

BYLAWS, POLICIES, PROCEDURES AND GUIDELINES OF
THE COLORADO SCHOOL OF PUBLIC HEALTH

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PREAMBLE

High quality education, training, and research are needed to ensure that public health organizations can protect and improve the health and the environment in Colorado and the Rocky Mountain Region. The Colorado School of Public Health (CSPH, hereafter also referred to as the “School”) was formed in 2008 in response to the recommendation of Colorado’s major academic institutions, public health departments, business community, and community leadership. Because it educates the regional workforce, stimulates relevant research and policy making, and provides leadership for diverse components of public health and the health care system, a School of Public Health is essential for improving the health of the population.

The Colorado School of Public Health is a collaborative school that links the public health strengths of the University of Colorado Anschutz Medical Campus (CU Anschutz), Colorado State University (CSU), and the University of Northern Colorado (UNC). Hereafter, CSU and UNC are referred to as the “Partner Institutions”. With CU Anschutz as the lead institution, the School draws on the strengths of the academic partners and is working to forge strong linkages to the Colorado Department of Public Health and Environment, local health departments, research centers, interdisciplinary centers in other schools, and with regional universities, community colleges and private institutions.

The Bylaws, Policies and Procedures of the Colorado School of Public Health are designed to enable the faculty and administration to: 1) work together to achieve the goals of the Colorado School of Public Health, and 2) collaborate on major decisions affecting the welfare of the School and the Partner Universities. They describe the powers and duties of faculty in relationship to the CSPH administration, to the Partner Institutions, and to other designated health and hospital organizations, and they articulate the key provisions for shared governance within this context.

The responsibility for and authority to develop faculty governance structures within the Colorado School of Public Health resides with the Voting Faculty. Accordingly, the Voting Faculty have established these Bylaws, Policies and Procedures of the Colorado School of Public Health, and thereby have created the Faculty Senate and outlined the roles, policies and operating procedures for faculty participation in the shared governance of the School.

These By-Laws, Policies and Procedures were approved by the CSPH voting faculty on March 14, 2008.

These Bylaws were revised and approved by the Voting Faculty in June 2012 and the current version replaces any prior version in its entirety.

These Bylaws were revised and approved by the Voting Faculty in September 2015 and the current version replaces any prior version in its entirety.

MISSION STATEMENT

Colorado School of Public Health Mission Statement

The Colorado School of Public Health, a collaborative, multi-disciplinary, multi-institutional, learning, research and service environment, will inspire academicians, practitioners and students of public health to work collaboratively to assure that all people and communities are healthy and their environment sustainable.

The mission of the Colorado School of Public Health is to promote the physical, mental, social, and environmental health of people and communities in the Rocky Mountain West and globally. The mission will be accomplished through collaborations in education, population-based research, and community service that bring together institutions, agencies and diverse populations.

The Colorado School of Public Health will enable students and faculty to: 1) engage in efforts to prevent disease, to promote health, to improve the environment, and to link community service with research and education; 2) educate and invigorate the public health workforce with the necessary training and support to ensure the health of the public; 3) train and support health care providers of all types (nurses, physicians, veterinarians, etc.) to improve the health of the populations they serve; 4) enable policy makers to be well informed about health and environmental issues; and 5) support the people in the Rocky Mountain Region in actively promoting their health and the health of their communities.

Inclusion, Diversity and Health Equity Mission Statement

The Inclusion, Diversity and Health Equity mission of the Colorado School of Public Health is to build a diverse and representative academic community which recognizes the importance of social and economic justice in relation to health. In partnership with the non-academic community, the School will contribute effectively to the achievement of health equity, leading to the elimination of health disparities. The School will work to build a culturally competent institution which includes the environment, policies and procedures, faculty, staff, leadership and student body. The School will work to build an institution that trains culturally competent and sensitive health professionals who are knowledgeable and respectful of diversity in society and dedicated to ensuring health equity among all people. In pursuing this competence it will dedicate itself to engaging communities in a dialogue of mutual and reciprocal learning.

ARTICLE I: ORGANIZATION

A. Departments, Divisions, Sections and Centers

1. Departments

The Departments of the School include: Biostatistics and Informatics, Community and Behavioral Health, Environmental and Occupational Health, Epidemiology, and Health Systems, Management, and Policy.

a. Department Governance

Departments are the principal internal organizational units within the School and the primary units of faculty self-governance. Examples of how faculty members participate in Department governance include:

- determining the content and structure of the Department's academic programs;
- advising on graduate admissions, scholarships, and awards;
- advising on the unit's hiring plans and participating in new faculty searches;
- mentoring junior faculty, evaluating the performance of both untenured and tenured faculty, and advising on tenure and/or promotion decisions; and
- advising on the selection of new unit heads and evaluating the performance of continuing unit heads.
- and other areas defined by the CU Regent's Laws

b. Department Organization

Faculty also participate in issues related to structure and organization of the Department by providing general advice and/or approving decisions recommended by the Dean and/or the Dean's designee(s) regarding:

- processes to be employed for identification of the heads of Departments;
- establishment and structure of Divisions, Sections, and Programs; and
- terms of office for department heads.

2. Divisions, Sections, Programs, and Centers

Departments may have smaller functional units if advantageous for educational, research or service functions. These may include, in order of hierarchy, Divisions, Sections and Programs. A department may elect to develop any of these units from time to time, and may develop Programs or Sections without a requirement for Divisions. In the case of interdepartmental Divisions, Sections or Programs, all participating Departments must approve the establishment of the unit.

Formation of Divisions within or between Departments requires approval by the Voting Faculty of the department(s) affected and Executive Council of the School. Formation of Sections or Programs requires approval only by the Voting Faculty of the department(s) affected.

Centers and Institutes will be formed in accordance with the University of Colorado academic policy outlining Procedures for the Establishment of Centers, Institutes, Laboratories, and Bureaus.

B. Executive and Administrative Officers

1. Ex-officio members

The Chancellor and Provost of CU Anschutz are ex officio, non-voting, members of the General faculty. The Dean, Associate Deans, and Assistant Deans of the School shall be ex officio, voting members of the General Faculty, the Voting Faculty, and the Faculty Senate. They also shall be ex officio, voting members of the Executive Council.

2. The Dean

The Dean shall be the administrative head of the School and shall represent the School in all matters. He/she shall be responsible for the enforcement of admissions policies and for the general effective functioning and performance of the School. Upon recommendation of the School Executive Council, he/she shall present to the Faculty Senate a list of candidates for degrees to be recommended to the respective Boards of Regents/Governors/Trustees of the Partner Institutions.

The Dean shall enforce the Bylaws, Policies and Procedures of the School, and shall have the power to act in cases of discipline. He/she shall confer with the chairs of the internal organizational units for the School, and when appropriate with unit faculties, about faculty salaries and privileges. He/she shall allocate space in the best interests of the School. He/she shall make regular reports to the Chancellor or his/her designee and to the Faculty Senate. The Dean shall be an ex officio, non-voting member of all standing committees. He/she, in consultation with the Faculty Senate Officers, shall appoint all committees designated in the Bylaws, Policies and Procedures unless the method of appointment or selection has been otherwise specified in these Bylaws, or in the case of special committees authorized by action of the Faculty Senate or the Board of Regents.

The academic and administrative performance of the Dean shall be reviewed every three to five years in accordance with University policies, with formal input from Department chairs, the Faculty Senate, and the faculty at large. This will include a review of the administrative, external relations and financial organization and activities of the Dean's Office.

