

## CEAS Administrative Council Meeting Minutes

September 11, 2023, 4:00-5:00 PM

### Agenda

- Introduction of New Members
- Engineering Connections Update
- Update on Dean's Administrative Structure
- Instructional Faculty Reappointment and Promotion Process
- Discussion of Policies (to be voted on in next meeting, 10/23)
  - Faculty Salary Grievance
  - Post Tenure Review
  - Faculty Teaching Overload
  - Temporary Faculty Salary Adjustments
- College Strategic Plan Publication and Discussion

Dean Keith Molenaar began the meeting at 4:00 p.m.

### Introduction of New Members

Keith introduced the following new members to the council:

- [Michael Gooseff](#), Associate Dean for Research
- [Kurt Maute](#), Associate Dean for Undergraduate Education
- [Sriram Sankaranarayanan](#), Associate Dean for Digital Education
- [Sean Humbert](#), Director, Robotics
- [Andrew P. Goodwin](#), Faculty Governance

### Engineering Connections Update

Keith discussed the college focus on student engagement within [Engineering Connections](#), retention efforts, and the five-week first-year seminar courses. We have 49 sections of the class with 20-24 students in each class. The class is providing students an opportunity to explore who they are, who they want to become as an engineer, and build engineering career affinity. He also discussed the efforts within student support from units like Applied Math (offering help labs within the residence hall of Will Vill). There are a lot of opportunities for students to participate in activities within engineering connections, please review the events at [Engineering Connections News & Events](#)

### Update on Dean's Administrative Structure

Keith discussed the new Dean's Administrative Structure that is currently being implemented. Overall, the goal of the structure is to provide more support and communication to the senior leaders of the college while also reducing the number of 1:1 meetings, which previously exceeded more than forty people. Within the new structure, leaders and programs are grouped together under one of the following teams: academic units, undergraduate education and success, graduate education and research, administration, and communications. Each of these teams is led by an associate or assistant dean (5 total), and those leads will meet more frequently with Keith to convey the issues as a group. Medford will be meeting with the program directors to provide a faster response to program needs. *See attached organization chart for details.*

### Instructional Faculty Reappointment and Promotion Process

The Office of Faculty Advancement has shared a charge with the departments/programs for completing instructional faculty reappointment and promotion processes by the end of the fall semester. The charge includes college guidance and a set draft of the criteria that departments can adopt or modify. Questions can be directed to Fernando Rosario-Ortiz.

## **Discussion of Policies**

The Admin Council discussed four policies (see attached) that have been updated or developed by the Office of Faculty Advancement. The Admin Council is being asked to review these with their leadership councils and/or full faculty. Please send comments back to Fernando Rosario-Ortiz before October 16, 2023.

Comments will be incorporated into a new version for a vote at the next Admin Council meeting on October 23, 2023. These policies will go into effect immediately upon Admin Council approval.

### *CEAS Policy on Salary Grievances:*

This policy needs an update due to changes with campus merit and raise dates. We also want to incorporate the voice of our new Faculty Governance Council. These updates will ensure that we are in alignment with the campus procedures and provide additional transparency in the process.

### *CEAS Policy on Post Tenure Review:*

This policy is being updated to conform to the [Boulder Campus Post Tenure Review](#) process as revised July 2021, APS 1022 (July 1, 2020), and APS 5008 (effective January 1, 2021) and supersede the CEAS Procedures for Post-Tenure Review last updated on 6/15/2015. These updates will ensure that we are in alignment with the system procedures and support our faculty governance processes in post tenure review cases.

### *CEAS Policy on Faculty Teaching Overloads:*

The new Faculty Teaching Overloads policy was created to be in accordance with the Boulder Campus Policy on [Additional Pay to Regular and Research Faculty](#). The expectation within CEAS is that teaching overloads should not be a regular occurrence; academic units are expected to employ regular faculty to cover their on-going requirements and supplement with temporary faculty when needed to cover short-term teaching needs. Overloads should take place only during extenuating circumstances and should not be a means to increase faculty's base salary.

### *CEAS Policy on CY Updates to Temporary Faculty Compensation:*

The new Policy on CY Updates to Temporary Faculty Compensation covers the annual adjustments made to temporary faculty salaries each year in accordance with campus guidance. Campus has mandated this salary adjustment. It is the expectation that the departments and programs abide by the unfunded mandated salary adjustment given to the college by the campus.

