

POLITICAL SCIENCE

DEPARTMENT CODE

Revised October 22, 2025

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Preamble

In order to reach our goals, the Department of Political Science adopts a set of community norms and governance structures.

I. Department Goals

- A. We seek to enhance our achievements as a Political Science department known nationally and internationally for excellence in scholarly research and publication, for its commitment to undergraduate and graduate teaching, and for its service to the University, the discipline, and society. Our goal is to become one of the top tier departments of Political Science within the AAU public universities. Both individually and collectively, as teachers and scholars, we seek to meet the highest standards and to create an intellectually challenging environment for our students and ourselves.
- B. We therefore commit ourselves to the highest measure of scholarship and the most rigorous standards of peer evaluation. We value our colleagues' and students' appraisal of our research and teaching. We regard publication in refereed journals and academic presses, acquisition of competitive grants, placement of graduate students in established academic institutions, professional awards for research and teaching, contributions to society's research needs, and ultimately the critical judgment of our peers in the Department and the University as evidence of scholarly excellence.
- C. At the undergraduate level, we aspire to cultivate in our students the habits of the mind that will make them active and thoughtful citizens: the ability to understand complex patterns of political behavior and phenomena, to reason and debate alternative solutions to contemporary problems, and the capacity to see those problems in the context of the history of political ideas and of other political systems. At the graduate level, we emphasize the education of the next generation of political scientists in the knowledge and best practices of the discipline. Together with our students, we seek to explore and expand what we can know about politics and government and to reason about the classic questions of political science.
- D. We also acknowledge a responsibility for service to the larger community. We seek to shape the direction of the University and of the discipline by active participation in our structures of self-governance. We aspire to contribute to the public debate by our knowledge of the domestic and international problems facing our society, but also by active practice of the university's special responsibility for critical examination of established values and institutions.
- E. We seek a diversity and balance of approaches and a dialogue among them that productively enriches our research and teaching. As a community of scholars, we acknowledge the right of all our members to be supported in their research and teaching efforts and our reciprocal responsibility to contribute to the Department's quest for excellence. We seek a diversity of approaches and a dialogue among them that productively enriches our research and teaching. As a community of scholars, we acknowledge the right of all our members to be supported in

their research and teaching efforts and our reciprocal responsibility to contribute to the Department's quest for excellence.

II. Community Norms

All members of the Department have an obligation to respect and enforce norms of professionalism and collegiality (see the APSA's guidelines on professional ethics). Senior faculty have a special obligation to assure compliance with these norms and the Chair has an institutional responsibility to censure those who violate these norms.

Our norms of professional responsibility include the following:

A. Collegiality

1. All members of the Department, including faculty, staff, and students have a right to be free from discrimination or harassment on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political orientation, or political philosophy. All members of the Department shall continue to contribute to the teaching and scholarship in their areas of specialty. All members of the Department shall recognize and respect the different types of scholarship typical of different specialties within the discipline and of interdisciplinary work. All members of the Department shall therefore be accorded professional courtesy and respect.
2. Reasoned debate on intellectual and political issues is the essence of any scholarly community. Conflict and disagreement about deeply held values and principles is not unusual in a diverse and lively department. Tolerance and respect for alternative viewpoints is a fundamental norm. Departmental discussions of scholarly matters shall occur within a supportive yet intellectually challenging atmosphere.

B. Information

1. The procedures for allocation of all department resources shall be transparent. The allocation of those resources and of salaries is public information available to all members of the Department.
2. Channels of communication must be kept open. Information shall be disseminated accurately and completely.
3. Confidential information and conversations, including personnel recommendations, play an essential part in recruitment, promotion and tenure, and program review. All members of the Department have a professional responsibility to maintain the confidentiality and trust on which these processes rely. Personal communications among members of the Department shall be regarded as confidential, unless both parties understand otherwise. Unauthorized reproduction or distribution of such communications is inappropriate.
4. Voting on recruitment decisions is a matter of professional judgment on which members of the faculty may well disagree. Once those decisions have been formally made by the

Department, the positions taken in those decisions shall be of no further consequence to either the faculty participating in those decisions or the faculty hired as a result of those decisions. Informing new faculty about who supported or opposed their hiring is inappropriate behavior.

C. Participation

1. The Department values and invites full participation of all regular faculty members in the life of the department and regards such participation as a sign of a healthy organization. All faculty are full members of this community and participants in our debates and policy discussions. The Department recognizes that senior faculty will be evaluating junior faculty and instructors for promotion and tenure and that junior faculty and instructors are therefore in a particularly vulnerable situation.
2. All regular faculty have an obligation to contribute to the life of the department, and the chair can reasonably expect that members will contribute equally in the department, consistent with their service appointment and outside service obligations. Absent some compelling reason for not doing so, all members of the Department are obligated to serve on elected and appointed departmental committees. Faculty on the standard 40-40-20 appointment should contribute the equivalent of one day per week of service.

III. Governance Structures

- A. The Department recognizes the values of having a strong Chair who can represent the public good of the Department to its diverse members and to University administrators.
- B. The Department also recognizes the value of having a Chair who is responsible and accountable to the Department. Without clear lines of responsibility and mechanism for promoting accountability, a strong Chair would significantly increase the chances of arbitrary and pernicious actions, which are inconsistent with the long-term interests of the Department. With responsibility and accountability, a strong Chair can function in a manner consistent with the long-standing democratic traditions of the Department.
- C. The principle of responsibility requires that individuals can easily locate the source of any important decision. A responsible Chair cannot hide behind vague institutional rules or committee decisions in which he or she is simply one vote among many. Members of the Department must be able to determine who made a particular decision, and on what grounds. Accountability requires that there are mechanisms in place for faculty to influence decision making, to seek redress, and ultimately, to pursue a change in leadership.
- D. The Department therefore establishes several specific institutional mechanisms to promote a strong yet responsible Chair. First, Chairs are elected and subject to reelection. Second, Chairs are ultimately held accountable to departmental majorities during departmental meetings, which may be called by any three faculty members. Finally, our standing committees ensure accountability. The Budget and Policy Committees are advisory to the Chair. Hence, they will go on record on the issues that they decide and the Chair must also make an independent decision (whether he or she concurs or not with the committee's recommendation). In addition, the committees are composed of independently elected members. Electing members to these

committees should assure, within the limits of a small committee, reasonable diversity rather than majority dominance.