3. Associate and Assistant Deans

The Associate and Assistant Deans shall be appointed by the Dean, with concurrence of the Executive Council, to assist the Dean in the performance of his/her duties. In the absence or disability of the Dean, the Associate Dean for Academic Affairs, or in his/her

absence, another Associate Dean designated by the Dean, or by the Chancellor or his/her designee, shall serve as acting administrative head of the School.

C. Faculty Organization

1. General Faculty

The General Faculty of the School shall be responsible for the development, implementation, and evaluation of the School's educational, research, and community service efforts. Members of the General Faculty will have primary faculty appointment at any one of the three Partner Institutions, and appointment to the School. The General Faculty shall consist of all Professors, Associate Professors, Assistant Professors, Senior Instructors and Instructors including those with Research, Clinical, Clinical Teaching and Adjunct faculty titles. Senior Research Associates, Research Associates, Professional Research Assistants, and Senior Professional Research Assistants are also members of the General Faculty of the School. The following people are also members of the General Faculty: the Dean of the School, School Associate Deans, and School Assistant Deans.

2. Voting Faculty

The Voting Faculty have voting rights in matters of educational, scholarly, clinical, and designated administrative issues in the School. The Voting Faculty shall consist of all salaried members of the General Faculty whose primary appointments are in the School at CU Anschutz or at one of the Partner Institutions, and who hold the following titles: Professors, Associate Professors, Assistant Professors, Senior Instructors, and Instructors, either Tenured or Tenure-Eligible, Clinical Teaching, Research or Clinical. In addition, the Dean of the School and the Associate Deans are Voting Faculty. Volunteer Clinical faculty are non-voting. Faculty with primary paid appointments at the Partner Institutions may vote on matters pertaining to School activities, but shall not vote on matters that are internal to CU Anschutz departments within the School or that are regulated by CU Anschutz policy and procedures (e.g. faculty promotion, tenure). Conversely, CU Anschutz faculty shall not vote on matters internal to CSU and UNC.

D. Faculty Governance

1. Executive Council

The Executive Council shall consist of the chairpersons of all Departments; the Dean of the School, the Associate Deans for Faculty, Research, Academic Affairs, Student Affairs, Public Health Practice, and Administration and Finance; the Public Health Directors at CSU and UNC; School-wide Center and Institute Directors; the President of Faculty Senate, two at-large faculty members appointed by the Dean with the consultation of the Faculty Senate Officers, and such other Associate or Assistant Deans, Directors or Officers as the Executive Council may determine, by majority vote, should be members.

The Dean of the School shall function as a member of the Council without vote, except when an additional vote is needed to break a tie.

The Dean of the School or the Dean's designee shall serve as the Chair and preside at meetings of the Executive Council. The Council shall generally meet once each month and at least 10 times each year as determined by the Dean or, in the case of his/her absence or disability, by the Acting Dean. Minutes of each meeting shall be made available on the School's website or, otherwise, to any member of the Voting Faculty on request. Special meetings may be called at any time by the Dean, or by written request of five members upon 24 hours' notice to the Executive Council membership. Either the Dean or the Acting Dean may preside at such special meetings.

The Executive Council shall act as an advisory committee to the Dean and Faculty Senate. In the fulfillment of its duties, the Executive Council shall consider and make recommendations to the Dean and the Faculty Senate on such matters as the relationship of the School to other institutions and groups, the obligations, privileges and status of the faculty, the content and structure of the curriculum and the education of students, the size of the student body and the physical facilities of the School, the advisability of changes in the governance and established procedures of the School, and all other matters that relate to or affect the educational, clinical, scholarly, research and administrative activities of the faculty and the School. The Executive Council shall have access to all reports of Standing and Ad Hoc Committees of the School.

Except as set forth below, no action of the Executive Council is considered to be final, for this authority resides with either the Dean or the Faculty Senate as defined in these Bylaws, Policies and Procedures. In matters over which the Faculty Senate has authority, but which require immediate decision, the Executive Council may act in accordance with what it believes to be the will and/or the spirit of the Faculty Senate. However, such actions shall be referred to the Faculty Senate at the first regular meeting after the date on which they have passed, or at a special meeting.

Motions voted on by the Executive Council shall be affirmed by a simple majority of the votes.

2. Faculty Senate

The Faculty Senate is the primary operational unit of faculty governance. It shall comprise a number of Voting Faculty representatives from each department, division, or other major organizational unit within the School that is proportional to the number of Voting Faculty within that unit relative to the total number of Voting Faculty in the School. Each representative will serve a 3-year term.

Members of the Voting Faculty are eligible for election as representatives to the Faculty Senate. Each Department's representatives to the Faculty Senate shall be elected by the department. Candidates should be chosen so as to ensure that Voting Faculty holding both Tenure-track and non-Tenure-track (Clinical Teaching and Research) primary

appointments at the School are included. In addition, there will be proportionate representation for each unit from the academic partners (CSU, UNC). The number of representatives from each unit, campus, and other institutions will be updated annually based on the Faculty Senate Policies and Procedures.

The Faculty Senate provides representation for the faculty of the School, including those based at the lead and Partner Institutions. The Senate presents the issues and concerns of the faculty and seeks action when required; provides a representative group with which others can communicate issues or new initiatives to the faculty; makes recommendations to the Dean and Executive Council on matters of educational, scholarly, clinical, and designated administrative issues in the School – with the exception of recommendations for faculty personnel actions, student honors, and student and faculty disciplinary actions.

For the purposes of any actions or votes taken by the Faculty Senate, a simple majority of those voting, provided that the number voting constitutes a quorum, is required. For these same purposes, a quorum shall be considered one more than half of the seated membership of the Council. The Faculty Senate may elect to conduct votes electronically.

a. Faculty Senate Officers

The officers for the Faculty Senate shall consist of the:

- President
- President-Elect
- Past-President
- Secretary

The President-Elect and the Secretary shall be elected each year by the Voting Faculty. The President shall serve a one-year term and shall be succeeded by the President-Elect. After serving a one-year term, the President shall serve one year as Past-President. The President shall not be eligible for re-election until two years after the end of his/her term as Past-President.

The President, President-Elect, Past-President, and Secretary of the Faculty Senate shall serve as members of the Voting Faculty and the Faculty Senate. They shall prepare the agenda of the Voting Faculty and Faculty Senate meetings in consultation with the Dean or the Dean's designee, shall make certain that committee reports are available to the Voting Faculty, shall recommend to the Dean the appointment or election of ad hoc or other committees as needed; and shall be empowered to bring to the Voting Faculty any and all matters they deem to require the consideration of that group.

The President of the Faculty Senate shall preside at meetings of the Voting Faculty and at Faculty Senate meetings and shall present reports of those meetings to the

Executive Council. If the President is unable to preside at meetings or meet other responsibilities, the President-Elect of the Faculty Senate shall substitute. The President shall be empowered to remove any elected member of a committee for non-performance of assigned functions and to appoint a replacement after obtaining a recommendation from the chair of the department needing representation. Any Faculty Officer may be removed by a majority vote of the Council. In case of the temporary absence or illness of the President, his/her duties shall be carried out by the President-Elect. The President-Elect shall become President on July 1, or upon retirement or permanent inability of the President to serve (the latter to be determined by a majority vote of a quorum of the Faculty Senate). In the latter instance, the President-Elect shall complete the remaining term of the President and then shall serve his/her own full term. The President of the Faculty Senate also will serve as a standing member of the campus-wide CU Anschutz Faculty Assembly.