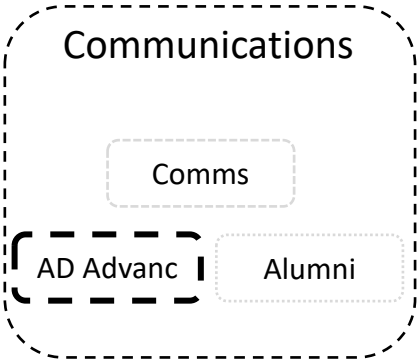
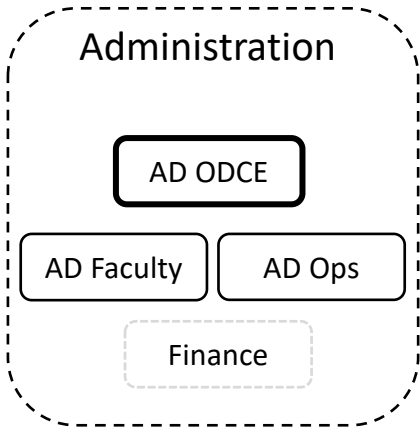
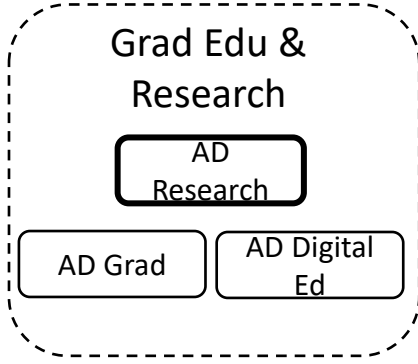
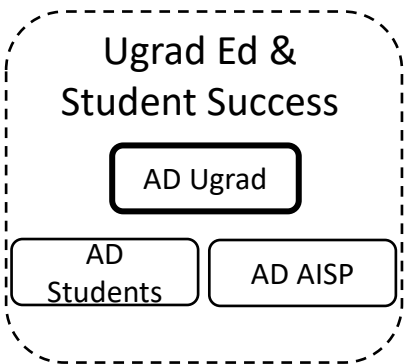
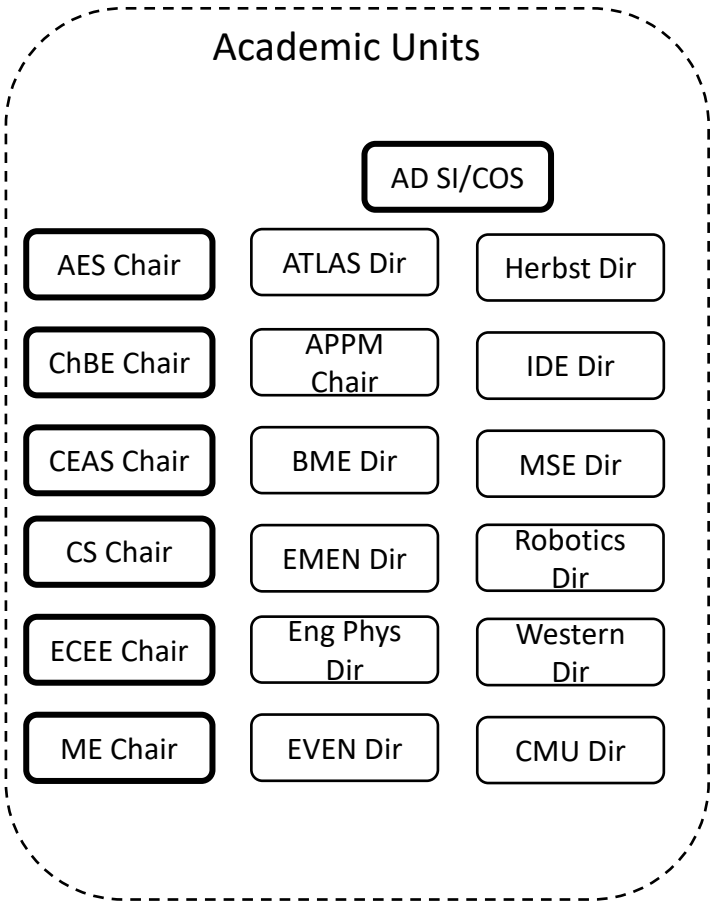
## **College Strategic Plan Publication and Discussion**

The [college strategic plan](#) has been launched (admin council members were provided the booklet and the bookmark of the strategic plan). We will be developing a dashboard to track metrics at the college level. We will be using 2023 data as our baseline. Departments and programs should be finalizing their own strategic plans over the fall semester and articulating how they will support the college vision and direction.





*Meeting adjourned at 5:00*



Dean



Key for Working Groups

-  Admin Council, Team Lead/PM for dean
-  Admin Council
-  High level director
-  Admin Council ex officio



## MEMORANDUM

TO: Admin Council, College of Engineering and Applied Science

FROM: Keith R. Molenaar, Dean, College of Engineering and Applied Science

RE: CEAS Policy on Salary Grievances

DATE: September 11, 2023

---

Per [campus policy](#), each department or primary unit is required to maintain a written policy that describes the evaluation and salary recommendation appeal process within the unit. This process must include deadlines for the resolution of any salary equity appeal presented, and such deadlines should be uniform for all units in the school or college. Procedures established by the unit for evaluation, recommendation, and appeal must be approved by the dean and the Office of Academic Affairs. Copies of these procedures are to be kept on record at both the department and college level.