Article I Departmental Organization

The organizational structure of the Department of Political Science shall be as follows:

A. Office of the Chair

The Office of the Chair shall be responsible for the duties enumerated in Article III, Section E.

B. Office of the Director of Undergraduate Studies

The Office of the Director of Undergraduate Studies shall be responsible for the duties enumerated in Article IV, Section C.

C. Office of the Director of Graduate Studies

The Office of the Director of Graduate Studies shall be responsible for the duties enumerated in Article IV, Section D.

D. Department Committees

1. The following standing committees shall be formed:
 - Budget Committee (Article IV, Section A)
 - Policy Committee (Article IV, Section B)
 - Graduate Committee (Article IV, Section C)
 - Undergraduate Committee (Article IV, Section D)
 - External Relations (Article IV, Section E)
2. The Chair, in consultation with the Department and in conformance with procedures stated elsewhere in the Code, shall be able to form ad hoc committees, for recruitment, personnel decisions, and other matters.

E. Faculty

All individuals duly appointed to the faculty of the Political Science Department in accordance with official departmental procedures, having the titles of professor, associate professor, assistant professor, senior instructor and instructor are considered to be regular members of the Department. Persons appointed from outside of the University to a regular full-time administrative position or those seeking a joint appointment within the University may be accorded the status of a regular member by a two-third's vote of the Department. Faculty within the University seeking a courtesy appointment to the department may be accorded this status by a majority vote of the faculty.

F. Graduate Student Participation on Committees

1. One graduate student shall serve as a nonvoting member on the Undergraduate Committee, Recruitment Committee(s), and Graduate Committee.
2. The Department's graduate student organization (Graduate Students in Political Science – GIPS) will sponsor an election in which all graduate students are eligible to vote for committee members.
3. Graduate students may be represented on other ad hoc committees of the Department at the discretion of the Chair in consultation with the faculty and with GIPS.

Article II Department Meetings

- A. Each spring the Department shall designate for the following academic year a specific day and hour of the week to be set aside for departmental meetings. The Chair may call a meeting to conduct general departmental business.
- B. Meetings of the Department shall be conducted according to a regular set of procedures as determined by the Department. Prior to such determination, *Robert's Rules of Order, Revised*, shall be used to resolve any procedural questions that arise.
- C. The following shall be the normal order of business:
 1. Approval of minutes by unanimous consent
 2. Announcements and communications by the Chair
 3. Committee reports
 4. Old business as announced in the agenda
 5. New business as announced in the agenda
 6. Communications by members
 7. Adjournment
- D. A secret ballot shall be required on any vote, as a matter of right, if requested by any member of the Department.
- E. As a general rule, departmental deliberations and decisions shall take place in camera among regular members only, except that the administrative assistant may be present to take minutes. Other members of the department staff may also attend department meetings at the invitation and discretion of the Chair. Members shall be given ample opportunity to familiarize themselves with all agenda items prior to the meeting.
- F. As indicated in the Preamble Section II.A.3, department meetings shall be conducted in accordance with the norms of professionalism and collegiality. The Chair shall enforce this provision.
- G. Upon motion and a second, the department may suspend the rules by a two-thirds vote; however, only parliamentary procedures may be suspended.

Article III
Office of the Chair

A. Term of Office

1. The term of office of the Chair shall be four years. The normal expectation is that a Chair will not serve more than two consecutive terms.
2. A motion of no confidence may be brought forth at any time by one-third of all regular faculty members. A vote of no confidence supported by a two-thirds majority of all regular faculty members shall be immediately conveyed to the Dean. The Chair may also call for a vote of confidence at any time.
3. The election of a departmental Chair shall take place during the spring semester but not later than April 1.
4. The Chair-designate shall take office at a date mutually arranged between the outgoing and incoming Chair, but not later than August 1.

B. Eligibility

Any tenured associate or full professor in the Department who is not scheduled for retirement before the end of the term of office following the election of a Chair shall be eligible to serve as departmental Chair.

C. Election Procedure

1. All regular members of the Department, as defined under Article I.E, shall be eligible to vote in the election for the Chair except those who have resigned or for any reason will not be members of the Department after the semester in which the election takes place.
2. Voting shall be by secret ballot.
3. At least four weeks before the election, the administrative assistant shall send a list of all eligible faculty members to all regular faculty members and ask who wishes to stand for election as Chair. Any eligible faculty member who wishes to serve as Chair must inform the administrative assistant in writing at least two weeks before the election.
4. The administrative assistant will send an election meeting announcement to all regular members of the Department eligible to vote at least two weeks prior to the day of the election. Only eligible faculty who have agreed in writing to be candidates, the "eligible candidates," shall be listed in the announcement.
5. The first order of business at the election meeting shall be the election of a Chair.
6. A series of ballots among the eligible candidates will be taken. These will be counted by the administrative assistant. If an eligible candidate receives a majority of the voting faculty of the first ballot, he or she is declared the Department's nominee. If no eligible candidate

receives a majority on the first ballot, a second ballot shall occur between the two eligible candidates who received the greatest number of votes. The person with the majority is declared the Department's nominee. Abstentions and votes for those who are not eligible candidates shall not be counted in determining whether someone has the required majority.

7. Absentee voting shall be administered in the following manner:

- a. At least two weeks prior to the day of the election, the administrative assistant shall send eligible absentee members of the Department a list of the eligible faculty who have agreed to be candidates. Each absentee shall have one vote. Votes shall be communicated to the administrative assistant before the time of the election.
 - b. The absentee votes shall be collected by the administrative assistant and brought to the Department meeting during which the election is conducted.
8. The number of valid votes cast, together with the number of votes for the winning candidate, shall be communicated to the Dean's office upon the request of one-third of the eligible members who voted in the election.