The Secretary shall be responsible for recording the minutes of all meetings of the Faculty Senate and the Voting Faculty.

Each spring, the Associate Dean for Faculty shall solicit written or electronic nominations from the Voting Faculty for the positions of President-Elect and Secretary of the Faculty Senate. Candidates for these offices must be nominated by one or more Voting Faculty members and must agree to serve in that position for the designated time in order to be placed on a written or electronic ballot.

All members of the Voting Faculty holding the rank of Assistant Professor or higher shall be eligible for Secretary of the Faculty Senate. Voting faculty at the rank of Associate Professor or Full Professor are eligible to be President. Members of the University and School administration, the Dean, or Associate or Assistant Deans, or Department Chairs are not eligible for **any** Faculty Senate Officer Positions. Faculty Senate Officers may not serve as chairpersons on any Standing Committees during their terms in office.

b. Meetings

The election of all officers and committees shall be held in the spring of the year. The terms of such offices and committees shall run from July 1 through June 30.

E. Standing Committees

Standing committees of the School shall include:

- Admissions Committee
- Appointments, Promotion and Tenure Committee
- Education and Curriculum Committee
- Research Committee
- Space and Facilities Committee

1. Committee Governance

Each Standing Committee officially reports to the Faculty Senate and acts as an advisory committee to the Dean. Standing committee chairpersons are appointed by the Dean in consultation with Faculty Senate officers; and once appointed chairpersons will report to the Faculty Senate President. Unless otherwise stated in the Bylaws, Faculty Senate delegates responsibilities and authority to each Standing Committee as defined in the Policies and Procedures for each committee (see Article III). In matters over which the Faculty Senate has reserved authority, but which require immediate decision, the Standing Committee may act in accordance with what it believes to be the will and/or the spirit of the Faculty Senate. However, such actions shall be referred to the Faculty Senate at the first regular meeting after the date on which they have passed, or at a special meeting. In cases where the Standing Committee has full authority, as delegated by Faculty Senate, the Standing Committee shall notify Faculty Senate and Dean of the final decision or action by the Standing Committee at the first regular meeting after the date on which they have passed.

2. Committee Meetings

All of the above cited Standing Committees shall meet at least annually or more frequently as circumstances warrant. All regular committee and subcommittee meetings shall be open to all members of the Voting Faculty, who may attend as non-voting members. However, by majority vote of the members in attendance, the committees and subcommittees may go into executive session. Names of chairpersons of standing committees shall be communicated to the Faculty Senate and announced or published annually.

3. Committee Reports

All committees shall make an annual written report of their activities and those of their respective subcommittees within three months of the end of the academic year to the Dean, the Executive Council, the Faculty Senate and the Voting Faculty. Timely posting of these reports on the School website may serve to fulfill the reporting requirement with respect to the Voting Faculty. In addition, the chairperson of any standing committee may be requested to make a brief oral summary of this report to the Faculty and/or Executive Council. More frequent reports to the Faculty Senate and/or the Executive Council shall be made in instances where important decisions require such additional information and communication.

Unless otherwise specified, the chairperson of a subcommittee will be an ex-officio member of the parent committee, functioning without vote, except when required to break a tie.

4. Membership on Standing Committees of the School

Except as otherwise provided in these Bylaws, Policies and Procedures, committees will be constituted to achieve broad input from groups affected by the functions and decisions of the committee. No faculty member shall serve on more than three standing committees of the School at any one time. Unless otherwise provided in these Bylaws, Policies and Procedures, each standing committee will include members from at least three departments. The Dean shall appoint the chairperson of each standing committee, after consultation with the Faculty Senate Officers. Such committees may select the chairpersons of their own subcommittees, if any. Three consecutive unexcused absences from meetings shall be grounds for discharge of a member from a committee. Each committee shall have a secretary responsible for keeping minutes and for preparing the annual report. Copies of the minutes of each meeting shall be sent to the Dean and to the President of the Faculty Senate as an attachment to their monthly committee report. All committees may appoint ex-officio, non-voting members as needed. All committees may appoint additional ad hoc subcommittees as needed. Specific details of each standing committee regarding the goals and objectives, number and types of committee members, activities, meetings, and reports, and the methods by which committee members are selected, are detailed in the Policies and Procedures appended to these Bylaws. Additional School-wide (ad hoc) Committees may be created as approved by the Faculty Senate, by the Executive Council or by the Dean or Dean's designee.

F. Student Council

The Student Council will include, insofar as possible, students from all programs in the School and at all Partner Institutions. Its purpose shall be to: support students pursuing education and careers in the field of public health, foster a sense of community among students, support and increase diversity within the student body and the School, establish and promote the honor code, and establish and maintain strong relationships with communities. The Bylaws for the Student Council shall be ratified by a majority of approving votes from eligible voters who are all members of the School student body and will be approved by the Dean and the Executive Council.

G. Staff Council

Staff of the School at the CU Anschutz and at the Partner Institutions will participate in their respective institutional Staff Councils.

H. Institutional and Inter-institutional Governance

1. Faculty Assembly

The Faculty Assembly provides representation for the faculty at the campus or institutional level. The Voting Faculty of the School shall elect as many representatives as required to the appropriate Faculty Assembly.

2. Faculty Council

The Faculty Council is the governance body for faculty at all CU institutions (CU-Boulder, CU Denver, CU Anschutz, and CU-Colorado Springs). Eligible members of the School faculty will be selected for and will serve in the CU Faculty Council in the numbers required and in accordance with existing Faculty Council policies.

3. Partner Institutions

Faculty in the School with primary appointments at Colorado State University or at University of Northern Colorado will be involved in faculty governance bodies within their respective institutions following the rules and procedures of the respective institutions, and will not serve on the CU Faculty Council or Assembly.

ARTICLE II. FACULTY APPOINTMENTS, RANKS, PROMOTION AND TENURE

A. Department Chairpersons

1. Functions

Department chairpersons will carry out the duties and responsibilities specified in the Laws, Policies and Administrative Policy Statements of the Board of Regents of the University of Colorado.

2. Searches

Searches for Department chairpersons shall be conducted in accordance with the laws and policies of the Regents. After consulting with faculty in the Department and with the Faculty Senate Officers, the Dean shall appoint a committee to conduct the search for a new Department chairperson. The search committee shall consist of at least six members and shall include faculty from the Departments of the School, and shall include clinical faculty, if appropriate. Where appropriate, the search committee also shall include ColoradoSPH faculty from other health and hospital organizations and the practice community. The chair of the committee shall be designated by the Dean. Neither the Chancellor, the Executive Vice-Chancellor, the Dean, nor Associate Deans shall be members of the committee, but a representative from those offices may be requested by the committee to act with it on an ex officio, non-voting basis. The committee shall have the privilege of consultation with the outgoing Department chairperson, but the outgoing chairperson shall not be a member of the committee. The committee will recommend one or more suitable candidates to the Dean. The Dean will select a candidate, in consultation with the Executive Council, and submit the nomination to the Chancellor for approval. Should the Dean choose not to select one of the recommended candidates, the reasons for that decision will be shared with the Executive Council, along with specific recommendations for next steps in continuing the search and/or interim arrangements for departmental leadership. The Executive Council must then affirm that decision, by a simple majority, or recommend a different decision about next steps in the process.

B. Division, Section or Program Heads

Program heads (or Directors) are responsible to Section heads (if applicable) or Division heads (if applicable) or to Department chairpersons. Section heads are responsible to Division heads (if applicable) or Department chairpersons (if there are no Divisions). Division heads are responsible to Department chairs.

