

OFFICE OF FACULTY AFFAIRS

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PART I: OVERVIEW

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PART I: OVERVIEW

The Office of Faculty Affairs coordinates a variety of activities associated with faculty life and academic programming on the Boulder campus. The Office is a branch of Academic Affairs and is administered by the Associate Vice Chancellor for Faculty Affairs. The major functions of the Office of Faculty Affairs are summarized below.

Recruitment, Hiring, and Appointments

Faculty Affairs provides assistance to department chairs and deans throughout the recruitment, hiring, and contract preparation process. Faculty Affairs also assists departments, colleges, and schools deal with special circumstances associated with spousal employment needs and special opportunity hiring. Appointment of faculty to administrative positions is also processed by this office.

Reappointment

Reappointment, tenure, and promotion processes are described in subsequent sections of this handbook. Faculty Affairs is responsible for maintaining evaluation procedures consistent with the Faculty Handbook and the Regents' guidelines. Faculty Affairs also coordinates the activities of the Vice Chancellor's Advisory Committee (VCAC), the faculty committee which advises the Vice Chancellor on matters of faculty promotion and reappointment.

Post-Tenure Review

Post-tenure review is required of all tenured faculty at an interval of five years. These reviews are conducted by departments and dean's offices, and submitted to Faculty Affairs. Some financial support to facilitate the resulting professional plans is supplied to faculty by Faculty Affairs through the dean's offices. Faculty Affairs is also charged with annual reporting of post-tenure review results to System Administration.

Leaves, Sabbaticals, and Retirement

The Associate Vice Chancellor for Faculty Affairs provides assistance to faculty and administrators who seek to negotiate leaves, sabbatical, and retirement agreements. Faculty Affairs also prepares retirement contracts at the conclusion of those negotiations. Faculty Affairs is also charged with the annual reporting of sabbatical activities to System Administration.

Program Review

Faculty Affairs coordinates the review of all academic departments and programs on a regular seven year cycle. Reviews include Self Study by the unit, review by faculty and students internal to CU, and by external reviewers brought to campus for this purpose. These reviews are considered by a faculty committee (Program Review Panel, PRP) who provide written recommendations for acceptance by the dean and vice chancellor that address hiring plans, undergraduate and graduate curriculum, and other matters of importance to academic units. The Program Review process is described in more detail at <http://www.colorado.edu/AcademicAffairs/ProgramReview/> on the Web and is also discussed in more detail in the next section because of its centrality to the accreditation process.

Agenda for the Board of Regents

Faculty Affairs serves as a centralized processing center for all appointments and proposals requiring action by either the President or the Regents. The most recent Regents' Agenda information can be inspected at <http://www.cusys.edu/~regents/BoardMeetings/>.

Faculty Report of Professional Activities/Faculty Information System

Annual reports prepared by individual faculty summarizing their scholarly activities for the preceding twelve months (FRPAs) are used by chairs and deans in preparation for annual merit recommendations and are then processed by Faculty Affairs, which enters the information into the Faculty Information System (FIS). FIS is utilized to maintain faculty personnel records and is available to University officers in need of reports based on this database.

Junior Faculty Mentoring and Programming

Faculty Affairs coordinates the production of the *Reference Guide for New Faculty*, welcoming and training activities, and mentoring activities. Each junior faculty member who desires one can be assigned a formal mentor within their home department. Junior faculty who wish to consult with mentors outside their department on matters of faculty life including dossier and curriculum vita preparation, or teaching portfolios are encouraged to contact Faculty Affairs for assistance. The Faculty Teaching Excellence Program also specializes in services for junior and new faculty.

Faculty Teaching Excellence Program

The Faculty Teaching Excellence Program (FTEP) provides workshops, seminars, colloquia, and one-on-one confidential consultation on matters related teaching and discipline-specific pedagogy. The FTEP also provides expertise to faculty on the effective utilization of technology in teaching situations. The programs and mentoring activities of the FTEP are described more fully in a subsequent section of this guide and at <http://www.colorado.edu/UCB/AcademicAffairs/ftpep/services.html> on the Web.