D. External Chairs

By a vote of a two-thirds majority of all regular faculty members, excluding abstentions, but including mail ballots by eligible absentees, the Department may decide to look outside the department for a Chair. Such a decision will suspend normal procedures for the selection of a Chair. The search for an outside Chair shall follow normal recruitment procedures as specified in Article V. To be nominated for appointment as Chair, any outside candidate must receive both, (1) the ordinary two-thirds vote in favor of his or her being offered a faculty position, and (2) a majority vote in favor of his or her being offered the position of Chair. In the event that these procedures do not result in the election of an outside Chair, normal procedures for the election of a Chair will be reinstated except that, when necessary, deadlines will be suspended.

E. Powers and Responsibilities of the Chair

1. Departmental Governance

- a. The Chair shall appoint the Director of Undergraduate Studies and the Director of Graduate Studies as Associate Chair(s) or Assistant Chair(s). He or she shall also appoint an Acting Chair of the Department, as consistent with current university policy.
- b. The Chair shall serve as a nonvoting member of the Policy and Budget Committees, preside over their meetings, and be the Department's spokesperson for those committees to the Department and the administration.
- c. The Chair shall appoint members to the Undergraduate and Graduate Committees, taking care that the two curriculum committees are properly representative of the fields within political science as offered by the Department.

- d. The Chair may constitute such *ad hoc* committees as may be necessary.

2. Execution of Departmental Policies

- a. The Chair shall serve as the chief administrative officer of the Department. He or she shall supervise the staff, personnel, space allocation, equipment purchases, and execution of budgetary matter. He or she shall execute and supervise the implementation of all policies duly enacted by the Department.
- b. The Chair shall enforce the Department's norms as expressed in Article II of the Preamble.
- c. The Chair shall serve as the Graduate Administrator for the Department. He or she shall be responsible for the coordination and implementation of Graduate School policies and decisions of the Graduate Faculty in Political Science.
- d. The Chair shall ensure that all recruitment and appointment procedures conform fully to Affirmative Action rules of the University.

3. Faculty Relations

- a. The Chair should call department meetings at least once each month during the academic year, unless they are suspended by action of the Department.
- b. At least three days prior to a department meeting, the Chair should prepare and distribute an agenda and supporting materials to all regular members of the Department, including all members on leave who are in the Boulder/Denver area.
- c. The Chair shall be responsible for the duplication and distribution of department meeting minutes to each regular member of the Department including all members on leave and those not present at meetings.
- d. The Chair shall report to the Department on all matters of immediate concern, including the activities and decisions of the Policy and Budget Committees.
- e. The Chair shall maintain and duplicate for all members' policy statements as adopted.
- f. The Chair shall issue communications regarding Department problems and issues.

4. University Relations

- a. The Chair shall maintain continuous liaison with administrative officers of the University.
- b. The Chair shall act as a representative of the Department on all departmental matters before University bodies.

- c. The Chair shall communicate the wishes of the Department to the administrative officers of the University and the wishes of the administrative officers to the Department.

5. Junior Faculty

- a. The Chair shall appoint, sometime during their first year, a faculty member to advise each new assistant professor.
- b. The Chair shall discuss the expectations and standards for tenure with each assistant professor at least once a year.

6. Accountability

- a. Department members have the right to question the actions of the Chair but must bring any such questions to the entire Department before they can be taken to a higher University level.
- b. The Chair must submit to the Dean and/or other administrative authorities of the University (as required) all Departmental actions taken within the rules of the Department, even though he or she may personally disagree with these actions. The Chair shall inform the Department of his or her disagreement and be permitted to communicate his or her personal views to the administrative officers of the University whenever they are at a variance with those of the Department or its committees.
- c. The Chair shall call a meeting of the Department for a specific purpose at the written request of three regular faculty members. The meeting must take place between seven and fourteen days of the request. The purpose of the meeting shall be stated in the request and copies shall be distributed to all members of the Department.
- d. The Department can reverse any decision of the Chair by a two-thirds vote of all regular faculty members.

Article IV Standing Department Committees

A. The Budget Committee

1. Composition

The Budget Committee of the Department shall consist of four members elected by the Department. The Department Chair shall serve as chair and as a nonvoting member of the committee.

2. Election of Members

- a. All regular members of the Department who are not on leave shall be eligible for election.
- b. The term of office on the Budget Committee shall be two years. The normal expectation is that a member of the Budget Committee will not serve more than one consecutive term.
- c. Regular elections to the Budget Committee shall be held no later than October 1 of each year, but in any case, subsequent to the election of the Chair of the Department. At least two weeks before the election, the administrative assistant shall send a list of all eligible regular faculty members to all regular faculty members and ask who wishes to stand for election to the Budget Committee. Any regular faculty member who has a compelling reason not to serve on the Budget Committee must inform the administrative assistant in writing at least one week before the election. The administrative assistant shall distribute a list of eligible nominees to all regular faculty members at an election meeting. Each regular faculty member shall have one vote. The nominees with the highest vote totals are elected. In case of ties, another ballot will be taken. The nominee(s) with the highest vote totals are elected. After the election of the Budget Committee, the election of the Policy Committee shall take place. No one may serve on both the Budget and Policy Committees.
- d. Absentee voting shall be administered in the following manner:
 - 1) On a date set by the Chair of the Department, appropriate in advance of the date set for the election, each eligible absentee member of the Department shall be sent a roster of all eligible nominees for election to the Budget Committee. Each absentee shall have one vote. Votes shall be communicated to the administrative assistant before the time of the election.
 - 2) The absentee votes shall be collected by the administrative assistant of the Department who shall bring them to the Department meeting during which the election is conducted.

3. Powers and Responsibilities

- a. The Budget Committee shall review annually the fiscal status of the Department and recommend to the Chair policies for financial matters.
- b. The Budget Committee shall make recommendations to the Chair, who in turn makes recommendations to the Dean of Arts and Science, about annual Department salary increments.
- c. The Budget Committee shall make recommendations to the Chair about the use of the Department Development Fund.
- d. The Chair shall call Budget Committee meetings at regular intervals. Special meetings may be called upon written request of two or more members.