Division, Section and Program heads shall be nominated by the Department chair and recommended for appointment by a simple majority vote of the Executive Council. Departments should develop a transparent process to identify and nominate such individuals for Division, Section and Program leadership. In the case of interdepartmental Divisions, Sections or Programs, all participating Departments will participate in this nomination process.

C. Administrative Positions

1. Appointment

Administrative positions are the Dean and Associate Deans, Department Chairpersons, Division Heads, Section Heads, Program Directors, and other Directors, including Center Directors designated by the School. In accordance with University policy, these positions are “at-will,” rather than continuing appointments. Performance of individuals in all such positions should be evaluated on a regular basis every three to five years in a manner that includes formal input from relevant constituencies and a review of the effectiveness of designated role responsibilities. Specific procedures for evaluation of the Dean’s performance are described in paragraph I.B.2. above.

2. Searches for Assistant and Associate Dean Positions

In accordance with Article 5.E.5.E of the laws of the Regents, the faculty shall collaborate with the CSPH administration in the selection and evaluation of department chairs and academic administrators. Faculty will also collaborate with the administration to make recommendations to the Board of Regents and its designee. After consulting with Department Chairs and Faculty Senate Officers, the Dean shall appoint a committee to conduct the search for a new Academic Administrator. The search committee shall include faculty representative(s) selected in concurrence with Faculty Senate. Department chairs and other academic Assistant and Associate Deans are also eligible to be on the search committee as appropriate. Where appropriate, the search committee also shall include representation from other health and hospital organizations and the practice community. The chair of the committee shall be designated by the Dean. Neither the Chancellor, the Executive Vice-Chancellor, nor the Dean shall be members of the committee, but a representative from those offices may be requested by the committee to act with it on an ex officio, non-voting basis. The committee shall have the privilege of consultation with the outgoing Assistant or Associate Dean, but the outgoing Assistant or Associate Dean shall not be a member of the committee. The committee will recommend one or more suitable candidates to the Dean. The Dean will appoint a candidate, in consultation with the Executive Council, to assist the Dean in the performance of his or her duties. In the absence or disability of the Dean, another Associate Dean of the School Public Health designated by the Chancellor, or in absence of a designated acting administrator, the Associate Dean for Academic Affairs shall serve as acting administrative head of the School.

D. Terms of Appointment

All policy and procedures of the School with respect to faculty appointments and promotions should be in conformance with the Laws, Policies and Administrative Policy Statements of the Board of Regents that should govern any issues with respect to which these Bylaws are silent or which conflict (e.g., required notice for termination).

The School recognizes four types of faculty appointments:

1. Tenured

Tenured appointments continue until termination by resignation, retirement, or otherwise pursuant to applicable Regent laws and policies.

2. Indeterminate

Indeterminate appointments are made for an indefinite period of time; all indeterminate appointments are at-will. Continuance is dependent upon inclusion in the approved budget and available funding. An academically-qualified individual, whose salary is paid by an academic partner, or by a public health practice institution or health or hospital organization, may receive an indeterminate appointment to the ranks of Associate Professor or Professor; such appointments shall imply no continuing financial obligation on the part of the University. Such positions are not eligible for consideration for Tenure.

3. Limited

Limited appointments are for specified periods of time (from less than one year to four years).

4. At-will

At-will appointments are made for an indefinite period of time; their continuance is determined by the hiring authority. Faculty members holding limited appointments may not be re-assigned to at-will appointments unless proper notice is provided, in accordance with University policies.

E. Types of Appointments

Faculty appointments will either be Tenure Track, or Non-Tenure Track, including Clinical Teaching Track, Research Faculty, Clinical Faculty, Adjunct Faculty or Secondary Faculty, consistent with Board of Regents policy.

1. Ranks and Criteria for Tenure Track Faculty

a. Assistant Professor

Assistant Professors appointed to Tenure Track positions should have the terminal degree appropriate to their field, or its equivalent, as well as some teaching experience and evidence of activity in research and/or public health practice. They should be well-qualified to teach in School programs and demonstrate the potential for excellence in teaching, research, and/or public health practice and the capacity to participate productively in scholarly activity.

b. Associate Professor

Associate Professors should have the terminal degree appropriate to their field or its equivalent, considerable successful teaching experience, and promising accomplishment in research, and/or public health practice/clinical activity. At least one of the following areas should be evaluated as excellent: teaching, research, and/or public health practice/clinical activity. Evidence of leadership and service to the School also is expected.

c. Professor

Professors (also called “Full Professors”) should have the terminal degree appropriate to their field or its equivalent, as well as a record that: (a) taken as a whole, can be judged as excellent, including excellence in Scholarly Activity; (b) provides additional evidence of excellent performance in at least two of the following, Teaching, Research, and Public Health Practice/Clinical Activity, including demonstrated scholarship in the areas of excellence; (c) since receiving Tenure or promotion to Associate Professor, reflects substantial, significant, and continued growth and accomplishment in the areas mentioned. Evidence of leadership and service to the School also is expected. Scholarship is synonymous with the generation of new knowledge and implies creativity, leadership, reputation, and impact on one’s field.

2. Ranks and Criteria for Non Tenure-Track Faculty

a. Instructor

The academic rank of Instructor, as used within the School, includes two categories: one that serves as a terminal position for faculty members who are not eligible for, or who do not wish to pursue, a position as Assistant Professor, and a second that reflects a temporary early career development position for individuals with terminal degrees who desire to become Assistant Professors but have not yet demonstrated the capacity to obtain funding or readiness for consideration as an Assistant Professor, or who do not engage in the full range of faculty responsibilities. All appointments at the rank of Instructor, except for limited appointments, are at-will.

b. Senior Instructor

The academic rank of Senior Instructor permits higher recognition and salary than that of Instructor. It may be awarded to faculty members who do not possess a terminal degree or other prerequisites for promotion to Assistant Professor, or who do not engage in the full range of faculty responsibilities, but who have special abilities in teaching, research or public health/clinical practice. Senior Instructors are usually employees at-will. All appointments at the rank of Senior Instructor, except for limited appointments, are at-will.

Instructors and Senior Instructors who do not possess the terminal degree may be appointed if their experience and special abilities meet the standards set by the Institution in accordance with the guidelines of the Higher Learning Commission (HLC).

3. Ranks and Criteria for Clinical Teaching Track

Persons with Clinical Teaching Track titles devote a significant portion of their time to the practice of public health or other clinical health care specialties and/or teaching and may benefit the School through engaging in such activities as teaching lectures or courses, mentoring MPH and DrPH students, providing practicum opportunities, participating in community-based research, and serving on School committees and/or advisory boards.

Clinical Teaching Track faculty are expected to demonstrate continued professional growth in their fields. Faculty in Clinical Teaching Track titles are not eligible for Tenure and usually are employed at will. Clinical Teaching Track faculty members who are engaged in greater than 50% clinical teaching activity may be given limited appointments.

