by the Advisory Committee and other committees that advise the Head, the Department Head shall allow sufficient time for systematic evaluation of the relevant issues.

III. HIRING, PROMOTION, AND TENURE POLICIES

A. Hiring

1. Tenure Track Faculty
 - a. The decision to hire an individual as a tenure-track faculty member shall always indicate an expectation that the candidate will successfully and efficiently progress through the ranks and receive tenure.
 - b. An earned doctorate in engineering or science shall be required of any candidate. Final evaluation of candidates shall occur through competitive interviews. Letters of recommendation from the candidates' references must be considered. Factors in the evaluation shall include: (a) meeting programmatic needs with respect to representing the subfields of ECE within the faculty as a whole, and (b) demonstrated potential of the candidates to meet the criteria for promotion and tenure as stated in Sections III.B. and III.C.
 - c. In selecting the successful candidate, the Head shall seek the advice of the faculty, who shall rank-order the candidates according to majority vote of the faculty. The hiring rank of the successful individual shall be made at Assistant Professor, Associate Professor, or Professor based on the individual's experience and accomplishments.
2. Non-Tenure Track Faculty
 - a. In certain occasions and depending on needs, the department may hire non-tenure track teaching or research faculty members. An earned doctorate in

engineering or science shall be desirable though applicants with Master degree and several years of experience will also be considered. The candidates will be evaluated through competitive process similar to tenure-track positions. Factors in the evaluation shall include: (a) meeting the department needs in certain teaching and research fields, and (b) evidence of successful teaching, curricular development, student outreach, and/or research as stated in the *Faculty Manual*. Letters of recommendation from the candidates' references must also be used for this evaluation.

- b. The department may hire a non-tenure track faculty either on contract basis or continuing basis. For contract basis positions, the individual will be given a contract with a minimum term of two years, with a year notice to terminate or renew options. The continuing appointments, on the other hand, are considered to be at-will with no time allocation. Individuals hired on continuing basis may request to be considered for contract-based positions after several semesters of successful service. Expectations associated with these appointments are documented in the *Faculty Manual*.
- c. Adjunct faculty appointments may be made depending on the teaching needs of the department. Such appointments that are at 50% effort or higher must be for periods not exceeding two semesters unless converted to continuing or contract appointments. Consistent with the *Faculty Manual*, the Department Head may recommend hiring an adjunct faculty individual after consultation with the respective faculty in the hiring area. An adjunct may be in that appointment type indefinitely if their percent effort is less than 50%.
- d. In selecting candidates for non-tenure track teaching positions on a contract basis, the Department Head shall seek the advice of both tenure track and non-tenure track faculty in the appropriate area of hiring who shall rank-order the candidates according to the majority vote. The hiring rank of the successful individual shall be made at Instructor, Senior Instructor, or Master Instructor levels for such teaching lines based upon the individual's teaching and research experience and accomplishments.
- e. In special circumstances, the department may choose to hire a highly qualified individual for a non-tenure track research position. When such positions are available, the applicants will be reviewed and evaluated using a similar procedure as those of the tenure-track applicants. The hiring rank of the successful individual shall be made at the Assistant Professor, Associate Professor, or Professor levels for such research lines based upon the individual's research and scholarship experience and accomplishments as well as the majority vote of the department faculty in the respective area of hiring.
- f. Adjunct faculty appointments may be made depending on the teaching needs of the department. Such appointments could be at 50% effort or higher and are generally for periods not exceeding two semesters unless converted to continuing or contract appointments. Consistent with the *Faculty Manual*, the

Department Head may recommend hiring an adjunct faculty individual after consultation with the respective faculty in the hiring area.

