

SECTION 4

APPOINTMENT

4.1 FACULTY RANKS AND TITLES

4.1.1 Tenured and Tenure-Track Faculty Appointments

Professor, Associate Professor, and Assistant Professor Ranks

These ranks are assigned to tenured or tenure-track academic faculty members who are required to perform duties involving teaching, scholarship, and professional service.

4.1.2 Non-Tenure-Track Faculty Appointments

This paragraph provides a description of the basic characteristics of the academic faculty appointments listed below. Specific details regarding the level of time commitment required, job duties, and the employment benefits associated with a particular appointment will be addressed in an employee's employment contract or employment offer letter. A faculty member holding one of the ranks or titles listed below is not eligible for tenure while serving at that rank.

A. Teaching Professor, Teaching Associate Professor and Teaching Assistant Professor Ranks

These ranks are assigned to part-time and full-time instructional faculty members with assignments primarily devoted to teaching. These appointments are anticipated to be at least one full academic year in duration. Faculty members holding these titles are expected to remain current with developments in their fields so as to maintain the highest quality of instruction, and are encouraged to attend and participate in department/division/program activities and shared governance in keeping with the normal practices of the academic unit(s) which form the locus of their appointments. They are required to fulfill all applicable terms of the Faculty Handbook. Teaching faculty may serve as the co-advisor for graduate students and as the principal investigator on Mines proposals. They may request Graduate Faculty status (see Section 4.2) to serve as the primary advisor to graduate students.

B. Professor of Practice

This position is appropriate for exceptional practitioners in fields aligned with CSM to whom CSM wishes to extend a title that conveys a closer tie and long term commitment to the School. Candidates for Professor of Practice shall have terminal degrees in disciplines related to CSM's programs or equivalent professional experience and shall have achieved exceptional distinction as practitioners in such disciplines. Appointments may be for terms of up to three years, may be part-time or full-time, and are renewable.

Professors of Practice are generally expected to devote a substantial portion of their professional life to CSM. The Professor of Practice title is not appropriate for individuals whose external affiliation is, or has been primarily academic. A Professor of Practice may not hold active, full-time appointments elsewhere. An individual, however, may be on leave from a non-academic position for the duration of the CSM appointment.

Involvement by the Professor of Practice in institutional activities will vary according to

programmatic needs. Duties and responsibilities may include teaching, research and service. Professors of Practice may have full responsibility for course instruction, be principal investigators on Mines proposals, and may serve as the primary advisor to graduate students.

C. Adjunct Titles

The title "Adjunct Faculty" is used to describe temporary faculty members who are appointed on a semester-by-semester basis, contingent upon sufficient need and resources within the hiring department or division. Adjunct faculty members may or may not receive remuneration, depending upon the specific nature of their duties and other relevant factors. With regard to non-remuneration adjuncts, the Provost may permit multiple semester appointments. Adjunct faculty may serve as the co-advisor for graduate students and as the principal investigator on Mines proposals.

D. Visiting Titles

The title "visiting" coupled with the rank attained at their home institution is used to describe faculty members who by mutual agreement wish to associate themselves with CSM. Visiting faculty members may hold their positions for up to two years and may serve with or without remuneration. This title is normally reserved for faculty members who are serving at CSM while on leave from another academic institution.

E. Research Titles

The title "research" coupled with the appropriate rank or title is used to describe faculty and staff members whose primary responsibilities are obtaining research funding, performing research, or providing technical or administrative support for research activities, and providing assistance in directing graduate student thesis projects. When remunerated, these positions are funded through grant or contract sources.

1. Visiting Scholar

This title is used to describe faculty members temporarily associated with CSM whose primary responsibilities are performing research and providing assistance in directing graduate student thesis projects, and whose salaries are generally paid from non-State funds. Visiting Scholars may hold their positions for up to two years and may serve with or without remuneration. Visiting Scholars are ineligible for tenure.

2. Postdoctoral Fellow

This title is used to describe a research-oriented scholar. By mutual agreement between a fellow and CSM, the fellow may engage in limited teaching or provide assistance in directing graduate student thesis projects. The normal term of employment will be for up to two years, although the arrangement may be extended for a third year with the approval of the Provost.

3. Research Associate

This title series is used to describe staff members whose primary responsibilities are to provide professional research assistance to faculty members and graduate students in the performance of their research.

4. Research Support

This title series is used to describe staff members whose primary responsibilities are to provide administrative or technical support to research activities.

5. Research Professor, Research Associate Professor and Research Assistant Professor

These ranks are assigned to research faculty members whose primary duties involve scholarship. By mutual agreement between the research professor and his or her department head the professor may also engage in teaching and service. Research faculty may serve as the co-advisor for graduate students and as the principal investigator on Mines proposals. They may request Graduate Faculty status (see Section 4.2) to serve as the primary advisor to graduate students.

6. Affiliate Faculty

This title is used to describe individuals who are either employed full-time elsewhere or retired with mutually beneficial ties to the university that warrant such an appointment. This is not intended for retired CSM faculty, who are encouraged to use the standard Research Faculty track. Typically, these individuals are involved with university faculty members and their research programs. They may serve on graduate student supervisory committees at the request of their full-time colleagues and as approved by the department head or division director. Affiliate Faculty may serve on thesis committees and as a co-advisor to graduate students. However, they are not permitted to serve as the primary advisor. Affiliate Faculty are not permitted to serve as the principal investigator on Mines proposals, but they may serve as a co-principal investigator. Affiliate Faculty may hold their positions for up to two years, may be renewed, and may serve with or without remuneration. If the appointment is remunerated, the FTE assigned shall be no greater than 25 percent and remuneration must be approved by both the employer and appropriate department head and dean at Mines. Affiliate Faculty are not evaluated in the scheduled and formal manner that is required for the other types of faculty appointments.