- a. Instructors in the Clinical Teaching Track are of two types: 1) a position that serves as a terminal position for faculty members with master's degrees or the equivalent in their field and who are not eligible for, or who do not wish to pursue, a position as Assistant Professor; or 2) a position that serves as a temporary early career development position for individuals with terminal degrees who desire to become Assistant Professors, but who have not yet demonstrated readiness for consideration for the academic rank of Assistant Professor. Senior Instructors in the Clinical Teaching Track demonstrate higher qualifications or experience and, where applicable, may be offered higher salaries than would be offered at the academic rank of Instructor.
- b. Assistant Professors in the Clinical Teaching Track are expected to have the terminal degree or equivalent and also to have some successful teaching experience. They are expected to teach and/or engage in public health practice or other clinical health care.
- c. Associate Professors in the Clinical Teaching Track must have the terminal degree, be well-qualified to teach and/or provide public health practice or other clinical health care, and demonstrate considerable evidence of successful teaching as well as evidence of leadership and service.
- d. Full Professors in the Clinical Teaching Track must have the terminal degree, excellent accomplishments in teaching, and/or the provision of public health practice or other clinical health care, and meritorious leadership and service in the school.

4. Research Faculty

Faculty members whose primary responsibilities are to conduct research will be given a title within the Research Associate or Research Professor series. Research faculty

members are devoted to the conduct of research, with limited teaching or leadership and service commitments. Salaries of Research Faculty are largely derived from non-general funds; such faculty are at-will employees and not eligible for Tenure.

a. Research Professor Series

Research faculty may be appointed at the Research Professor, Research Associate Professor, Research Assistant Professor, Research Senior Instructor and Research Instructor ranks. These ranks are used for persons with qualifications similar to those described above for equivalent Tenure Track academic ranks and for the non-Tenure Track Senior Instructor and Instructor ranks, respectively, except that Research Faculty have limited involvement in instructional programs at the University. Faculty members in the Research Professor Series are employees at-will.

b. Research Associate Series

Individuals holding titles in this series usually are not involved in an instructional program at the University, and Faculty in the Research Associate Series are employees at-will.

The ranks for persons in the Research Associate series are:

1) Professional Research Assistant (PRA)

The Professional Research Assistant rank is held by individuals competent to carry out research or scholarly work of a quality comparable to that produced by a research technician or a graduate student research assistant. Among those eligible to be considered for appointment to the PRA title are Graduate Student Research Assistants who possess professional skills and competencies that can be applied to assist faculty investigators in the implementation or other support of research programs. A PRA works in a collaborative role with the principal investigator and contributes substantively to the investigation, implementation, and analyses of research projects or programs. As collaborators, PRAs may receive full credit as co-authors of publications and technical reports, and share in a variety of responsibilities in the research setting. A bachelor's degree or equivalent experience is required for appointment to the Professional Research Assistant title.

2) Senior Professional Research Assistant (SPRA)

The Senior Professional Research Assistant rank is held by individuals competent to carry out research or scholarly work of a quality comparable to that produced by an advanced Graduate Student Research Assistant. Appointment at this level is regarded as a promotion above the rank of PRA.

The master's degree or equivalent experience is required for appointment as a Senior PRA.

3) Research Associate

This title is granted to persons holding a doctoral degree or its equivalent and whose academic qualifications may be comparable to accomplishments of the same type that may be achieved by faculty in the academic ranks of Assistant or Associate Professor.

4) Senior Research Associate

This title is granted to persons who, because of demonstrated excellence in research performance and leadership and service, are recognized by the University as outstanding researchers in their field. Appointment to this position is to be regarded as a promotion above the rank of Research Associate. The accomplishments of individuals in this title may be comparable to achievements of the same type that are demonstrated by faculty in the academic rank of Associate or Full Professor.

5. Clinical Faculty

Clinical Faculty members are practitioners or other professionals, primarily located in the community, who spend the majority of their time in the practice of public health or other clinical health care specialties, and who supervise students engaged in practica, internships or other activities related to professional education. They also may have limited participation in research. Clinical faculty who provide clinical care and maintain independent health care practices must carry their own malpractice insurance, and that insurance must cover their university work as well as their private practice. Clinical faculty members are expected to demonstrate continued professional growth in their fields. These appointments are at-will.

Clinical Faculty may be appointed at the following ranks, according to the criteria outlined below:

- a. Clinical Instructors usually have the master's degree or equivalent, are well-qualified to teach, and have evidence of either public health practice or other relevant clinical health care or research experience.
- b. Clinical Senior Instructors demonstrate a somewhat higher level of expertise than that required for Clinical Instructors; the rank permits higher recognition and salary than that of Clinical Instructor.

- c. Clinical Assistant Professors must have a terminal degree or equivalent and demonstrate professional experience that may include teaching, public health practice or other relevant clinical health care practice, or research.
- d. Clinical Associate Professors must have a terminal degree or equivalent and demonstrated success in teaching, public health practice or other relevant clinical health care activity, or research.
- e. Clinical Professors must have a terminal degree or equivalent and a record that, taken as a whole, is judged to be excellent and indicates substantial, significant and continued growth and development and accomplishment in teaching, research, public health practice or other relevant clinical health care activity and leadership and service.
- f. Faculty who are employed by designated health care institutions or health-related organizations that do not have formal academic hierarchies (e.g., Denver Health and Hospital Authority, National Jewish Health, Kaiser Permanente, Veterans Affairs, or others that may be designated) and who wish to build and pursue an academic career at the Colorado School of Public Health will be given Clinical appointments. In general, they do not receive salary from the School; however, they may be paid on a case-by-case basis for specific teaching or administrative duties as negotiated by the appropriate institutional officials, following applicable policies and procedures of each institution, with approval by the Dean or designee.
- g. Individuals who are employed at such institutions without academic hierarchy who desire an academic appointment in the School will make application through the appropriate Department to the School-wide Appointments, Promotion and Tenure Committee. Following review and approval by the committee and following CU Anschutz criteria, policies and procedures, they may be awarded an appointment at the rank appropriate for their credentials and experience, which may be in any non-Tenure Track academic rank and position consistent with these Bylaws and the Rules of the Board of Regents.

6. Adjunct Faculty

Faculty whose primary appointments are in Partner Institutions, as defined in the CU Denver-CSU-UNC Memorandum of Agreement, dated December 17, 2014, or as amended, will be given adjunct appointments. Those Faculty will make applications to the appropriate Department and, if applicable, will be reviewed by the School's Appointments, Promotion and Tenure Committee. Following review and approval by the committee and following CU Anschutz criteria, policies and procedures, faculty will be appointed at the same rank, and for the same duration as held at the partner institution, unless special circumstances or a conflict with the Rules of the Board of Regents require an exception. Faculty hired through partner systems will not be eligible for Tenure at CU Anschutz.

Adjunct titles also are used for the following individuals:

- individuals whose primary appointments are in other University of Colorado Schools or Colleges, or whose primary appointments are in other institutions, or who are unaffiliated with another academic institution, but whose credentials and contributions merit appointment in the School.
- Individuals who are employed by one of the above defined health and hospital organizations but who do not want to pursue an academic career or promotion and whose commitment is more temporary in nature.

Such faculty will make application to the appropriate Department and, if applicable, will be reviewed by the School-wide Appointments, Promotion and Tenure Committee.

7. Other and/or Special Faculty Titles

Other, special faculty titles within the University of Colorado denoting academic appointments with responsibilities at the same level as those of the full-time faculty, but which do not include the possibility of Tenure are the same within the School as in the rest of the University. These are:

- a. Visiting
- b. Special Visiting Professor
- c. Endowed Chair/Endowed or Named Professor
- d. Emeritus/Emerita

In addition, the title of Distinguished Professor, and the criteria for promotion to this rank, are defined in the Laws of the Regents.