B. Promotion

1. The decision to recommend promotion shall always indicate an endorsement of the value, quality, and originality of an individual's work, as determined by peer and/or student evaluation of (a) research and published work, (b) educational effectiveness at the undergraduate and graduate levels, and (c) service and other evidence of professional achievement.
2. In preparing recommendations for promoting faculty, the Department Head shall provide documentation supporting the promotion, including written evaluations from outside the University. The promotion meeting shall be scheduled by the Committee Chair, and the complete dossier of the candidate shall be made available to the Committee members, consisting of all tenured faculty in the Department, at least two weeks in advance of the meeting. The Department Head is not eligible to vote or be present during the Committee's deliberations. After the deliberations and vote are complete, but before adjournment, the Department Head is invited for a briefing of the proceedings of the meeting. The meeting shall not be scheduled during a time when any of the eligible Committee members are unavailable due to teaching commitments. For a meeting involving only pre-tenure Professor promotion cases (i.e. not requiring a formal vote), the meeting must have a quorum of 50% of those eligible to vote, either present or by teleconferencing. For all other cases, the meeting must have a quorum of 75% of those eligible to vote, either present or by teleconferencing.
3. To be eligible for promotion, non-tenure track teaching faculty are expected to meet the minimum criteria for teaching/advising and service/outreach as expected by their specific appointment type. To be eligible for promotion, non-tenure track research faculty are expected to meet minimum criteria for research/scholarly activity and service/outreach outlined in the *Faculty Manual*. Promotions may be considered any time after five years in a specific rank, though exceptional cases may be considered earlier. Each promotion case is evaluated on its own merits, taking into account the specific teaching or research expectations and criteria of the ECE department. The Promotion Committee for considering non-tenure track teaching faculty promotions consists of all non-tenure track teaching faculty of rank higher than the candidate and all tenured faculty. The Promotion Committee for considering non-tenure track research faculty promotions consists of all non-tenure track research faculty of rank higher than the candidate and all tenured faculty.
4. The candidate for Promotion shall have the option of selecting a representative from the Committee and shall so inform the Committee Chair in writing at least two weeks in advance of the meeting. The representative shall make a presentation to the Committee summarizing the dossier and shall be prepared to

provide clarifications to the Committee. Each voting member shall have equal opportunity to express his/her opinions on the candidate's dossier. In extraordinary circumstances where a Committee member cannot attend the meeting, arrangements will be made for their participation via teleconferencing, and their ballot will be recorded in private by the Chair. If participation by teleconferencing is not possible, the absent member's written comments and vote must be delivered to the Committee Chair prior to the meeting. A vote by secret ballot of the faculty shall be taken recommending each promotion, with the Professors of the Department voting on faculty for promotion to the rank of Professor, and the Associate Professors and Professors of the Department voting on faculty for promotion to the rank of Associate Professor. Non-tenure track faculty are not eligible to vote on promotion decisions for tenure-track faculty. All ballots shall be counted at the meeting and recorded by the Chair. The Department Head shall submit to the Dean the University Tenure and Promotion Form containing recommendations from the Department Head and the Faculty.

C. Tenure

1. The recommendation for tenure shall be based on a clear demonstration that the individual has become and will continue to be a contributing member of the faculty.
2. The meeting of the Tenure Committee shall be scheduled by the Committee Chair, and the complete dossier of the candidate shall be made available to the Committee members at least two weeks in advance of the meeting. The Tenure Committee consists of all tenured faculty in the department. Non-tenure track faculty are not eligible to serve on the Tenure Committee, vote on tenure decisions, or participate in Tenure Committee meetings. The Department Head is not eligible to vote or be present during the Tenure Committee's deliberations. After the deliberations and vote are complete, but before adjournment, the Department Head is invited for a briefing of the proceedings of the meeting. The meeting shall not be scheduled during a time when any of the eligible Committee members are unavailable due to teaching commitments. For a meeting involving only pre-tenure cases, the meeting must have a quorum of 50% of those eligible to vote, either present or by teleconferencing. For all other cases, the meeting must have a quorum of 75% of those eligible to vote, either present or by teleconferencing.
3. The right of the tenured faculty to recommend the granting or denial of tenure for its untenured colleagues is a basic faculty right; therefore, the recommendation shall require a majority vote by secret ballot of the Tenure Committee of the Department. The candidate coming up for Tenure shall have the option of selecting a representative from the Committee and shall so inform the Committee Chair in writing at least two weeks in advance of the meeting. The representative shall make a presentation to the Committee summarizing the dossier and shall be prepared to provide clarifications to the Committee. Each voting member shall

have equal opportunity to express his/her opinions on the candidate's dossier. In extraordinary circumstances where a Committee member cannot attend the meeting, arrangements will be made for their participation via teleconferencing, and their ballot will be recorded in private by the Chair. If participation by teleconferencing is not possible, the absent member's written comments and vote must be delivered to the Committee Chair prior to the meeting. All ballots shall be counted at the meeting and recorded by the Chair.