Departments or primary units have primary responsibility for maintaining the salaries of all faculty members in an equitable relationship to each faculty member's career merit, that is, their professional accomplishments over the course of their academic career. Each unit should describe in writing the factors used in determining career merit. In general, career merit should be defined in terms of performance in teaching, research/creative work, and service; rank; and level of seniority. Departments or primary units may use the salary scatter plots provided by campus or college, provide their own salary scatter plots or adopt alternative approaches using any information that they determine will provide a better basis for the evaluation and maintenance of equity. Any alternative approaches, however, must be approved by the dean and the provost.

Each unit shall also maintain a salary equity file which includes a copy of the most recent [Boulder campus salary equity policy](#), a copy of the unit's procedures for determining salaries, a copy of the unit's salary equity appeal procedure, the most recent unit scatter plot of faculty salaries and years since terminal degree, and current vitae for each faculty member. Data in the file pertaining to five faculty members with similar years since degree are to be made available for inspection to any faculty member in the unit upon request.

### Salary Equity Grievance Process

Any faculty member with concerns about the equity of their salary in their home unit can request access to the most recent scatter plot showing salaries for the unit. The file provided to the faculty member will contain salary, rank, merit score, and years since terminal degree. When filing a salary grievance based on claims of career merit, faculty members should work with their department chair or program director to obtain years (e.g., previous 5 years) of career merit information for relevant comparators among the department's faculty. Note that any grievance based on discrimination by protected class needs to be submitted to OIEC, and not to the unit.

1. A faculty member who wishes to file a salary equity grievance shall notify their supervisor (department chair or program director) with a written statement of grievance, which includes the basis for a claim of inequity. A valid grievance must satisfy the following criteria:
  - Grievances must be based on total base salary (not annual raises), administrative supplements, or endowed appointments.

- The grievance must be based on a comparison between the base salary of the grievant and the base salaries of all other faculty members of comparable career merit and experience level (years since terminal degree) *within the same unit, as salaries are determined within each respective unit.*
  - A grievant should compare their base salary to the unit as a whole. A higher base salary paid to one faculty member may not form the basis of a grievance, if the grievant is equitably paid in comparison to most other faculty members in the unit with comparable career merit and experience level. Nothing in this paragraph, however, should be interpreted as barring a grievance based on evidence of racial or gender bias within the unit.
  - A difference in base salaries between two faculty members in the same unit may not, in and of itself, form the basis for a grievance, even if the two faculty members have been working in the unit for the same number of years.
  - The grievance may not be based on a comparison with faculty members in other units, unless other units are needed to provide a sufficient pool for comparison purposes and these other units are in fields similar to that of the faculty member as approved by the dean.
2. The department chair or program director, salary committee chair, or other designee based on unit policy will develop a response to the grievance by following the unit's published salary equity appeal procedure. It is recommended that a committee within a unit evaluates the grievance and submits a recommendation to the unit department chair or program director. The unit department chair or program director will then send a written response to the appellant. The response to the appellant must be provided in writing within 30 calendar days of salary appeal transmission (if within an academic semester, otherwise within 30 days of the start of the next academic semester after the grievance was submitted), shared by the designee stated in the unit policy. The response must also include an explanation of the decision on whether or not the grievance is justified, in addition to a recommendation to the dean on a salary adjustment, if any. The appellant must be given copies of any documents submitted in response to the salary equity appeal.
  3. Should the faculty member believe that the response from the primary unit does not adequately address the perceived inequity, a memo summarizing the prior steps and the rationale for continued disagreement should be submitted to the dean within 30 calendar days of the receipt of the primary unit response. The dean (or their designee) will work to develop a response based on a recommendation provided by the CEAS Faculty Governance Council (FGC) committee assigned to review the grievance. The response must be in writing and include an explanation of the decision on whether the grievance is considered justified and a recommendation for resolution.
    - A salary appeal committee will be convened by the CEAS FGC and provided with, at minimum: the initial grievance; the department's salary determination policy; the departmental material used to make the equity appeal decision; the recommendation made by the departmental salary grievance committee; and the memo from the faculty member explaining why they believe department's resolution is unacceptable. Additional information may be requested as needed.
  4. The salary equity evaluation process is applicable only to career merit salary grievances, and grievances may not be made solely on an annual raise or merit evaluation.