F. Faculty Promotion and Tenure

Each tenure-track faculty member hired at the rank of assistant professor will undergo a midterm or comprehensive review in year 3 or 4 of the tenure probationary period. The purpose of the mid-term review is to determine whether the candidate is making satisfactory progress towards promotion to associate professor and, if relevant, to tenure. Detailed information about the process of the mid-term review can be found in the School's Faculty Handbook, C.4. "Mentorship and Mid-Term Review".

1. Tenure Track Faculty

a. Promotion

Review of a Faculty Member for promotion will begin with the assembly of a dossier provided to the Primary Unit, represented by either the Departmental Appointments, Promotions and Tenure Committee (DAPTCO) or the equivalent primary unit committee, which documents the faculty member's accomplishments in the areas of Teaching, Research, Leadership and Service and/or Public Health/Clinical practice. If approved by DAPTCO, the recommendation is forwarded for First-Level Review, to the Appointments,

Promotion and Tenure Committee (APT) for review and recommendation. Their recommendation will be forwarded to the Dean who will then consider the recommendation. If he/she approves, then a letter will be prepared endorsing the promotion. Should the Dean decide not to approve the recommendation, he/she will so inform the candidate and the APT, giving the reasons for that decision, as specified in the Laws and rules of the Regents and applicable administrative policy statements. In the case of actions involving disagreements at the lower levels regarding promotion, the dossier will be forwarded to the Vice Chancellor’s Advisory Committee (VCAC) for review and recommendation. In the cases of actions without disagreements at lower levels, the dossier will be sent to the Provost and Chancellor.

1) Promotion from Assistant to Associate Professor in the Tenure Track requires that the faculty member meet the criteria for Associate Professor described above (E.1.b “Types of Appointment, Associate Professor”) and that he/she also meet the criteria for meritorious and/or excellent performance in the following areas of faculty responsibility:

- Excellence in either research, teaching or public health practice/clinical activity
- Meritorious in three of the following, including the one already indicated as excellent: research, teaching, public health practice/clinical activity, leadership and service

See Faculty Handbook, Appendix D, for detailed examples of meritorious and excellent performance in each of the areas noted here. The review for promotion to Associate Professor in the Tenure Track shall address the performance criteria for areas of responsibility, as indicated in the table below:

A. Excellence in one of the following:	and	B. Meritorious in three of the following, including the one already indicated as excellent in A
Teaching		Teaching
Research		Research
Public Health Practice/ Clinical Activity		Public Health Practice/ Clinical Activity Leadership and Service

2) Promotion from Associate to Full Professor requires that the faculty member meet the criteria for Full Professor described above (E.1.c “Types of Appointment, Professor”) and demonstrate excellence and/or meritorious performance as follows:

- Excellence in two of the following: research, teaching, and public health practice/clinical activity. Evidence of scholarship in any, though not necessarily all, of the above areas of performance is required for promotion at this level.
- Meritorious in three of the following including the two already indicated as excellent: research, teaching, public health practice/clinical activity, leadership and service

The faculty member whose contributions merit consideration for appointment or promotion to the rank of Professor in the Tenure Track must have made significant original contributions in the area of his/her expertise.

The review for promotion to Professor in the Tenure Track shall address the performance criteria for areas of responsibility, as indicated in the table below:

A. Excellence in two of the following:	and	C. Meritorious/Excellence in three of the following, including the two indicated as Excellent in A:
Teaching		Teaching
Research		Research
Public Health Practice/ Clinical Activity		Public Health Practice/Clinical Activity
		Leadership and Service

b. Tenure

Tenure Track faculty who are employees of the University of Colorado in the academic ranks of Associate Professor or Professor are eligible for consideration for an award of Tenure. Tenure Track faculty may be, but are not required to be, considered for the award of Tenure at the same time as they are being considered for promotion to Associate Professor. Consideration for promotion and the award of Tenure will be separate processes. There will be no maximum time limit for the award of Tenure; however, the faculty member who is turned down for Tenure at the level of the Dean may not be reconsidered for three years.

Viewed broadly, given that CU Anschutz is a public institution and a recipient of public funds, Tenure is viewed as an important tool granted by the public whereby the University may work to advance the social good through extending the frontiers of knowledge and transmitting that knowledge to students, to the community of scientists and scholars, and to the public. More specifically, Tenure is viewed as an essential element in the guarantee of academic freedom, which is required to meet the School’s mission. All candidates for an award of Tenure in the School will have demonstrated

significant accomplishments in scholarly endeavor, which is synonymous with the generation of new knowledge.

To receive Tenure, the faculty member’s record must demonstrate:

- Excellence in either research or teaching. Evidence of scholarship in at least one of these areas is required for the award of tenure.
- Meritorious/Excellence in at least research, teaching, and leadership and service. While public health practice/clinical activity is a criterion for promotion (please see page 22) and may be considered in tenure recommendations (please see APS 1022), neither public health practice nor clinical activity is a criterion considered for tenure under Regent Law 5.b.4.

A. Excellence in one* of the following:	and	C. Meritorious/Excellence in three of the following: including the one indicated as Excellent in A:
Teaching		Teaching*
Research		Research*
		Leadership and Service*
		Public Health Practice/Clinical Activity

*Required by Regent Law 5.b.4.

1) Process for Tenure review

Review of a faculty member for an award of Tenure will begin with the assembly of a dossier provided to the Primary Unit, represented by either the Departmental Appointments, Promotions and Tenure Committee (DAPTCO) or the equivalent primary unit committee that documents the faculty member’s accomplishments in the areas of Teaching, Research, Leadership and Service and/or Public Health/Clinical practice. The recommendation is forwarded for First-Level Review by the Appointments, Promotion and Tenure Committee (APT) for action. Faculty will be reviewed for the award of Tenure by a subcommittee of at least five tenured members of the APT and the complete recommendation will be forwarded to the Dean who will then review the recommendation. Should the Dean decide not to approve the recommendation, he/she will so inform the candidate and the APT, giving the reasons for that decision, in accordance with the Laws and policies of the Regents. All cases for tenure will be reviewed by the Vice Chancellor’s Advisory Committee (VCAC) and then forwarded to the Provost and Chancellor. The review of tenure will be conducted separately from any promotion consideration.

a) Transfer of Tenured appointments

Some faculty will elect to transfer their primary appointments from another CU School or College affiliation to the School. Approval for transfer is required from the requisite Department and Dean of the School or College and, if an intercampus transfer, the Provost and Chancellor of the campus from which the faculty will transfer and by the Department faculty, the Dean of the CSPH and the Provost and Chancellor of CU Anschutz. In the case of paid primary appointments, the Appointments, Promotions and Tenure Committee must review the credentials as well, and will advise on the appropriate academic rank to be offered. It is expected that this will usually be at the same rank as held in the other school or college, although exceptions may occur. If the rank to be granted on transfer into the School is to be higher than that held prior to transfer, the usual policies and procedures for promotion must be followed.

2) Clinical Teaching Track Faculty

Promotion from Assistant to Associate Professor in the Clinical Teaching track requires that the faculty member meets the criteria for Associate Professor described above (E.3.c. "Types of Appointments. Associate Professor in the Clinical Teaching Track") and demonstrates meritorious and/or excellent performance in the following areas of faculty responsibility.