- e. The Chair shall report the actions of the Budget Committee at the next Departmental meeting. The Chair's report may be oral, written, or both.

B. Policy Committee

1. Composition

The Policy Committee of the Department shall consist of the Director of Undergraduate Studies, the Director of Graduate Studies, the head of the JEDI committee, and one member elected by the Department. The Department Chair shall serve as chair and as a generally nonvoting member of the committee, voting only in the case of a tie. The administrative assistant to the Chair may attend meetings of the Committee.

2. Election of Members (see Article IV Section A.2)

3. Powers and Responsibilities

- a. The Policy Committee shall advise the Chair on all non-Budgetary matters pertaining to Departmental norms and governance, including all matters pertaining to faculty, students and staff.
- b. The Policy Committee shall serve as the Grievance Committee as described in Annex 5 of this Code.
- c. The Chair shall call Policy Committee meetings at regular intervals. Special meetings may be called upon written request of two or more members.
- d. The Chair shall report the actions of the Policy Committee at the next Departmental meeting. The Chair's report may be oral, written, or both.

C. Undergraduate Committee

1. Composition

- a. The Undergraduate Committee of the Department shall consist of three or more faculty members appointed by the Chair.
- b. The Undergraduate Committee shall also contain one nonvoting graduate student representative and one nonvoting undergraduate student representative.
- c. The Director of Undergraduate Studies shall serve as chair and as a voting member of the Undergraduate Committee.

2. Powers and Responsibilities

The Undergraduate Committee shall be responsible for reviewing the undergraduate curriculum, rules, standards and procedures for undergraduate degrees, and for making

recommendations of policy changes to the Department. The committee shall also be responsible for reviewing requests for new undergraduate courses.

D. Graduate Committee

1. Composition

- a. The Graduate Committee of the Department shall consist of six faculty members appointed by the Chair. In making appointments to this committee, the Chair shall choose members who are broadly representative of the fields of interest represented in the Department, plus the Placement Director.
- b. The Graduate Committee shall also contain one nonvoting graduate student representative.
- c. The Director of Graduate Studies shall serve as chair and voting member of the committee.

2. Powers and Responsibilities

The Graduate Committee shall be responsible for keeping the graduate curriculum under constant review, including rules, standards and procedures for attaining graduate degrees, for entertaining petitions from individual graduate students, and for making recommendations to the Department concerning policy changes in the graduate curriculum. The committee shall also be responsible for reviewing requests for new graduate courses and seminars. The committee shall also be responsible for making recommendations to the Department with respect to the admission of graduate students. The committee shall review all applications and make recommendations to the Department regarding graduate student appointments. The committee shall also be responsible for developing and recommending measures for student-teacher preparation and evaluation to the Department.

E. External Relations Committee

Note: To be added.

Article V

Appointment to the Faculty

A. Applications

1. Vacancies shall be advertised as widely and as accurately as possible for the position to be filled.
2. Job descriptions must be approved by a majority vote of the tenure-track faculty.

3. The initial task of soliciting, collecting and evaluating the applications shall be performed by a Recruitment Committee appointed by the Chair. The normal expectation is that members of the Recruitment Committee will not be limited to faculty in a single field.
4. The Recruitment Committee shall include one nonvoting graduate student representative.
5. All applications shall be made available to regular members of the Department.

B. Voting

1. Prior to a department meeting called for consideration of employing a faculty member, the Chair shall prepare and distribute to all regular members of the Department a Curriculum Vitae and a list of supporting information about each candidate nominated by the Recruitment Committee.
2. Voting for new faculty members shall be by secret ballot.
3. Mail ballots will be supplied to all absent tenure-track members of the Department.
4. A series of ballots among the candidates will be held. After each ballot, the results shall be announced and the candidate with the lowest number of votes shall be eliminated until only one candidate remains. In the event two remaining candidates receive an equal number of votes, debate shall be reopened, and voting shall continue until one candidate obtains a plurality.
5. After one candidate receives a plurality of votes, he or she shall be appointed provided (a) a motion be made for his or her appointment, and (b) two-thirds of those members voting vote in favor of the appointment. Abstentions and invalid ballots shall not be taken into consideration.

C. Conditions of Employment

1. All recruitment and appointment procedures shall conform fully to the Affirmative Action rules of the University.
2. The Chair, in consultation with the Department, shall determine the conditions of appointment for new faculty members. Copies of the official letter of appointment shall be made available to regular members of the Department.

D. Temporary Appointments

1. Every effort shall be made to avoid the necessity for taking action to fill a Department position during the summer sessions, except on a temporary, emergency basis.
2. Regular faculty members who go on leave have an obligation to give notice of their intended absence to the Chair at the earliest possible date. In the event that the Dean approves a temporary faculty appointment, the Chair shall appoint a Recruitment Committee who shall

nominate a candidate to the Department. This candidate must be approved by a simple majority of the regular faculty.

3. Honorarium appointments and visiting faculty shall be recommended by the Chair, voted upon, and approved by a simple majority of those present and voting at a Departmental meeting or responding to a mail ballot.

E. Retention

It is the policy of the Political Science Department to try to retain faculty when they receive offers from other comparable or better institutions. Given current College policies requiring a significant Departmental commitment to retention packages, some restrictions on the number and content of retention offers are necessary.

1. The Chair, in consultation with the Budget Committee, shall assess the external offer and the merits and contributions of the faculty member and recommend an appropriate response to the Dean of the College of Arts and Sciences, taking into account College policies on retention.
3. Retention offers will not include permanent teaching reductions.
4. If the Chair and the Budget Committee determine that exceptional circumstances warrant a retention offer outside of these guidelines, the exception shall be subject to a Departmental vote.