5. The College shall maintain a salary equity electronic file that includes: a copy of the campus policy; a copy of the College's procedures for determining salaries; a copy of the College's salary grievance procedure; the most recent college regression analysis of career merit and experience level; and career merit information (average of five most recent annual merit ratings, and years since PhD degree) for each faculty member. If possible, data in the file pertaining to five faculty members in the same department or primary unit are to be made available for inspection to any faculty member in the College upon request.

The salary equity appeal may only request prospective relief, to be addressed when funds for salary increases are next available to the unit. Backpay, retroactive salary increases, or other kinds of remedies may not be requested or awarded as part of this process.

**Dates and Deadlines for Salary Equity Appeals (note that deadlines may change once campus policy is updated)**

1. Salary equity appeals submitted for consideration by the primary unit must be filed by March 15 for resolution during the following calendar year.
2. The primary unit salary equity appeal process must be completed by April 30. If the appellant is not satisfied with the primary unit's response, they may appeal to the dean no later than May 15.
3. The dean must complete their evaluation by September 1. If the appellant is not satisfied with the dean's response, the appellant may appeal to the campus Salary Equity Appeals Committee no later than October 1.
4. By November 1, the Salary Equity Appeals Committee will submit its recommendations for all salary equity appeals to the provost, who will make a final decision on the appeal no later than December 1.



## MEMORANDUM

TO: Admin Council, College of Engineering and Applied Science

FROM: Keith R. Molenaar, Dean, College of Engineering and Applied Science

RE: CEAS Policy on Post Tenure Review

DATE: September 11, 2023

---

These procedures conform to the [Boulder Campus Post Tenure Review](#) process as revised July 2021, APS 1022 (July 1, 2020), and APS 5008 (effective January 1, 2021) and supersede the CEAS Procedures for Post-Tenure Review last updated on 6/15/2015. This final version was reviewed by the Faculty Governance Group and Admin Council and approved XX, 2023.

This document covers (1) regular post-tenure reviews of faculty every five years, (2) annual post-tenure reviews due to an annual performance evaluation (through the FRPA process) rating of below expectations (also known as a triggered review), and (3) extensive post-tenure reviews due to two annual ratings of below expectations in a five-year period.

### **Post Tenure Five-Year (Regular) Review**

Faculty members receiving annual evaluations of “meeting expectations” or better since their last PTR (or since undergoing tenure if this is the first PTR) will undergo “regular review.”

According to University of Colorado Regent [Policy 5](#), Section 5.C.2 (H), each faculty member shall be subject to comprehensive review and evaluation every five years after the award of tenure. The purposes of the post-tenure review process are to facilitate continued faculty development, and to ensure professional accountability to the university community, the Board of Regents, and the public.

Appropriate faculty peers within the institution will conduct the post-tenure evaluation. Unless otherwise specified and approved by the primary unit faculty, the dean, and the provost, the primary unit criteria used in tenure and promotion review (for teaching, creative/scholarly work, and leadership and service) will also be used in post-tenure review and will reflect the same indicators of quality that are used in tenure review. However, the final determination for PTR will be whether a faculty has met the same ratings as used in the merit review process (outstanding, exceeding expectations, meeting expectations, below expectations, or fails to meet expectations).

The following procedures have been adopted by the College of Engineering and Applied Science to facilitate the conduct of post-tenure reviews.

- Each November, the Dean’s office will inform the head of each primary unit in the College and the unit HR liaison of all faculty members in the unit who are to undergo post-tenure review during that academic year.
- Every faculty member, including those who have signed a formal and binding retirement contract, will be subject to post-tenure review every five years after the award of tenure. When a faculty member is reviewed for promotion to professor, that review will also satisfy the requirement for post-tenure review, and the next post-tenure review will be scheduled to occur five years later. Any faculty member not reviewed for promotion to professor during the five years following the award of tenure will be subject to post-tenure review during the fifth academic year after tenure.

The post-tenure review is intended to provide constructive feedback to facilitate the faculty member's continued professional development.