A. Excellence in one of the following:	and	B. Meritorious in two of the following, including the one indicated as Excellent in A.
Teaching		Teaching
Public Health Practice/ Clinical Activity		Public Health Practice/ Clinical Activity
		Leadership and Service
		Research

Promotion from Associate to Full Professor requires that the faculty member meets the criteria for Full Professor described above (E.3.d. "Types of Appointments. Professor in the Clinical Teaching Track") and demonstrates excellence and/or meritorious performance in the stated criteria (below). The faculty member whose contributions merit consideration for appointment or promotion to the rank of Professor in the Clinical Teaching Track must have made significant original contributions in the area of his/her expertise. For promotion at this level, evidence of scholarship is required.

The review for promotion to Professor shall address the performance criteria for areas of responsibility, as indicated in the table below:

A. Excellence and Scholarship in one of the following:	and	B. Meritorious in two of the following, including the one indicated as Excellent in A.
Teaching		Teaching
Public Health Practice/ Clinical Activity		Public Health Practice / Clinical Activity
		Service
	Research	

3) Research Faculty

Promotion from Assistant to Associate Professor in the Research Series requires that the faculty member meets the criteria for Associate Professor described above (E.4.a. “Types of Appointments. Research Professor Series”) and demonstrates excellence in Research and meritorious performance in Leadership and Service or Public Health Practice/Clinical Activity.

The review for promotion to Associate Professor shall address the performance criteria for areas of responsibility, as indicated in the table below:

Excellence in:	and	Meritorious in one of the following:
Research		Leadership and Service
		Public Health Practice/Clinical Activity
	Teaching	

Promotion from Associate to Full Professor in the Research Series requires that the faculty member meets the criteria for Full Professor described above (E.4.a. “Types of Appointments. Research Professor Series”) and demonstrates excellence and/or meritorious performance in the stated criteria (see below). The faculty member whose contributions merit consideration for appointment or promotion to the academic rank

of Professor must demonstrate significant original contribution in the area of research. For promotion at this level, evidence of scholarship is required.

The review for promotion to Professor shall address the performance criteria for areas of responsibility, as indicated in the table below:

Excellence and Scholarship in:		Meritorious in one of the following:
Research	and	Leadership and Service
		Public Health Practice/Clinical Activity
		Teaching

4) Scholarship Requirement for all Faculty

Faculty will be required to demonstrate achievement in scholarship, which is especially important for the award of tenure and for promotion to full Professor. Scholarship implies creativity, leadership, reputation, and impact on one’s field. Examples of Scholarship in Research, Education, and Public Health Practice are provided in the school’s Faculty Handbook, Appendix D.

5. Probationary Period and Timeline for Promotion

Review for promotion to Associate Professor in the Tenure Track, Clinical Teaching Track, and Research series may occur earlier should the faculty member meet the specified criteria, but normally the review process must begin no later than the beginning of the seventh academic year of service as Assistant Professor. This seven year probationary period will be prorated based on the percentage effort of the faculty member. Formal leave taken by the faculty member will not be counted in the seven year probationary period. Faculty members who are not promoted to Associate Professor during the seventh year at the rank of Assistant Professor will be given one year's notice of non-renewal.

An extension to the seven-year probationary period of up to three years may be granted as follows: a) with written concurrence of the Department Chairperson, any Assistant Professor may submit a letter to the Dean of the School requesting up to a three-year extension and stating the circumstances that justify such an extension; b) the APT Committee then will be asked to review the faculty member’s curriculum vitae, along with such other documentation as may be deemed appropriate, and provide a written evaluation of the faculty member’s readiness for promotion; and c) on receiving the APT report, the Dean will make a final decision. The request for an extension must be

submitted prior to the start of the scheduled review cycle for promotion by the Appointments, Promotion and Tenure Committee. Valid reasons for an extension might include interruption of one's career because of illness or family obligations, significant change in career focus, assumption of major administrative, teaching or research responsibilities, etc. If an extension is not approved by the Chair, the faculty member may appeal to the Dean. An individual granted an extension to the probationary period shall not be subject to additional Scholarship, Teaching, Research, Public Health Practice/Clinical Activity or Leadership and Service requirements, above or beyond those normally required in order to qualify for promotion.

6. Faculty at Partner Institutions

Faculty who are awarded promotions at Partner Institutions may be considered for promotion (but not Tenure) in the comparable Adjunct rank within the School, following the procedures and guidelines in Appendix 2 of this document. The Teaching, Research, Scholarship, Leadership and Service, and Public Health Practice Activities carried out by such faculty at Partner Institutions will be accorded a level of recognition in appointment and promotion decisions that is equivalent to that used for such activities at the faculty member's primary institution.

G. Procedures for Appointment, Reappointment, Promotion and Award of Tenure

The APT Committee is responsible for determining procedures for review and recommendations, following the policies and procedures of the Board of Regents. Policies, Procedures and Guidelines regarding appointments, reappointment, promotion and the award of Tenure are found in Appendix 2 of these Bylaws.

Review of each Department's criteria for reappointment, Tenure, and promotion and post-tenure review, if any, will be conducted every 5-7 years as a part of the Academic Program Review process in accordance with the Rules of the Board of Regents, to determine whether these criteria: (1) reflect appropriate and current standards of professional performance and (2) serve to ensure that faculty have the professional competence needed to achieve the goals of the department, college/school, campus and the Board of Regents. Criteria that do not meet these two standards must be revised by the Department and approved by the Voting Faculty and the Dean of the School or designee.

The processes related to promotion and tenure, including procedures for soliciting external reviewers, are included in the Policies, Procedures and Guidelines in the appendix of these Bylaws.

The processes for Faculty annual evaluations, ratings, salary recommendations, differentiated annual workloads, post-tenure review, and guidelines in writing professional plans are described in the Policies, Procedures and Guidelines in the appendix of these Bylaws. The processes for appealing a below expectations rating on an annual review or post-tenure review are described in the Policies, Procedures and Guidelines.

The processes related to research misconduct are detailed in the Policies, Procedures and Guidelines.

H. Sabbatical Assignments

After six years of service to the School on a full-time appointment in the Tenure Track, Clinical Teaching Track or Research Series faculty members who have attained the rank of Associate Professor or Professor may be eligible for sabbatical assignments. All sabbatical assignments are subject to the availability of funding and must be approved by the Department Chair, the Dean, and the CU Anschutz Provost. No less than six months prior to the start of a proposed sabbatical period, an eligible faculty member seeking approval for a sabbatical must submit a specific plan, along with a letter of recommendation and statement of financial and workload implications from the Department Chair, to the Associate Dean for Faculty. Review and approval by the Regents of such plans shall be conducted in accordance with University and campus policies.

I. Clinical Practice

Any faculty member with a primary paid appointment in the School who wishes to practice clinical medicine or another clinical health discipline must also have a secondary appointment in the School of Medicine, or other appropriate school, through which such practice will be conducted. Policies regarding clinical practice of medicine are outlined in the Memorandum of Agreement with the School of Medicine, dated February 2008.

J. Faculty Compensation Plan (Base, Supplement, Incentive (BSI))

In order to reward faculty appropriately for increased productivity when funds are available and to adjust downward when reductions in available resources so require, the School utilizes a flexible faculty compensation system that is referred to as Base, Supplement, Incentive, or BSI, which was approved by the Regents as the "Alternative Compensation Plan for the Health Sciences Center Schools". BSI allows the School to spread financial risks appropriately and minimize the potential for termination of faculty in the case of financial exigency. The BSI plan also will allow significant salary increases when the funds are available, but without obligating the School indefinitely. Although the capacity to lower salaries does not eliminate the option to terminate non-tenured faculty in case of School or Departmental financial problems, it should substantially decrease the number of such terminations and thus help preserve the academic character of the School.