PART II: PROGRAM REVIEW

OVERVIEW OF PROGRAM REVIEW

The University of Colorado Board of Regents and the Colorado Commission on Higher Education require regular review of all academic programs, with reviews conducted on a 7-year cycle on the Boulder Campus. Reviews involve systematic procedures designed to identify strengths and weaknesses of academic programs that result in recommendations for program development and modification. The ultimate goal of the review process is to promote and maintain high-quality academic programs that are administered efficiently, consistent with the mission of the University.

Program Review committees and reports include the Self Study Report conducted by faculty and student representatives in the academic unit under review, a campus-level study conducted by an Internal Review Committee representing faculty and students from cognate units, and an External Review conducted by colleagues from peer institutions representing the discipline(s) under review.

The Self Study Report and the Internal and External Review Reports are submitted to the Program Review Panel (PRP), whose membership includes faculty in a number equal to the number of units to be reviewed in a given year, undergraduate and graduate student representatives nominated by the University of Colorado Student Union and the United Government of Graduate Students, and two non-voting observers: the Vice Chancellor for Academic Affairs and the chair of the Boulder Faculty Assembly (or designee). The Associate Vice Chancellor for Faculty Affairs serves as Chair of the Panel.

The Panel Liaison assigned to a unit consults with the review unit on each stage of the review process and drafts the Panel Report. Draft reports are discussed by the Program Review Panel in consultation with the dean(s) and a final version of the report is sent to the unit for comment by the chair and faculty. The unit's response is considered, changes may be made, and a Final Report is then submitted to the Vice Chancellor for Academic Affairs.

The Vice Chancellor for Academic Affairs meets with the appropriate deans to discuss the Final Report. Each may attach comments to the Report, and/or ask the Panel to reconsider any aspect of it. Upon formal approval of the Report by the Vice Chancellor, it becomes a public document and is then submitted to the Chancellor and to the Board of Regents.

THE SELF STUDY REPORT

A unit is notified by the PRP Chair two years in advance of the upcoming review, and approximately one year prior to the due date of the Self-Study, unit members are invited to meet with the Chair of the Program Review Panel to discuss the process. The due date for the Self Study Report is February 1 of the review year.

The unit's administration and faculty are free to develop and organize the Self Study within the guidelines outlined in the Program Review Procedures Manual and approved by the 1994 Pursuit of Excellence Task Force. The review unit selects a committee consisting of senior faculty, junior faculty, and graduate and undergraduate students with all subfields within the discipline represented. The PRP Chair is informed of the membership of the committee no later than September 1 prior to the Self Study due date. Analyses of data compiled from the previous academic year are provided to Self Study Committees by the Office of Budget & Planning. The review of any centers housed within a unit must also be included in the Self Study.

INTERNAL REVIEW

The Internal Review serves as a check of the thoroughness and usefulness of the Self-Study and the Internal Review Report is meant to complement the Self-Study and the External Review Reports. The IRC normally presents broad findings although details are appropriate when the IRC believes they are not adequately presented in the Self-Study.

The IRC is comprised of members from outside the unit and includes three faculty members (one of whom serves as chair) chosen from cognate disciplines, a graduate student and an undergraduate student. Nominations for the IRC are requested from the unit, Boulder Faculty Assembly, the United Government of Graduate Students, the University of Colorado Student Union and from PRP members. The unit is given an opportunity to review all nominations and may strike names from the nominee list for any reason. The IRC appointments are then finalized by the Panel from the resulting list.

EXTERNAL REVIEW

The External Review serves as a check of the thoroughness and usefulness of the Self Study and Internal Review Reports by acknowledged experts in the specific discipline or profession represented by the unit under review. The committee is normally comprised of two persons with administrative experience from AAU or other, comparable institutions.

Nominations are requested from the unit's faculty and chair, the Program Review Panel, and from professional organizations affiliated with the unit. The Vice Chancellor for Academic Affairs may also suggest nominees. The unit is given an opportunity to review all nominations and may strike names from the nominee

list for any reason. Any professional or personal relationship of a nominee with members of the review unit must be noted by the unit.

FINAL REPORT

The Primary Liaison assigned to the review unit is responsible for drafting the Panel Report. After discussion of draft reports by the Program Review Panel and the appropriate dean(s), a final version of the Panel Report is sent to the unit for comment by the faculty within 21 days. Comments and/or changes to the report are then considered by the Panel before submitting a Final Report to the Vice Chancellor for Academic Affairs.