Article VI

Contract Renewal, Promotions and Tenure

- A. The Chair, with the advice of the members of the department who are broadly familiar with the candidate's research and teaching interests, and with the advice of the candidate, shall appoint a three-person Personnel Committee for each candidate for reappointment, promotion, and tenure. For promotion and tenure cases, the Chair shall request lists of potential external evaluators from the candidate and from senior faculty, both inside and outside of the Department, having research and teaching interests that overlap those of the candidate. The Chair, with the advice of the Personnel Committee, shall choose evaluators from these lists. The primary goal is to solicit evaluations from recognized leaders in the candidate's fields of interest. The letter that goes out to these evaluators will reflect the statements made in the code's section on standards for reappointment, tenure, and promotion. In particular, it will inform evaluators that they should give appropriate consideration and recognition of the different types of scholarship significant to different specialties within the discipline and of interdisciplinary work.
- B. The Personnel Committee, with the assistance of the Chair and the candidate, shall assemble the material needed to write a report evaluating the candidate's teaching, research and service accomplishments. The Personnel Committee shall then meet and decide by vote whether to recommend the candidate for reappointment, promotion or tenure.

- C. All tenured members of the Department at or above the rank to which the candidate aspires shall participate in votes on reappointment, promotion and tenure. Any eligible voting member may call for a secret ballot. As part of its commitment to transparency and respect for the rights of junior faculty, all those participating in promotion and tenure decisions are expected to express openly their considered judgments on the merits of the case. Secret votes against promotion or tenure without public justification of those votes constitute a serious violation of Departmental norms of transparency and accountability. The record of candidates for promotion or promotion and tenure shall be evaluated by separate votes of all those eligible as excellent, meritorious, or less than meritorious in the areas of teaching and research, and as at least meritorious or less than meritorious in the area of service, and a summary vote on the overall case for promotion or promotion and tenure.
- D. The Chair votes with the rest of the voting faculty. In a letter addressed to the Dean, the Chair reports the Department's vote and summarizes the faculty discussion.

Article VII Revision and Amendment of Code

- A. Portions of the Department of Political Science Code may be amended at a Department meeting specially called for such a purpose. Amendments must take the form of a notice of motion. Amendments to the Code may be initiated by any regular member of the Department. An absolute majority of the membership of the Department will be required to amend. Mail ballots will be supplied to all absent regular members.
- B. The Chair, in consultation with the Department, may appoint an ad hoc committee to consider revision of the Code. An absolute majority of the membership of the Department will be required to amend. Mail ballots will be supplied to all absent regular members.
- C. Where provisions of this Code are in conflict with previously adopted rules, the provisions of this Code shall prevail.
- D. The Preamble and the Annexes to the Code shall be considered as statements of departmental policy rather than as parts of the Code.
- E. Faculty should be notified at least one week in advance of any changes or suspensions of the Code.

Annex I

Standards and Procedures for Contract Renewal, Promotions, and Tenure for Tenure-Track Faculty

The Department of Political Science explains by means of this policy statement the standards that it will use in evaluating tenure-track personnel for reappointment, tenure and promotion. This statement complies with policies of the Board of Regents as described in its Standards, Processes, and Procedures (SSP) document, and is consistent with the University of Colorado Administrative Policy Statement entitled, "Procedures for Written Standards and Criteria for Pre-Tenure Faculty."

A. Rules of the Regents

1. Rules of the Regents, as given in the C.U. Faculty Handbook, define the basic requirements for reappointment, tenure and promotion. These basic requirements cannot be overridden or superseded by Departmental rules or interpretations.

2. The University requires comprehensive review at the end of the last appointment prior to a mandatory tenure decision. According to the Rules of the Regents, the comprehensive review involves full consideration of all credentials (see Faculty Handbook) and can, if negative, result in the rejection of a faculty member for renewal of appointment. The question to be considered by the Department and by administrative review committees for the comprehensive review is whether or not the candidate is making satisfactory progress toward tenure.

3. According to the Faculty Handbook, the award of tenure, which is typically concurrent with promotion to associate professor, requires that a faculty member be able to demonstrate "excellence" in either teaching or research and "meritorious" achievement in the other category, plus "meritorious" service. Promotion to the rank of full professor requires, according to the Faculty Handbook, that professors should have the terminal degree appropriate to their field or its equivalent and (1) a record that, taken as a whole, is judged to be excellent; (2) a record of significant contribution to both graduate and undergraduate education, unless individual or Department circumstances can be shown to require a stronger emphasis, or a singular focus on one or the other, and (3) a record, since receiving tenure and promotion to associate professor, that indicates substantial, significant, and continued growth, development, and accomplishment in teaching, research, scholarship or creative works, and service.

4. The purpose of the Department evaluation is to apply the general standards of performance in teaching, research and service to the disciplines that are represented within the Department of Political Science.

B. Allocation of Effort

Each faculty member has a specific allocation of effort to teaching, research and service. The standard allocation for the Department is 40% teaching, 40% research, and 20% service. This allocation will be assumed to apply unless specific, formal agreements are made to the contrary; any such agreements must be reported to the Dean and must be in accord with the Department's Differentiated Workload Policy Statement. The allocation of effort will be considered to apply as an average over the months of any given academic year.

C. Evaluation of Teaching

In the first year after being appointed to a tenure-track position, faculty should create a teaching portfolio that will contain all written records pertaining to teaching. The portfolio will be used as evidence in the evaluation of teaching. The Department may obtain evidence from other sources to the extent that the information contained in the portfolio is incomplete with respect to any of the criteria identified below.

1. Undergraduate teaching. Undergraduate instruction is important in the evaluation of teaching credentials. However, no single measure of effectiveness in undergraduate teaching will be the sole basis of judgment by the Department. Criteria to be used in the evaluation of achievement in undergraduate teaching include:

- a. statements of teaching philosophy or self-evaluation of teaching;
- b. faculty course questionnaire scores from all classes
- c. peer evaluation (by class visitation or other mechanisms);
- d. examples of course outlines; syllabi, examinations, and other items that indicate the nature of instruction;
- e. descriptions of the development or improvement of coursework;
- f. written statements that may have come from the Chair or others concerning willingness to teach, rapport with students, important contributions to curriculum development, or other related matters.

Beyond formal classroom instruction, information such as the following criteria will be included by the Department in its evaluation of teaching: advising services to undergraduate students, independent study or independent research projects involving undergraduate students, and activities promoting faculty-student interaction. In addition, a faculty member may submit, or the Department may consider at its own initiative, other evidence of teaching performance that seems appropriate for a particular individual.