- While in typical circumstances reviews will occur every five years, when it is in the best interest of the individual and the campus, the faculty member may submit a petition to delay the post-tenure review for up to one year. This petition should be submitted to the unit chair or director. Faculty members who have signed a formal and binding retirement contract shall undergo post-tenure review as scheduled until their retirement begins. If the retirement date is within one year of the scheduled PTR and it is in the best interest of the individual and the campus, the faculty member may submit a petition to delay the post-tenure review. Any such delays would be contingent on approval by the chair/director, the dean, and the provost or their delegate.
- The faculty member undergoing post-tenure review should prepare a [Faculty Professional Plan](#) for the five-year period following the review (also see APS 1022 Appendix B: The Professional Plan). The plan is designed to communicate the faculty member's teaching, creative/scholarly work, and leadership and service goals and to explain how these goals support the needs of the primary unit.
- By February 1, the faculty member undergoing PTR must ensure that they complete the FRPA and release it to their primary unit to ensure that the PTR review committee has access to the information for their review process.
- In accordance with the primary unit's bylaws, the head of the primary unit (Chair or Director), with assistance from the unit's executive or personnel committee (or otherwise convened post-tenure review committee), should review the faculty member's professional plan and also his or her annual performance reviews since the previous post-tenure review. Outside letters are not required. Sources of information on teaching, scholarly/creative work, and leadership and service should include at least the following items:
  - Five-year annual review history, including the CEAS Annual Merit Evaluation: Advice and Comment forms
  - Five-year FCQ history and any TQF assessments conducted during the review timeframe
  - Peer evaluations and other means of teaching evaluation, as available
  - Professional plan(s) from last cycle
  - The updated professional plan for upcoming 5-year period.
- In accordance with [APS 1022](#), Section IX. D., "The committee that evaluates PTR shall provide an evaluation of the faculty member's performance as either outstanding, exceeding expectations, meeting expectations, below expectations, or fails to meet expectations in each of the areas of teaching, scholarly/creative work, and leadership and service (and, where indicated in primary unit criteria, other activities relevant to the specific unit), and shall provide a narrative explanation of that evaluation. Any recommendations related to the faculty member's professional plan development should be included. The committee submits the report to the faculty member for review. The faculty member reviews the report and approves or appends comments. The outcomes of the post-tenure review are the [Faculty Professional Plan](#) (prepared by the faculty member) and a Summary Evaluation (prepared by the Chair, Director or designee).
- By April 1, the primary unit head provides via email a copy of the committee's final Summary Evaluation to the faculty member and, if necessary, based on a performance rating of "below expectations" or "fails to meet expectations" in any of the evaluated areas (APS 1022, Section IX. E.), notifies them of the need for development of a performance improvement agreement (PIA; detailed in [APS 5008](#), Section II. H.).
- By May 1, the primary unit head forwards to the Dean of the College the Summary Evaluation, Faculty Professional Plan, and any comments appended by the faculty member, using [DocuSign](#) in conjunction with the annual merit review completed in the spring semester. Post-tenure



documents will be placed in the faculty member's personnel file both in the college and the Office of Faculty Affairs.

- Faculty members receiving a rating of "below expectations" or "fails to meet expectations" who do not agree with the finding may appeal the rating through established grievance procedures in the primary unit and/or the college. Appeals should be submitted to the primary unit head in writing by the first day of the following fall semester (which is defined as one week before classes start). Appeals should be resolved by the primary unit by October 15. Typically, any further appeal process should be completed within six weeks or less from the date it is initiated by the faculty member.
- By July 15, the faculty member must submit via email their draft performance improvement plan (PIA) to the unit head for review and approval or notify the unit head via email of an intent to appeal the evaluation. The PIA is to be created by the faculty member in consultation with their supervising administrator who, in the CEAS, is the primary unit Chair or Director. The Office of Faculty Affairs is available to provide advice to the faculty member as needed, and this [link](#) provides resources. Additional guidance for creating a PIA is included in the Annual Review section below.
- The annual PTR Summary for the CEAS is developed by the HR Coordinator for Faculty and then reviewed and approved by the Sr. Director of HR, the Associate Dean for Faculty Advancement, and the Dean. The report is submitted by the HR Coordinator for Faculty to the Office of Faculty Affairs when prompted via email.

Faculty members who fail to participate in any aspect of the post-tenure review process, as required, may be subject to sanctions for neglect of duty, which may include reduction in salary, reassignment of duties, unpaid suspension, or dismissal for cause.

### **Post-Tenure Annual Review**

Faculty members who receive an annual performance rating of "Below Expectations" or "Fails to Meet Expectations" overall or in any of the evaluated areas as the result of their annual performance evaluation must participate in developing and implementing a Performance Improvement Agreement (PIA) (see [APS 5008 - Faculty Performance Evaluations](#) Section II.H for more information on the PIA).

- The PIA is to be created by the faculty member in consultation with their supervising administrator who, in the CEAS, is the primary unit Chair or Director. The Office of Faculty Affairs is available to provide advice to the faculty member as needed, and this [link](#) provides resources.
- The PIA is an agreement between the faculty member and the unit Chair or Director and details a plan which the faculty member and the department or program will follow to improve performance in the problem area or areas.
- The Chair or Director will request the PIA from faculty who had a "Below Expectations" or "Fails to Meet Expectations" in any of the individual categories of teaching, research, and service or as an overall score by May 30 immediately after the merit review cycle was completed. The PIA should be completed and submitted to the Chair or Director and to the Dean on or before July 15 of the same year, unless the faculty member notifies the Chair or Director of an intent to appeal the evaluation (see below). If the faculty member chooses to appeal the rating, then the appeal must be sent to the unit Chair or Director no later than July 15.
- There is not a prescribed format for the PIA, but it is recommended that it be about one-to-two pages in length and include a summary of areas where improvement is sought, specific goals for the next evaluation cycle, and the proposed actions or implementation plan to meet these goals. It is recommended that the plan be created in consultation with the unit Chair or Director.
- The PIA will be evaluated by the unit Chair or Director using the processes agreed upon by the unit (which could include review by the executive committee and/or personnel committee), and a