4. The Department Head shall review annually the record of each untenured faculty member. A formal, written account of this review shall become part of the faculty member's personnel file and shall constitute a basis for an annual confidential assessment of the progress made toward obtaining tenure by the untenured faculty member. The assessment shall take place at a meeting of the faculty member, Department Head, and Chair of the Tenure Committee. The faculty member shall be given the opportunity to respond in writing, and to proceed according to Section IV.B.7. in the event of perceived injustice. In the year a decision on tenure is made, the recommendations from the Department Head and the Tenure Committee shall be simultaneously submitted by the Department Head to the Dean, as a single document, in accord with University policies.
5. In addition to the annual assessment, a mid-point evaluation of each candidate's progress toward Tenure shall be made by the Department Head to the Tenure Committee. The Department Head will incorporate the Committee's assessment in his/her mid-point review with the candidate, at which time the Chair of the Tenure Committee shall also be present.
6. Non-tenure track faculty are not eligible for Tenure.

D. Post-Tenure Review

A detailed description of the University post-tenure review policy is provided in Appendix A. This review process is initiated by the Department Head. The Electrical and Computer Engineering Department policy of detailed yearly reviews serves to satisfy most requirements stated in Appendix A. The only new requirement is a detailed description of the strengths and deficiencies in the faculty member's performance as part of the Phase I evaluation.

If the deficiencies are serious or if deficiencies have not been corrected as part of the Phase I process, the evaluation goes to Phase II. The Tenure and Promotion Committee will then nominate a slate of five faculty at the same or higher rank as the faculty member. The faculty member under review will select three of these nominees to serve on the committee. The faculty member under review, in concert with the Department Head will submit to this committee the detailed yearly evaluation reports and any other information deemed suitable for this evaluation such as external letters of reference, student testimonials, an up-to-date resume, and copies of annual activity reports.

The criteria for the Phase II review will be the same as for tenure and promotion taking into consideration both the responsibilities and effort distribution identified in recent annual evaluations as well as the experience of the faculty under review.

A second aspect of the post-tenure review process is the determination by the faculty member and the Department Head concerning the faculty member's distribution of effort between teaching, research, and service. This distribution will be documented and will be used in evaluating performance.

IV. THE FACULTY

A. Voting Faculty

1. All faculty members holding regular, tenured, or tenure-track positions (nine or twelve-month appointments) with ECE as their primary department are eligible to vote. All contract and continuing non-tenure track faculty members at appointments of 50% or greater are eligible to vote. Non-tenure track faculty can neither serve nor vote on committees for Tenure and Promotion of tenure-track faculty.
2. Only faculty who have served at least nine months as voting faculty shall be qualified to vote in Departmental review, Department Head review, or amendment of the Department Code.

B. Rights and Responsibilities of the Faculty

1. The educational and research programs of the Department are the trust of the faculty. It is the responsibility and authority of the faculty to periodically review these programs and to maintain their excellence. This review procedure shall not violate nor undermine the academic freedom of individual faculty.
2. All changes in Electrical and Computer Engineering undergraduate and graduate degree requirements, including establishment of new degrees and abolishment of existing degrees, shall require the approval, by majority vote, of the voting faculty.
5. It is the responsibility of each faculty member to be aware of and to discharge faithfully the responsibilities of the general faculty outlined in the Academic Faculty and Administrative Professional Manual.
4. Each faculty member shall take an active part in both the undergraduate and graduate teaching programs of the Department and will be expected to teach in their general area of competence.
5. Faculty members shall conduct their teaching and research programs in a fiscally responsible way. Charges to contracts and grants shall be made only after written

authorization has been obtained from the principal investigator and at least one authorized administrator.

6. Any voting faculty member may initiate Code Amendments, recall of a member of the Advisory Committee, or recall of the Head according to the procedures of Section VI.
7. If a faculty member feels that the written record of the annual interview unfairly represents the faculty member's performance, or that the application of the record has been unfair, a written grievance may be filed with the Department Head, a copy being sent to the College Dean. If no satisfactory agreement can be negotiated among the faculty involved and the Head, then the disagreement shall be referred to the Dean, through whom the normal University grievance procedures may be initiated. When mutually agreed upon by the faculty member and the Head, the grievance may be submitted to the Advisory Committee for review and evaluation before submission to the Dean.