Faculty members can request that the Chair arrange a peer evaluation that will assist them in making improvements in teaching prior to evaluation. Other mechanisms for consultation on teaching include the Faculty Teaching Excellence Program and the Presidential Teaching Scholars consultation program. Faculty members are not required to use these mechanisms of self-improvement but are encouraged to do so.

2. Graduate Teaching. Graduate instruction is an important component of teaching evaluation. All tenure-track faculty members are expected to develop a graduate program that includes, at a minimum, sponsorship of graduate students, service on committees of students sponsored by other faculty members, and formal instruction of graduate students through portfolio, records on their graduate student programs, including strategies for development of a graduate program, dates of admission for individual students, dates of completion and placement of individual students, and other contributions to the graduate program. These records are considered part of the evidence pertaining to achievement in teaching. Non-tenure-track faculty may participate in departmental votes pertaining to graduate program policies if they are eligible to serve on a dissertation committee.

The question to be considered by the Department in its evaluation of teaching is as follows: Is the faculty member's demonstrated performance in teaching consistent with the general standard for reappointment, promotion, or tenure as described by the Rules of the Regents?

D. Evaluation of Research

1. Achievement in research is an important component of the Department's evaluation of faculty members who are under review for reappointment, promotion or tenure. As a means of facilitating the evaluation, faculty members should maintain a record of their research activity. The Political Science department is committed to helping all junior colleagues build a record that will lead to successful comprehensive review and promotion to associate professor with continuous tenure. Toward that end, each junior faculty will be asked by the chair to identify a senior member of the faculty to serve as a mentor. The chair will maintain a record of the mentors selected by junior colleagues. The chair will offer advice about potential mentors and encourage junior colleagues and mentors to meet regularly with one another. Mentors will offer advice and assist in identifying additional resources that may be helpful in the career management of junior colleagues. Ultimately, however, career management is the responsibility of each faculty member, regardless of rank. The Chair will hold discussion at least once a year with each assistant professor.

2. Publication is an important criterion for Department evaluation of research. Publication in peer-reviewed journals and scholarly books will be considered especially significant. Published work should show evidence of originality and importance.

3. Another important criterion for evaluation of research is the candidate's national or international reputation for achievement in research. The Department will gather evidence of reputation from authoritative reviewers external to the University. These will include some individuals from a list provided by the candidate, and some individuals from lists submitted from senior faculty, both inside and outside of the Department, having research and teaching interests that overlap those of the candidate. The Chair, with the advice of the Personnel Committee, shall choose evaluators from these lists.

4. Another criterion for evaluation of research is extramural support. Although quantities of research support are not specifically required for reappointment, promotion or tenure, extramural support is taken as an important external validation of research.

5. In addition to the forgoing, a candidate may submit, or the Department may consider, other evidence of achievement in research that seems appropriate to a particular individual's case for promotion, reappointment or tenure.

6. The question to be considered by the Department in its evaluation of research is as follows: Is the faculty member's performance in research consistent with the general standard for reappointment, promotion or tenure as described by the Rules of the Regents?

E. Evaluation of Service

1. A candidate's record of support of academic programs in the Department is an important criterion for evaluation of service. Evaluation of service may also extend well beyond the Department to include the candidate's work on campus committees, college committees, and in professional societies; the extent of editorial work and reviewing for professional journals or professional societies; and professional services to the nation, the state, and the public. All service is evaluated with regard to its importance and its success, as well as the faculty member's dedication to it.

2. Evidence related to service will consist of a description of the service and of its duration and significance. This information should be supplied on a continuous basis by candidates for promotion, reappointment or tenure. At the time of evaluation, evidence or service may be obtained from the candidate, from the Department, or from external sources.

3. The question to be considered by the Department in its evaluation of service is as follows: Is the faculty member's performance in service consistent with the general standard for reappointment, promotion or tenure as described by the Rules of the Regents?

4. If the Faculty Handbook gives no explicit expectation for service, no separate evaluation of service is necessary; achievement in service will be considered as contributory to achievement in teaching and research.

F. Timetable for Reappointment, Promotion and Tenure

1. Individuals who are hired as beginning assistant professors will have at least one evaluation for reappointment prior to a mandatory tenure decision. The last reappointment prior to a tenure decision must be based upon comprehensive evaluation. A standard pattern would be for an assistant professor to receive a three- or four-year appointment initially and, upon positive comprehensive review at the end of this first appointment, to receive a second appointment that would extend to the mandatory tenure decision.

2. Tenure is required by the end of the seventh year. Faculty members are typically evaluated for tenure in the seventh year; the seven-year probationary period will include any years of credit toward tenure that are specified in writing at the time of hiring. In unusual cases, tenure can be awarded a year early. However, because it is customary for review committees to apply standards directly and without discounted expectations based on shorter time in rank, it is unadvisable for faculty members to seek early promotion unless there are compelling reasons to do so.

3. Typically promotion to associate professor is considered simultaneously with the consideration of tenure, although formally the two are separate decisions. Under unusual circumstances, individuals may be hired as associate professors without tenure (mainly because the University is reluctant to hire individuals without a probationary period prior to tenure), and in this case the issue of tenure is separated fully from the issue of promotion to associate professor.

4. There is no mandatory point of decision for promotion to full professor. A customary waiting interval is approximately equal to the interval between the ranks of assistant professor and associate professor, because significant additional achievement is expected between ranks. In unusual cases, an individual can be considered for promotion to full professor after only a few years in rank as an associate professor, but this is not advisable on a routine basis because review committees can be expected to apply criteria strictly and not in such cases take into account shorter time in rank. Individuals who have doubts about the timing of promotion should seek advice from their Chair, who may appoint a Personnel Committee to evaluate the situation.

5. Any individual can ask to be considered for promotion or tenure at any time, and the request will be considered by the Department unless it is contrary to the rules of the University. Individuals who believe that they are promotable or tenurable should not hesitate to ask the Chair for an evaluation.