final notification regarding approval of the PIA or request for modifications will be sent to the faculty and the Dean by October 15 of the semester immediately following the “Below Expectations” or “Fails to Meet Expectations” rating.

- If the goals of the PIA are being met or have been met, as evidenced in the next annual evaluation, the faculty member continues in the regular five-year post-tenure review cycle (see above). If the goals of the PIA are not being met or have not been met at the next annual merit evaluation (as evidenced by another “Below Expectations” or “Fails to Meet Expectations” rating), an extensive review process shall be initiated (see below).
- When an **overall evaluation** of “Below Expectations” or “Fails to Meet Expectations” is being appealed, the PIA will not be due until at least two weeks after the appeal is resolved (no later than October 15), and the requirement of a PIA will be removed if the overall evaluation is increased to “Meets Expectations” or higher. However, an evaluation of “Below Expectations” or “Fails to Meet Expectations” in a **single category** (teaching, creative/scholarly work, or leadership and service) will require an improvement plan by July 15<sup>th</sup> whether or not there is an appeal and whether or not it is successful, as our goal is to help faculty continuously improve and to provide for the implementation of improvement plans as early in the evaluation cycle as possible.
- Any appeals to an evaluation with a “Below Expectations” or “Fails to Meet Expectations” (either for the overall evaluation or for a single category) must first be evaluated at the unit level. Any further disagreements will be resolved at the College level and will be evaluated by the Faculty Governance Committee. All appeals should be resolved by October 15<sup>th</sup>, or sooner if feasible.

Repeat ratings of “Below Expectations” or “Fails to Meet Expectations” in one category may lead to an overall annual performance rating of “Below Expectations” or “Fails to Meet Expectations”, as tenure-line faculty members are expected to provide at least meritorious contributions in all areas: Teaching, Scholarly/Creative Work, and Leadership and Service.

### Post-Tenure Extensive Review

An Extensive Review is required whenever a faculty member establishes a pattern of unsatisfactory performance, as evidenced by two evaluations of performance "below expectations" or “failing to meet expectations” in a five-year period or failure to meet the goals of a PIA.

- A. The Primary Unit Post-Tenure Review Committee (usually the executive or personnel committee) will examine:
  - The most recent PIA
  - Five-year annual review history
  - Five-year FCQ history
  - Peer evaluations of teaching and other available measures of teaching evaluation
  - Professional plan(s)
  - Any differentiated workload agreements (including those associated with leadership positions)
  - Faculty member’s written self-evaluation of performance
  - Any other material submitted by the faculty member
  - Optional: An assessment of scholarly/creative work may include use of reviews external to the University, if either the primary unit or faculty member requests external reviews.
    - When external reviews are used, the primary unit and the faculty member will recommend a list of reviewers, which will be invited by the Primary Unit’s Post-Tenure Review Committee. External reviews shall remain confidential, i.e., the faculty member shall not have access to this part of the file.
- B. The Primary Unit’s Post-Tenure Review Committee shall write a summary using the Boulder campus form, [Post-Tenure Review Evaluative Report](#), for teaching, scholarly/creative work, and leadership and service and it shall share this report with the faculty member. This report should

be completed and submitted to the Dean for review by the end of the August following the evaluation period in which the second “Below Expectations” or “Fails to Meet Expectations” rating is received. In the event the faculty member appeals the evaluation of “Below Expectations” or “Fails to Meet Expectations”, the deadline will be extended to the end of October.

- The report must contain an enumerated list of deficiencies.
  - This report is not subject to approval by the faculty member.
  - This report should be transmitted by the unit head to the faculty member using [DocuSign](#). CEAS HR and the Associate Dean for Faculty Advancement should be cc'd on the transmission.
- C. Within 20 calendar days of receiving the Evaluative Report, the faculty member must write a [Post-Tenure Review Development Plan](#) using the Boulder campus-approved form. The development plan should cover one or two years, and must:
- Describe performance goals, strategies for attaining goals, and a timeline for attaining goals for each deficiency listed in the Evaluative Report.
  - Describe specific means of measuring progress towards or achievement of goals.

The Primary Unit's Post-Tenure Review Committee must review a draft of the plan and provide written feedback to the faculty member and to the primary unit head within one month (30 calendar days).