Policies, procedures and guidelines of the BSI plan, including the calculation of base and supplement, annual changes in salary, and methods for determining incentives, are described in Appendix 1 of these Bylaws.

Faculty paid for more than 50% of their time by the School will follow the Regents Policies regarding additional remuneration for non-clinical consultative services. Specifics regarding consultative services and remuneration are detailed in Appendix 1 of these Bylaws.

K. Conflict of Interest Statement

With the acceptance of an appointment at the University of Colorado, employees agree to abide by the Policies of the Board of Regents and the policies and State and Federal laws and regulations related to conflicts of interest and/or commitment. The term “conflict of interest” refers to situations in which financial or other personal considerations may adversely affect, or have the appearance of adversely affecting, an employee’s professional judgment in exercising any University duty or responsibility in administration, management, instruction, research and other professional activities. The term “conflict of commitment” refers to situations in which outside relationships or activities (such as professional consulting for a fee) adversely affect, or have the appearance of adversely affecting, an employee’s commitment to his/her University duties or responsibilities. All Policies and Procedures of the School shall be in conformance with the Board of Regents Rules, and Standards, Process and Procedures regarding Conflict of Interest and Commitment, as described in the University of Colorado Administrative Policy Statement on Conflicts of Interest and Commitment dated September 1, 2006, and/or as subsequently revised.

ARTICLE III: FUNCTIONS AND DUTIES OF STANDING COMMITTEES

Standing Committees of the School are appointed by the Dean, in consultation with the Officers of the Faculty Senate. Once appointed the Committee Chairs report to the President of the Faculty Senate. The Chair of any such Committee, with approval of the Dean, shall be empowered to remove any member of a committee for non-performance of assigned functions and to appoint a replacement.

A. Admissions Committee

The CSU and UNC campuses as well as departments on the CU Anschutz campus will each form an admission committee to review applications and recommend admission. The school-wide standing admission committee will consist of one representative from each CU Anschutz department and each campus admission committee. The school-wide committee will meet as defined in the Admissions Committee Policies and Procedures. The admissions committee shall be responsible for: review of policies and procedures related to admissions to the programs of the School and other rights and duties as specified in its policies and procedures and approved by Faculty Senate. The department and campus admissions Committees have full authority to select members of the entering professional degree programs and other rights and duties, with the oversight of the school-wide standing admissions committee. The admissions committee will ensure that each department and campus committee adheres to a common minimum standard approved by Faculty Senate. As required by Article 4 of the Laws of the Regents, the Dean shall have responsibility for enforcement of admissions standards and requirements

B. Appointments, Promotion and Tenure Committee

The Appointments, Promotion and Tenure Committee shall be responsible for: reviewing nominations for appointment, reappointment, promotion or Tenure at the Professor, Associate Professor and Assistant Professor ranks; for reviewing and updating the Appointments, Promotion and Tenure policies and criteria; and other rights and duties as specified in the Committee Policies and Procedures and approved by Faculty Senate. The Committee has full authority for making recommendations to the Dean to support or reject such nominations; for establishing and coordinating the work of the Tenure Review Committee; for assuring compliance with policies and procedures of the collaborating Universities; and other rights and duties as specified in the Committee Policies and Procedures and approved by Faculty Senate. The committee will be broadly representative of the constituencies affected by the Committee's work, as defined in the Committee Policies and Procedures.

C. Education and Curriculum Committee

The Education and Curriculum Committee shall be responsible for the overall design, implementation, evaluation and ongoing development of the curriculum for the School, as defined in the Committee Policies and Procedures and approved by Faculty Senate. The committee has fully authority over activities as specified in the Committee Policies and Procedures and approved by Faculty Senate. The Committee will be broadly representative of

the constituencies affected by the Committee's work, as defined in the Committee Policies and Procedures.

D. Research Committee

The Research Committee shall provide oversight, review and recommendations about the development, progress and priorities for research conducted by the faculty and students of the School in an advisory capacity to the Associate Dean for Research and to the Faculty Senate. It also investigates new public health research areas and makes recommendations concerning research priorities for the School, identifies new sources of funding and novel funding approaches, and makes recommendations to the Dean regarding policies for the distribution of research funding and indirect costs allocations. The committee shall be broadly representative of the constituencies affected by the Committee's work, as defined in the Committee Policies and Procedures.

E. Space and Facilities Committee

The Space and Facilities Committee advises and provides information to the Dean and Faculty Senate on the allocation and/or reallocation of space in the School; proposes policies on space allocation and reallocation; reviews space usage in the School and projects and assists in the development of future space requirements. The committee will be composed of faculty from each department, representatives from research centers, as well as selected staff members within the School, as defined in the Committee Policies and Procedures.

ARTICLE IV: REQUIREMENTS FOR ADMISSION, PROMOTION AND GRADUATION FROM THE COLORADO SCHOOL OF PUBLIC HEALTH

The requirements for admission, promotion, and graduation from the School shall be recommended by the Education and Curriculum Committee to the Associate Dean for Academic and Student Affairs. These requirements shall be approved by the Faculty Senate and Executive Council and shall be published in the Bulletin of the School and/or other official publications of the School so as to be widely available.

ARTICLE V: ACADEMIC POLICIES AND PROCEDURES

Detailed information about the Colorado School of Public Health's academic policies and procedures, including the **Student Grievance Policy**, is provided in each of the Student Handbooks, available on the Academic Policies, Procedures and Handbooks webpage, at:

<http://www.ucdenver.edu/academics/colleges/PublicHealth/Academics/academics/Pages/PoliciesHandbooks.aspx>

ARTICLE VI: FACULTY PERSONNEL POLICIES

Detailed information about the University's faculty personnel policies, is available in the University of Colorado Faculty Handbook (<https://www.cu.edu/content/faculty-handbook>) [http://www.cusys.edu/Faculty Handbook/](http://www.cusys.edu/Faculty%20Handbook/)). Faculty members also may refer to the laws and administrative policies of the Regents (<http://www.cu.edu/regents/LawsPolicies/>).

Faculty with primary appointments in Partner or other designated Health and Hospital Institutions should refer to and are governed by the personnel policies of their respective institutions, including additional remuneration for consultative services.

ARTICLE VII: AMENDMENTS

Notice of any proposed amendment to the Bylaws of the School shall be circulated at least ten days before presentation to a regular or special meeting of the Voting Faculty. A simple majority vote of the Voting Faculty will constitute approval of proposed changes. In addition, amendments to the Bylaws may be approved by electronic vote. No such notice is required when amending Policies, Procedures, or Guidelines, which do not require faculty approval. Policies, Procedures, and Guidelines may be modified by the relevant committees with approval by the Faculty Senate and Executive Council.

ARTICLE VIII: POLICIES AND PROCEDURES

Policies and Procedures are listed as separate documents in the Appendices to the Bylaws. They are intended to be updated on a regular basis, and may be changed or deleted as specified in those same Policies and Procedures. Such alterations do not require that the Bylaws themselves be modified. Any changes that involve significant departures from prior practice must be reviewed and approved by the Faculty Senate.

ARTICLE IX: GUIDELINES

Guidelines are provided as separate documents in the Appendices to the Bylaws, and are intended to provide clarification, or examples of relevant Bylaws, Policies and Procedures, and as such, do not require faculty approval. Guidelines are intended to be updated on a regular basis, and may be developed, changed or deleted by the Dean or designee, or by relevant Faculty committees. Such alterations do not require that the Bylaws, or Policies and Procedures be modified.