The unit may appeal to the Panel on the basis that it believes conclusions or recommendations made in the report may be incorrect or misguided. Such an appeal must be in writing. The Panel will acknowledge the appeal, meet and consider the facts in the appeal, and respond as quickly as possible. If the unit is still not satisfied with the findings and recommendations, a written appeal may be submitted to the Vice Chancellor for Academic Affairs, stating modifications that are desired or specific objections to recommendations or content of the Report. The Vice Chancellor then considers the appeal and reports his/her decisions to the unit.

After formal approval of the Final Report by the Vice Chancellor, it becomes a public document and is officially submitted to the Chancellor, the Board of Regents and CCHE. NCA Accreditation site visitors are welcome to inspect any of these documents.

REVIEW CYCLE, 1993-2000

1993-94:

1. East Asian Languages & Literatures
2. Germanic & Slavic Languages and Literatures
3. Institute of Behavioral Sciences (IBS)
4. Kinesiology
5. Mathematics
6. Physics
7. Sociology

1994-95:

1. Astrophysical, Planetary, and Atmospheric Sciences (APAS)
2. Institute for Behavioral Genetics (IBG)
3. International Affairs
4. School of Journalism and Mass Communication
5. School of Law
6. Mechanical Engineering
7. Political Science

8. Spanish and Portuguese

1995-96:

1. American Studies Program
2. Applied Mathematics Program
3. Civil, Environmental, and Architectural Engineering
4. Communication
5. Computing and Network Services
6. Division of Continuing Education
7. Electrical and Computer Engineering
8. History
9. Molecular, Cellular, and Developmental Biology
10. Philosophy

1996-97:

1. Aerospace Engineering Sciences
2. Chemical Engineering
3. Economics
4. English
5. Environmental, Population and Organismic Biology (EPOB)
6. French and Italian
7. Geological Sciences
8. Institute of Arctic and Alpine Research (INSTAAR)
9. Psychology
10. Theatre and Dance

1998:

1. Anthropology
2. College of Business
3. Chemistry and Biochemistry
4. Classics
5. Computer Science
6. Fine Arts
7. School of Education
8. University Writing Program

1999:

1. Comparative Literature and Humanities
2. Cooperative Institute for Research in Environmental Sciences (CIRES)
3. Ethnic Studies
4. Honors Program
5. Interdisciplinary Telecommunications Program

6. Joint Institute for Laboratory Astrophysics (JILA)
7. Laboratory for Atmospheric and Space Physics (LASP)
8. Linguistics
9. University Museum
10. Women Studies Program
11. Math Modules (one time only)

2000:

1. Environmental Studies Program
2. Film Studies Program
3. Geography
4. Institute of Cognitive Science (ICS)
5. Latin American Studies Program
6. University Libraries
7. College of Music
8. Religious Studies
9. Speech, Language and Hearing Sciences

2001:

1. East Asian Languages & Literatures
2. Germanic & Slavic Languages & Literatures
3. Institute of Behavioral Sciences (IBS)
4. Kinesiology and Applied Physiology
5. Mathematics
6. Physics
7. Program in Atmospheric & Oceanic Sciences (PAOS)
8. Sociology

Part III: Most Recent (1998) Annual Report on Program Review Activity

Boulder Campus Program Review Panel Annual Report 7/1998

This Annual Report summarizes the UC Boulder activities for AY 97-98 related to Program Review. Below are the review schedules for PRP this year and next. Also, activities of units reviewed in the last three years are also summarized.