The Primary Unit Post-Tenure Review Committee shall review a second draft (if necessary) and make a recommendation to the primary unit head to accept or not to accept the Development Plan.

The primary unit head shall accept the plan or work with the faculty member to develop an acceptable plan. In the case where either the primary unit head or the faculty member feels that an impasse has been reached, both parties shall be subjected to the provisions defined in section D, below.

This Development Plan should be submitted to the Dean using DocuSign by the end of October following the evaluation period in which a second “Below Expectations” or “Fails to Meet Expectations” rating is received (or the end of November, if the rating is appealed). Both the faculty member and the head of the primary unit should sign approval of the Development Plan. CEAS HR and the Associate Dean for Faculty Advancement should be cc'd via the DocuSign routing.

- D. Disagreements between the faculty member and either the primary unit review committee or the primary unit head will be subjected to the following arbitration process:

When either the primary unit head or the faculty member feel that an impasse has been reached after following the steps described in section C, above, the matter shall be referred to the College's Personnel Committee (i.e., the First-level Review Committee). The College Personnel Committee shall consider the materials assembled for the extensive review, the recommendation of the primary unit review committee, and any additional materials submitted by the two parties or requested by the Personnel Committee and issue a binding set of findings which will constitute the approved “Development Plan.”

- E. At the completion of the Development Plan period (1 or 2 years),
- The head of the primary unit, in consultation with the Primary Unit Post-Tenure Review Committee, will assess the progress of the faculty member toward meeting the goals of the Development Plan and then shall submit an [Assessment Report](#) and recommendation to the Dean as to whether or not the Development Plan goals have been satisfactorily met. This report shall be due to the Dean by the end of the month following the completion of the Development Plan.
  - The College Personnel Committee (i.e., First-level Review Committee) shall review the Evaluative Report, Development Plan, and Assessment Report then write a recommendation to the Dean on whether or not they judge that the goals have been satisfactorily met and make recommendations for further actions to improve performance, if appropriate.

- Following input from the College Personnel Committee, the Dean shall make a recommendation to the Provost.
  - The Provost, following consultation with the Vice Chancellor's Advisory Committee (VCAC), shall determine whether or not the faculty member has met the Development Plan goals. If the goals have been met, the faculty member shall prepare a new Professional Plan and begin a new five-year PTR cycle.
- F. In cases where the faculty member is judged by the Provost not to have attained the goals of the Development Plan, the Provost will recommend appropriate sanctions to be applied to the faculty member by the Chancellor. Possible sanctions are defined in the CU Administrative Policy Statement on post-tenure review ([APS 1022, last reviewed 7/1/2020](#)) which may include reduction in salary, reassignment of duties, unpaid suspension, or dismissal for cause. The Laws of the Regents provide the faculty member with an opportunity for a hearing and set other conditions for handling such cases (See [Laws, Article 5.C.1 and 5.C.4](#); and Regent Action 8/27/86). See also the [laws and policies set forth by the CU Regents](#).
- G. The Chancellor will review the recommendations of the Provost and impose appropriate sanctions.

Note:

As stated in [University of Colorado System Administrative Policy Statement \(APS\) 5008](#) Section II. B., "Faculty members who fail to provide such evidence will be evaluated as 'Below Expectations.' Failure to provide the annual performance report will be viewed as neglect of duty and will be the basis for disciplinary action." Within the CEAS, a "Below Expectations" evaluation based on failure to submit the [Faculty Report of Professional Activities \(FRPA\)](#) by the campus deadline of February 1 annually is a factual determination that cannot be appealed.