G. The Departmental Review Process (see Article VI)

H. Review above the Level of the Department

1. Following the Departmental vote, the candidate's file is sent from the Department to the Dean. The Dean refers the case to a standing College committee (Dean's Personnel Committee), which discusses the case and votes on it. The Dean then writes a letter to the Vice Chancellor for Academic Affairs. This letter gives the Dean's personal evaluation of the case and a recommendation for action, as well as reporting the vote and, if appropriate, the opinions of the Dean's Personnel Committee. The Dean is not bound to agree with the Dean's Personnel Committee, with the Department, or with the Chair.

2. Beyond the Dean's Office, the personnel files pass to the office of the Vice Chancellor for Academic Affairs. The Vice Chancellor's office receives files on all personnel decisions from all colleges on the Campus. The Vice Chancellor relies heavily on the Vice Chancellor's Advisory Committee (VCAC), which considers all cases for comprehensive reappointment, promotion and tenure. The VCAC discusses each case in detail and votes on the disposition of the case. The vote is considered a recommendation to the Vice Chancellor, who may or may not accept the recommendation. The Vice Chancellor's decision is relayed to the Chancellor.

3. Beyond the Vice Chancellor's level, review occurs by the Chancellor, the President, and the Regents. However, review above the Vice Chancellor's level at present (1995-96) is typically pro forma.

4. A negative decision by any level of review can be overruled by a positive decision at a higher level. For example, a negative decision by the Department could be overruled by the Dean or by the Vice Chancellor. Similarly, a positive decision at any level can be overruled by a negative decision at a higher level. When any decision is overruled, the case is sent back to the lower level with advice from the upper level and request for clarification, reconsideration, or additional information. The case is then reconsidered by the lower level and forwarded again to the upper level for final review. The rights of appeal for rejected candidates are outlined in the Faculty Handbook.

5. Return of cases from an upper level to a lower level cannot always be taken as a sign of weakness in the case. Sometimes, review committees find critical pieces of information missing from the files and ask for additional information, even though they fully expect to approve the case. Individuals under review should not be unduly concerned by a request for additional information, unless the request is accompanied by a negative vote from a review committee.

6. The candidate is directly advised through the Chair by the Dean's office of all review committee decisions. In addition, the candidate will receive a copy of the letter that passes from the Dean to the Vice Chancellor and will be notified of the reasons for any negative action or concern on the part of the Vice Chancellor's Advisory Committee about degree of documentation.

Annex 2 Department Budget

A. Principles

1. The budget process should recognize that most members of the Department seek to meet University and disciplinary expectations for research excellence/productivity.
2. The budget process should recognize those who perform above these expectations for research productivity. It should also encourage productivity improvement by faculty performing at or below expected levels.
3. The budget process should not be too cumbersome and time consuming for those on the Budget Committee nor for individual members in the Department.
4. Members of the Budget Committee should not participate in any decisions in which they face a conflict of interest.
5. The Department's budget shall be made public. The criteria and procedures used in allocating budget resources should be explicit and transparent.

B. Procedures

1. Individual Faculty Research Accounts

- a. An individual faculty research account shall be established for each full-time tenure-track member of the faculty to facilitate his or her research.
- b. The Chair, in consultation with the Budget Committee, shall each year allocate money to these accounts on the basis of a baseline for department citizenship, past research productivity, special needs, and departmental/administrative service.
- c. Regular members of the faculty may submit research proposals to the Chair for special funds. The Chair, in consultation with the Budget Committee, may fund such proposals where such funding serves as an incentive to further research productivity.

Note: Each tenure-track faculty member is currently entitled to apply for the Dean's annual \$1,000 account managed by A&S. This is separate from the department's faculty research account.

2. Allocation of Funds

Department priorities include providing special support for administrative officers of the Department (Chair and Associate Chairs), assistant professors nearing tenure time, associate professors nearing promotion time, and graduate students.

Annex 3
Annual Merit Review Procedures

A. Principles

1. The process should strive to accurately evaluate whether faculty have met University and disciplinary expectations in the areas of research, teaching, and service.
2. The process should not be too cumbersome and time-consuming for those on the Budget Committee and for each individual faculty member in the Department.
3. The process should make as few invidious comparisons as possible between faculty members.

B. Procedures

1. The committee shall evaluate the annual performance of each faculty member using the University's annual faculty report of professional activities (FRPA). The set of activities in the FRPA pulldown menus thus constitutes the criteria by which faculty are evaluated, so faculty members are encouraged to offer a full elaboration of their activities on their annual FRPA. Only activities reported in FRPAs and in the accompanying curriculum vitae can provide the basis for merit review, unless the University requires additional reporting by faculty members, such as the Quality Teaching Initiative forms. These must be incorporated into merit review as the University and department dictates.
2. Each member of the Budget Committee will rate every member of the Department on research, teaching and service using a 1 to 5 scale, where 5 is "Far Exceeds Expectations," 4 is "Exceeds Normal Expectations," 3 is "Meets Normal Expectations," 2 is "Below Expectations," and 1 is "Unsatisfactory." Budget committee members can use one or even two decimal places when assigning merit evaluations. The Committee members' scores on each dimension will be averaged to generate three aggregate scores.
3. Faculty who publish a book with a university press must receive an overall research score of 5 both in the year of publication (of the hard copy) and in the year after publication. Faculty are encouraged to mention their books in their FRPAs in both years. Edited volumes and non-university press books are evaluated on the merits and are not automatically granted this two-year score of 5.
4. Aside from item B.3. above, Budget Committee members are allowed to award scores at their own discretion. The following are some guidelines that they are nonetheless encouraged to follow when assigning scores:
 - a. Faculty can only get credit for an article-length publication once. The best time for a faculty member to claim an article on their FRPA is when the CUBE system makes the article available. This usually pertains to the year in which the article is published online.
 - b. Given the volatility of publication schedules and research agendas, Budget Committee members are discouraged from giving someone a research score below 3 just because they have zero publications in a given year. Scores below 3 for research should be reserved for years that follow several years without a publication and/or without major progress on a book manuscript.

c. When a colleague was not on the faculty for the whole calendar year or was on a medical, family, or sabbatical leave for a portion of the year, committee members should extrapolate out to the whole year based on the portion of the academic year that the faculty member was performing services.