C. Graduate Faculty

1. The graduate education and research activities are the trust of the faculty as a whole. Since it is the responsibility of each faculty member to be aware of and to participate in these areas, each faculty member is considered to be a Full Member of the graduate faculty.
2. Visiting faculty, adjunct faculty, and faculty with special appointments such as faculty affiliates are considered Special Members of the graduate faculty. These members may serve on graduate student committees, but not as advisor.

V. OTHER COMMITTEES

A. The Curriculum Committee

1. The Curriculum Committee is a standing committee responsible for the orderly design of a modern engineering curriculum that serves the needs of students in the Department, the College, and the University.
2. Membership on the Curriculum Committee is open to tenure track faculty and non-tenure track teaching faculty, while the Chair must be a tenure track faculty member. At least one member of the Committee shall be chosen from the undergraduate student body of the Department.

B. Graduate Committee

1. The Graduate Committee is responsible for graduate student recruiting, and recommendations for acceptance of student applications.

2. The Graduate Committee is responsible for the design and administration of graduate degree programs, including preliminary, qualifying, M.S. final, and Ph.D. final examinations.
3. Faculty membership on the Graduate Committee is restricted to Full Members of the graduate faculty and the Chair must be a tenure track faculty member.

C. Departmental Evaluation Committee

1. The Departmental Evaluation Committee is a committee constituted once every five years, in accordance with the University Code, to review and evaluate the performance of the Department over the previous five years.
2. The Departmental Evaluation Committee shall be nominated from the floor and elected by a simple majority vote at a regularly scheduled faculty meeting.
3. The Department Evaluation Committee will review the Departmental Code in the year prior to the end of each term of the Department Head.

D. Tenure Committee

1. The Tenure Committee is a committee constituted annually to review with the Department Head the record of each untenured faculty member, and to prepare recommendations for tenure in accordance with Section III.C. of this code.
2. The Tenure Committee shall consist of the tenured faculty of the Department other than the Head and shall represent the tenured faculty in all tenure matters.
3. The Tenure Committee shall elect a Chair by majority vote and the Chair shall chair meetings of the Tenure Committee, provide the written recommendations of the Committee to the Department Head, and meet with each non-tenured faculty along with the Department Head at the annual assessment (Section III.C.3.). The Chair shall serve for a one-year term.

E. Tenure Track Faculty Search Committees

1. Members of tenure track search committees must be tenure track faculty members.

VI. STUDENT GRIEVANCE

If a student disagrees with a grade given in an Electrical and Computer Engineering course, the student must first try to resolve the problem with the instructor of the course. If the student cannot resolve the problem with the instructor, the student may submit a written appeal to the Department Head. The Department Head will, within 30 days of receipt of the request for an appeal, provide a copy of the appeal to the course instructor and shall convene an appeals committee in accordance with Section I.7.1. of the Academic Faculty and Administrative Professional Manual. The decision of this committee will be conveyed in writing to both the student and the faculty member within 30 days of convening the committee. If the student is dissatisfied with the decision of the Department Head, the student may make further appeal at the College level and any other appropriate academic levels, including a final appeal to the Provost, as specified by University policies.

VII. AMENDMENTS AND RECALL

This code may be amended at any time by the following procedure. Any voting faculty member may draft a proposed amendment in petition form. If such a petition is signed by one-half the voting faculty members, the petition shall be submitted to the Head, and a departmental meeting called within two weeks. Passage of the amendment requires a two-thirds vote of all qualified faculty members. The same procedure may be used to recall the Department Head or any member of the Advisory Committee. The Advisory Committee shall be excluded from voting on the recall of one of its members and only a two-thirds majority vote of the remaining faculty is then required for recall. In the case of recalling the Head, the Dean of the College shall be requested to honor the recall petition for a replacement, but will, of course, exercise his or her own prerogatives in accordance with the University Code.

VIII. PRIMACY OF UNIVERSITY POLICY AND COLORADO LAW

In case of conflict between the provisions of this Code and the policies or code of the current academic Faculty and Administrative Professional Academic Faculty and Administrative Professional Manual of Colorado State University, the policies and code of the latter shall prevail.

As a matter of Colorado law, while the State Board of Governors has final authority over all personnel decisions, this authority has been largely delegated to the President of the University.

Approved by the Faculty of the Department of Electrical and Computer Engineering on February 10, 1998.

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