**Timelines Specified in this Document:**

- Nov 1:** CEAS HR notifies department chairs/program directors and the unit HR liaison which faculty are subject to undergo post-tenure review during the current academic year
- Feb. 1:** Faculty must complete their FRPA and release it to their home unit so that the home unit can complete an annual performance evaluation.
- First Fri. in April** Annual performance review findings must be shared with faculty member, signed using DocuSign and a copy returned to CEAS HR via DocuSign
- May 1** Post Tenure Review reports, including the Summary Evaluation, Faculty Professional Plan, and any comments appended by the faculty member, due to CEAS HR via DocuSign.
- May 30** The primary unit head notifies the faculty member of the findings of the Post-Tenure Review (PTR) Committee, including the need for development of a performance improvement agreement, if necessary, and forwards the Summary Evaluation, Faculty Professional Plan, and any comments appended by the faculty member to the Dean of the College, using [DocuSign](#) in conjunction with the annual merit review completed in the spring semester.
- July 15** Submission deadline for performance improvement agreements required for faculty who received an annual review rating of “Below Expectations” or “Fails to Meet Expectations”, unless the faculty member notifies the unit head of an intent to appeal the evaluation.
- Summer** Post-Tenure Report Summary for the CEAS is developed by the HR Coordinator for Faculty, Reviewed and approved by the Sr. Director of HR, the Associate Dean for Faculty Advancement, and the Dean. Submitted by the HR Coordinator for Faculty to the Office of Faculty Affairs when prompted.
- August** Annual performance rating appeals should be submitted to the unit head, in writing, by the first day of the following fall semester (which is one week before classes start).
- Aug. 31** Post-tenure Extensive Review reports due to the faculty member using [DocuSign](#). CEAS HR and the Associate Dean for Faculty Advancement should be cc’d on the transmission.
- Sept. 20** Faculty subject to Post-Tenure Development Plans must submit their completed plans to the Primary Unit’s Post-Tenure Review Committee.
- Oct. 15** Appeals should be resolved by the primary unit by October 15. Typically, any further appeal process should be completed within six weeks or less from the date it is initiated by the faculty member.
- Oct. 20** Primary Unit’s Post-Tenure Review Committee must provide written feedback to the faculty member and to the primary unit head (one month from faculty submission of draft plan).
- Oct. 31** Deadline for units to submit approved Development Plans to the Dean via DocuSign, signed by both the faculty member and the unit head, with CEAS HR and Associate Dean for Faculty Advancement receiving cc’s via the DocuSign routing process.
- Nov. 30** Deadline to submit Post-Tenure Development Plans in cases where the faculty member appealed their “Below Expectations” or “Fails to Meet Expectations” rating(s).



## MEMORANDUM

TO: Admin Council, College of Engineering and Applied Science

FROM: Keith R. Molenaar, Dean, College of Engineering and Applied Science

RE: CEAS Policy on Faculty Teaching Overloads

DATE: September 11, 2023

---

In accordance with the Boulder Campus Policy on [Additional Pay to Regular and Research Faculty](#), dated July 23, 2001, additional pay may be earned by academic year (AY) faculty for supplemental or “overload” teaching activities (defined as those activities in excess of teaching activities expected as part of the defined workload formula) subject to the conditions and limitations below.

Full-time tenured, tenure-track, and instructional faculty may teach one additional course per semester above the standard teaching expectation for their unit, including courses taught on all CU campuses and through Continuing Education with the exception that self-paced courses (also known as correspondence courses) taught through Continuing Education do not count against teaching limits.

AY Faculty, defined as those on 9-month academic year contracts, with reduced classroom teaching duties as part of a reduced teaching workload agreement (e.g., chair, associate chair, faculty director, faculty associate director, associate dean, dean’s fellowships, sabbaticals, and instructor differentiated workloads) shall not normally be eligible for compensation for overload teaching. Rather, a change should be made to the faculty member’s workload agreement percentages to accurately reflect the increased teaching load.

Units seeking to provide additional pay for overload teaching activities should consult the Associate Dean for Faculty Advancement before offers are made. Additional pay for overload teaching is subject to review by the dean or their designee and is determined by the unit. An Additional Job Request Letter form is required and must be in place before the course begins.

Faculty using grant funds to buy out of a course may not be paid for overloads and the general expectation is that instructional-track faculty are not eligible for grant funded course-buyouts.

In lieu of additional pay, overload teaching during the academic year generally may also be compensated for by adjustments in the teaching workload in a subsequent semester (commonly called “course banking”).

These guiding principles are intended to ensure that quality of offered courses remains high and that faculty have time to remain current in both their subject area and technology, adequate time to meet with individual students, and time to grade substantive written work. **Note that the expectation within the College of Engineering and Applied Science is that teaching overloads should not be a regular occurrence.** In general, academic units are expected to employ enough regular faculty to cover their on-going course requirements and supplement the regular faculty with temporary faculty (i.e., lecturers) when short-term additional teaching loads warrant.



## MEMORANDUM

TO: Admin Council, College of Engineering and Applied Science

FROM: Keith R. Molenaar, Dean, College of Engineering and Applied Science

RE: CEAS Policy on CY Updates to Temporary Faculty Compensation

DATE: September 11, 2023

---

Salaries for temporary faculty (i.e., lecturer, adjunct and adjunct faculty) will be adjusted annually in accordance with Campus guidance, effective January 1 each year. For example, for a temporary faculty in CY 23 that was paid \$10,000 for a 3-credit course, effective January 1, 2024, the contract by course faculty compensation schedules should be adjusted according to the rate indicated by campus (e.g., 4% for CY 24). Therefore, the new salary will be \$10,400. Unlike tenure track and teaching faculty these adjustments will not automatically be updated in the system, the new rate will need to be reflected in the original offer letter or an addendum will need to be issued to formalize the adjustment. For more information on this please visit the [Employee Compensation FAQ's FY 2023-2024 website](#).