PROGRAMS INITIATING REVIEW IN AY 98/99

Comparative Literature and Humanities	JILA
CIRES	Lab. Atmospheric & Space Physics
Ethnic Studies	Linguistics
Honors Program	University Museum
Interdis. Telecommunications Program	Women Studies Program

PROGRAMS COMPLETING REVIEW IN AY 98/99

Anthropology	Computer Science
College of Business	Fine Arts
Chemistry and Biochemistry	School of Education
Classics	University Writing Program

SUMMARY OF PROGRAM REVIEW PANEL CHANGES

Boulder campus PRP instituted a number of changes to its procedures this year. They include:

- A shift in the review schedule by one semester. Each year's reviews now conclude in December in order to coordinate program review with budgetary planning.
- A change in format of each unit's self study report will be required, with increased emphasis on diversity issues, tenure and promotion practices, and faculty mentoring activities.
- External reviewers will no longer be nominated directly by departments. Instead, departments will name 1-2 Nominators from off campus, whom PRP will contact and ask to nominate external reviewers. The intent of this change is to improve the balance and neutral status of the external review teams.
- The procedures guide, as well as its on-line version, has been revised to reflect the above procedural changes, and to strengthen the role of student input into the PRP process.
- The Associate Vice Chancellor for Diversity and Equity has been invited to join the Program Review Panel as a permanent member of the committee.

SUMMARY OF PROGRESS OF UNITS REVIEWED IN AY 96/97

Aerospace Engineering

The department has focused its attention on its undergraduate curriculum and upon its future hiring plans. They have engaged their External Advisory Board in consultation on both issues. They have planned two new junior hires in anticipation of two retirements with an eye towards adjusting balance between aero- and astro components of the department. They have implemented a new undergraduate curriculum, and brought sophomore year courses on-line during AY 97/98.

Chemical Engineering

An additional female faculty member was hired this year, improving the diversity of the unit. The future of undergraduate education, already strong in this unit, has been enhanced by the unit's participation in the Discovery

Learning Center proposal. They have added additional coursework in environmental engineering and made plans for a new offering in polymer engineering.

Economics

The department has developed a multi-year recruitment plan, but has given up one vacant faculty line and one pending retirement to the budget balancing exercise within the College. Although growth does not look feasible in the short term, they have hired an econometricist and have been authorized to search jointly with International Affairs for an international economist. Junior faculty mentoring has been improved. The department has formed an undergraduate club for majors, and hired a full-time student advisor.

English

English has developed a "plan for excellence" that defines their rationale for faculty growth in strategic areas, but due to campus reinvestment activities they have actually lost one FTE. Two new junior faculty join the faculty this year, replacing two senior faculty lost to another university. They have added a 0.5 FTE advisor position as part of the College's reorganized advising scheme.

Environmental, Population, and Organismic Biology (EPOB)

The faculty have made progress in rebuilding their strength in evolutionary biology, made necessary by recruitment of junior faculty to other universities. They have hired two new junior faculty in this area, although like English they are a smaller faculty than a few years ago. They have added a second student advisor to support their large number of undergraduate majors. A major revision in their introductory sequence of courses will be completed this year and implemented the following year, as recommended. The department has implemented a joint BA/MA program, and accepted its first class of students.

French and Italian

The department has struggled to use replacement positions to add native speakers to its faculty as called for by PRP because it has suffered four losses to other universities in the last two years; one of these involved a spousal hire situation. It is currently 5 FTE below its PRP endorsed target size (compared to 4 FTE short at the time of review). The unit has collaborated on proposals to ATLAS with ALTEC to expand technology into the language curriculum, and it has revived and energized its undergraduate French Club which it will use as a conduit for student input of concerns and issues.

Geological Sciences

A reassessment of hiring priorities was completed in 1998. The department has hired 1.5 FTE in a spousal retention action and in a joint hire with the ENVIS program. The unit has not found support from the College for their "Scholars in Earth Science" plan to split 1.0 faculty FTE among 3 soft-monied positions, and will put this proposal on hold for the time being. A major evaluation of the graduate program and curriculum has taken place, and proposals for implementation are presently before the faculty.

Institute for Arctic and Alpine Research (INSTAAR)

Limited physical space to conduct research and house staff has resulted in major reassignments within INSTAAR's RL-1 facility. Some researchers have been released to allow more productive use of space, and to provide space for recent hires. The Mountain Research Station has completed the outer shell and heating for a hostel-conference facility, but awaits Foundation or other support to construct the internal spaces. Progress has been made in addressing salary equity issues between INSTAAR faculty and those in cognate departments.