d. Budget Committee members are required to evaluate DEI activities in all three performance areas according to the following resolution adopted by the department:

Whereas the PSCI department has publicly committed to advancing diversity, equity, and inclusion; Whereas the BFA has encouraged each unit to “consider DEI in merit evaluations, while declining to prescribe a uniform requirement for individual faculty” and resolved that “each unit shall determine the standards for crediting faculty DEI work appropriate to their respective discipline, and no unit shall disregard or fail to credit such work”; Whereas PSCI faculty have had the opportunity to report DEI activities from 2021 on the FRPAs in a pilot during which such activities cannot yet be credited toward merit evaluation; Therefore, be it resolved that the PSCI faculty hereby recognizes DEI activities in areas of teaching, research, or service as being meritorious, and thus encourages faculty to report these where applicable and instructs the Budget Committee to recognize these as such in future merit review cycles.

e. Junior faculty are expected to do less service and graduate mentorship than tenured faculty. All else equal, junior faculty should be rewarded more for activities in these areas than tenured faculty.

5. At the annual merit evaluation Budget Committee meeting, members of the committee provide their numerical evaluations in each of the three performance categories (research, teaching, and service) for every faculty member. For each of the three performance areas, committee members conduct the review of faculty in alphabetical order by last name of the faculty member, but with a different starting letter (chosen randomly) at the beginning of each performance area. Likewise, a different member of the committee begins the discussion of each evaluation (i.e., each faculty member in each area), working around the room clockwise or counter-clockwise. This helps to ensure that no member of the committee is in a position to unduly influence the evaluations of other members of the committee. As part of the discussion, committee members are welcome to change their scores after everyone has spoken, and they are welcome to provide rationales. Each member of the committee must physically recuse themselves when they are being evaluated, and the same recusal process is used in instances where a member of the committee has a conflict of interest with respect to a given colleague. Members of the budget committee must keep all deliberations about merit scores entirely confidential.

6. The Chair will produce an overall score for each faculty member in which research, teaching, and service are weighted according to the member’s contractual commitments. For most faculty members, this will be 40% research, 40% teaching, and 20% service, respectively. In translating annual performance into salary adjustment, a three-year moving average will be used.

7. At the completion of this exercise, each member of the faculty is provided with two documents: a Faculty Performance Rating for the prior calendar year and an Annual Merit Evaluation: Advice and Comments. Faculty who are dissatisfied with their evaluation may raise issues with the department chair, who in turn may reconvene the Budget Committee to reevaluate the person’s performance. If the faculty member is still unsatisfied with their performance ratings, they can appeal to the Policy Committee.

Annex 4

Teaching Responsibilities

1. All members of the Department are responsible for meeting the needs for required courses, including introductory courses, in the undergraduate and graduate curriculum within their respective fields on a regular basis. The use of outside faculty or instructors to teach large lower division required courses is not in the long-term interests of the Department. When leaves or unfilled positions make it necessary to use instructors who are not regular faculty, they should not ordinarily be used in mega sections (300-500 students) with TAs.

2. Teaching a mega section of the introductory courses is a privilege extended to those who have the skills necessary to teach larger sections and are willing to assume the obligations of providing proper supervision to the TAs in those classes. Faculty will be appropriately rewarded for teaching those courses as well. Such courses shall receive double-course credit in teaching workloads in recognition of the added responsibility for supervising teaching assistants. Superior performance in teaching the large sections will also be considered, along with other forms of service to the Department, in the allocation of faculty research funds.

3. The Chair, in consultation with the Director of Undergraduate Studies, is responsible for scheduling required introductory courses in a manner consistent with the best interests of the Department and our students.

4. Faculty who refuse to agree to a lower division teaching assignment when such an assignment is deemed necessary and appropriate by the Department Chair, after consultation with the faculty member and the DUGS, shall automatically be assigned an unsatisfactory rating for teaching for the year and the Dean of Arts and Sciences shall be informed of any such refusal.

Annex 5 Departmental Grievance Policy

It is the policy of the department to handle and resolve disputes and grievances at the lowest possible administrative level. If one faculty member has a grievance against another, the faculty members should first meet with one another and attempt to resolve the issue. If this fails, one or both of the faculty members may request that the Chair meet with the parties involved to attempt to resolve the grievance. In attempting to find a resolution, the Chair may appoint a third party from among the faculty to serve as an arbiter or may counsel the faculty members to utilize the services of the campus Ombuds office. Where the Chair is unable informally to resolve a grievance, the matter shall be referred to the Department's Grievance Committee, which will be constituted as an ad hoc subcommittee of the Department's Policy Committee. If the grievance involves a member of the Policy Committee, that person shall be recused from serving on the Grievance Committee. If a faculty member has a grievance with the Chair, s/he shall request that the Grievance Committee meet with the Chair and the grievant to attempt to resolve the issue. The Grievance Committee shall attempt to find a satisfactory resolution as expeditiously as is feasible. If the Grievance Committee fails to resolve the issue to the satisfaction of the involved parties, the Chair (or in the case of a grievance involving the Chair, the Grievance Committee) will refer the issue to the Dean, who may seek the advice of an appropriate subcommittee of the Arts and Sciences Council.

In the case of a grievance by a student against a faculty member, the Department should follow a procedure parallel to that laid down for grade grievances. Where a special procedure has been provided by the Boulder Campus or the University, such as, for example, those involving student misconduct, staff grievances or misconduct, or research misconduct or sexual harassment, the grievance will be handled according to those procedures. If not, the grievance will be handled according to the procedures described here.

Annex 6
Guidelines for Reappointment and Promotion of Teaching Faculty

The Political Science Department accepts the guidelines set forth by CU in the following documents:

Default Primary Unit Criteria for Reappointment and Promotion of Teaching-Stream (Non-Tenure-Track / Instructional Series) Faculty, College of Arts and Sciences, available at
<https://www.colorado.edu/asfacultystaff/media/67007>

A&S 5-Year Contracts for Teaching Professors, available at
<https://www.colorado.edu/asfacultystaff/media/67008>