Psychology

The faculty developed a strategic 5 yr. hiring plan, approved by the dean, designed to allow the department to adjust for retirements, loss of faculty to other institutions, and to build in emerging areas of psychology and interdisciplinary areas. The department has fully redesigned its undergraduate major and will implement its new curriculum in Fall 1998. The department has implemented course fees in order to upgrade its teaching laboratories and equipment. Instructor salaries are being addressed jointly by the unit and dean.

Theatre and Dance

Major health and safety issues related to the dance surfaces and physical spaces have been addressed. Additional student opportunities for acting and directing experience have been developed, and a black box studio in the proposed ATLAS building will provide a long term solution to this need for additional student opportunities to perform. Additional technical support for dance and in costuming have been provided through internal reallocation. Overall operating budget for the unit has been reduced due to College budget constraints. filling of a vacant position in Theatre (acting & vocal/speech) has been authorized for 1999.

SUMMARY OF PROGRESS OF UNITS REVIEWED IN AY 95/96

American Studies

The program continues to provide a quality educational experience that is centered upon a curriculum linked to the Sewall Residential Academic Program. A faculty advisory board has been formed and consulted. The AMST was the benefactor of a memorial gift in the name of Susannah Chase. An AMST office and student center have been created in the Old Geology building.

Applied Math

Statistics and stochastic processes continue to be developed as a curricular and faculty specialty by the unit in order to strengthen M.S. and Ph.D. training. Undergraduate curriculum co-taught with other A&S departments has been offered on an experimental basis. Writing and communication skills have been introduced into the Calculus III courses.

Civil, Environmental, and Architectural Engineering (CEAE)

The graduate program in CEAE remains large and strong, and may grow with the recently implemented BS/MS program. The department participates fully in ITLL, and expects to participate fully in the new program in environmental engineering. Recent hires will increase the research output of CADSWES. The unit has added to the gender and ethnic diversity of its faculty.

Communication

The unit has reaffirmed its specialties in interpersonal and organizational communication through its advertising documents, and through two recent hires in organization and one recently approved search in interpersonal communication. Reduction in faculty size and resources driven by budget needs have inhibited the unit from addressing some of the PRP recommendations related to faculty workload and curricular development. The College has recently provided the unit an undergraduate advisor position that will improve the undergraduate experience in Communication. A series of mini-retreats during 1997 has resulted in bylaw changes and an improvement in department climate and collegiality.

Computer Network Services (CNS; now ITS)

Integration of Academic Media Services and CNS into Information Technology Services (ITS) has occurred smoothly. Personnel within ITS are playing a key role in developing the campus IT Strategic Plan. ITS played an important role in showing how an increase in the campus student computing fee was essential in order to keep the educational experience at Boulder in the first ranks. ITS has started a customer service initiative, and has redesigned many of its activities around a customer friendly perspective. Advisory groups are more involved in ITS decision making.

Continuing Education

The division has made extensive use of advisory groups and workgroup to collaboratively guide CE decisions related to distance learning, marketing, building acquisition and other activities. Outreach activities are now more fully integrated into college and school missions. The division now offers 22 courses online. The division has developed a revenue sharing model with departments to encourage regular faculty participation in summer school programming. The financial health and flexibility of the division is good.

Electrical and Computer Engineering (ECE)

ECE and ITP faculty now populate each other's search committees as a means of increasing the synergy and collaboration of these units. New courses have been developed this past year, and the UG curriculum has been modified to allow students more elective credit choice. Successful measures have been taken to improve communication between unit leadership and the faculty, and between the chair and the staff. The unit continues to improve its interaction with industry through its Colorado Center for information Storage and the Colorado Power Electronics Center.

History

The unit has developed policies to protect junior faculty from excessive service activities, and is keenly interested in improving its retention statistics for junior faculty. Merit evaluation criteria have been revised. Developing funding for graduate fellowships remains the unit's highest priority. Faculty participation in executive committee decisions has been improved.

Molecular, Cellular, and Developmental Biology (MCDB)

The hiring plan has continued to be followed, although successful recruitment of faculty by other universities has made it difficult for the unit to advance its faculty build-out. A 200-seat lecture hall was completed and brought on-line in January 1998. The unit awaits University funding to complete the construction of undergraduate teaching laboratories. Faculty continue to develop and offer popular new undergraduate courses for majors and non-majors. The unit participates in interdisciplinary graduate training with neuroscience faculty, UCHSC, and IBG.

Philosophy

Philosophy has suffered two faculty loses to other institutions this past year, but has made two excellent junior hires and will search for a historian in the fall. The unit successfully fought off two other efforts to recruit its faculty. Overall, the department size has been reduced by one due to budget cuts, but has maintained its core strengths in metaphysics, ethics, and history. The unit has strengthened its graduate program by accepting only Ph.D. students for whom support is available.

SUMMARY OF PROGRESS OF UNITS REVIEWED IN AY 94/95

Astrophysical, Planetary, and Atmospheric Sciences (APAS; now APS)

APAS has recently divided into two units; Astrophysical and Planetary Sciences (APS), and Program in Atmospheric and Oceanic Sciences (PAOS). A new graduate core curriculum in planetary science has been adopted, and changes to the astrophysics core is planned for 1998/99. Undergraduate curriculum development continues in anticipation of an eventual undergraduate major. All other recommendations have been completed or are now the responsibility of PAOS.

Institute of Behavioral Genetics (IBG)

IBG continues to request space for consolidation of their distributed research activities into a single facility, or funds for upgrading their current facilities. IBG is cultivating several research collaborations with faculty in MCDB, and is investigating joint student training programs as a means of addressing recommendations to develop closer connections to that department.

International Affairs

The director of IA has managed to secure funding of 7 of 9 needed TA positions. The College Reinvestment Committee did not allocate funds to IA for additional positions. However, the reinvestment committee has made plans to invest four 0.5 FTE faculty lines in International Affairs over the next 3 years to provide more faculty support for this large undergraduate major. IA course offerings now extend to School of Business students. Housing, International Education, and IA have collaborated on developing a small but successful residential academic program with an International Affairs emphasis in Smith Hall (SHIP).

School of Journalism and Mass Communication

Major recommendations related to School involvement in Communications Initiative have less relevance today as that initiative has been subordinated to the ATLAS initiative. SJMC is a participant in ATLAS discussions and advisory boards, but will not be an occupant of the ATLAS Phase I building. They are thus unable to progress on recommendations to consolidate School facilities and staff. The School has received a major donation of television equipment from Channel 4, they have upgraded their computer facilities, and have developed three new courses for this fall. Bylaws review and fundraising will be a focus in AY 98/99.

School of Law

Law faculty have progressed in meeting a PRP recommendation to address their space needs by developing a Program Plan for new facilities, which has now been approved by the Regents. Other long term planning has resulted in an approved plan to raise tuition levels \$1000/student over three years. The School has jointly hired with telecommunication a faculty member to bridge the ITP program with Law, and Business and Law have increased the number of students taking course work in the each other's unit.

Mechanical Engineering

A major redesign of the curriculum and examining procedures for first year graduate students has been put into place to the satisfaction of most ME faculty. Curricular innovations include the cross-listing of several courses with other Engineering departments in order to broaden ME student education, and the development of a senior/graduate design and fabrication laboratory made possible by a private contribution to the department. Faculty mentoring programs have been established, and the Department has made a strategic faculty hire in the past year to increase the gender diversity of their unit.

Political Science

The relationship between the department and the numerous Centers within Political Science has been significantly restructured over the past three years. Budgets, staffing, and authority have all reverted to the department, which is now responsible for governing and managing the Centers so as to maximize their benefit to the department as a whole. The need to continue some centers is being re-evaluated this year. Departmental governance has been restructured, as recommended by the PRP. Several faculty have been promoted, although the department has suffered greatly from the recruitment of their mid-career faculty to other institutions. How to develop cross-field areas of emphasis, while rebuilding strength in their core areas of the discipline lost to other universities remains the department's biggest challenge. It will conduct two junior searches in core areas this academic year.

Spanish & Portuguese

The graduate program continues to attract a diverse applicant pool of high quality. It continues to improve the proportion of US citizens in its graduate programs, and has made some progress in increasing the level of fellowships and other support to students. The program has increased support to its Portuguese program. Departmental bylaws have been revised, faculty governance activities are increased, and a new chair will take office this fall.

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