7. External Joint Appointee

Joint Appointees are a special category of Affiliate Faculty who have full or part-time positions elsewhere (e.g., NREL, NIST, or USGS) and who have strong collaborations with Mines and Mines faculty. At the request of a full-time academic faculty member at Mines and as approved by the department head or division director, joint appointees may serve on thesis committees and are permitted to serve as co-advisors to graduate students. To serve as primary advisor, Joint Appointees must become members of the Graduate Faculty (Section 4.2). Joint appointees may serve as a co-principal investigator on Mines proposals with appropriate approvals from their employer and from Mines. Joint Appointees may hold their positions for up to two years with the possibility of renewal and may serve with or without remuneration. For joint appointees remunerated at CSM, the monthly level of effort should not exceed 49%.

F. Librarian Title

The title "Librarian" coupled with the appropriate faculty rank is used to describe faculty members whose duties involve rendering professional library service to the CSM community in

the information fields. Library faculty also contribute professionally by conducting research and scholarship and by performing service to their profession and the CSM community.

4.1.3 Named Faculty Appointments

Faculty appointments made possible through endowments and other gifts enable the school to attract and support outstanding educators and scholars. The following are the categories of positions that can be named in response to a donor's wishes. The filling and rotation of such positions is the sole prerogative of CSM. The granting of tenured status at CSM does not grant or imply tenure rights in any named position.

A. Distinguished Endowed Chair

A distinguished endowed chair signals the highest honor CSM can bestow upon a faculty member. Funding from the endowment, in combination with funds from other sources, will be used to support the chair holder's compensation package and supply discretionary funds to support the teaching and scholarly activities of the chair. Although chairs are not normally rotated, circumstances may necessitate changing the holder of a chair, and CSM reserves the right to do so at any time for any reason.

B. Endowed Chair

An endowed chair recognizes teaching and research excellence of a CSM faculty member. Funding from the endowment, in combination with funds from other sources, will be used to support the chair holder's compensation package and supply discretionary funds to support the teaching and scholarly activities of the chair. Although chairs are not normally rotated, circumstances may necessitate changing the holder of a chair, and CSM reserves the right to do so at any time for any reason.

C. Endowed Professorship

An endowed professorship is awarded to professors in recognition of their outstanding teaching, research, and service. Income from the endowment or gift will be used in combination with other funds to partially support the teaching and scholarly activities of the recipients. Endowed professorships may be renewed or rotated within a department or among several departments at CSM.

D. Developmental Professorship

Available to junior faculty members, a developmental professorship provides support for the teaching and scholarly activities of the recipients. Developmental professorships may be renewed or rotated within a department or among several departments at CSM.

E. Teacher-Scholar

A teacher-scholar award will be utilized to recognize excellence in scholarly achievements by faculty members. The award will provide support for teaching and scholarly activities, such as travel to technical or professional conferences, summer support, and professional advancement activities.

4.1.4 Transitional Faculty Appointments

From time to time, CSM may enter into Transitional Appointment Agreements with academic faculty members who wish to retire. When both CSM and the retiring faculty member deem it mutually beneficial to do so, and contingent upon the approval of the Provost, the parties will negotiate a part-time appointment for a specific period of time, usually not in excess of three years, following the faculty member's retirement date. The Transitional Appointment Agreement will specify the faculty member's responsibilities and level of effort during the transitional appointment. During the period of his or her appointment, the transitional faculty member will retain his or her title and rank at retirement. Transitional appointments do not confer tenure, but may provide the appointee eligibility for certain benefits during the semesters he or she is providing and compensated for services to CSM per the terms of CSM's benefits plans and policies. In rare circumstances, transitional appointments may be considered for administrative and library faculty. However, these appointments are contingent upon the approval of the President.

4.1.5 Emeritus Faculty Appointments

Recipients of emeritus status shall receive special recognition at commencement. Additional privileges bestowed upon emeritus faculty members include the issuance of a permanent faculty identification card, a listing in the university catalog, and full continued use of library and athletic facilities. From time to time, CSM may make other facilities, services, or amenities available for the use of emeritus faculty members. However, emeritus appointments do not confer tenure.

A. Emeritus Title

At the time of his or her retirement, in recognition of his or her years of dedication and service to CSM, a tenured, teaching or library faculty member who has completed ten or more years of regular full-time service at CSM in a tenured/tenure track, teaching faculty or library position may be nominated to the Provost by his or her department head, in consultation with the department's promotion and tenure committee and college dean, for the title of "emeritus" coupled with his or her academic rank. The Provost shall submit his or her recommendation regarding the emeritus appointment to the Board of Trustees for a final decision.

B. University Emeritus Title

A tenured or teaching faculty member holding the rank of professor who has completed ten or more years of full-time service at CSM and has provided unusually distinguished service during that period shall be eligible for the title of University Emeritus Professor or University Emeritus Teaching Professor at the time of his or her retirement. Although seldom awarded, this title may be conferred upon a faculty member by the Board in recognition for outstanding dedication and service to CSM. The criteria enabling a faculty member to qualify for the title of University Emeritus (Teaching) Professor are: (1) a distinguished teaching career at CSM; and (2) outstanding achievement of national and international recognition through outstanding scholarship. In order to receive this title, a faculty member must be nominated in writing by a colleague. The written nomination should be sufficiently detailed to enable a determination to be made as to whether the criteria stated above have been met by the nominee. Nominations should be submitted to the Provost by the department head, in consultation with the department's promotion and tenure committee and college dean. Upon receiving the nomination, the Provost may, at his or her discretion, seek additional input from the faculty member's department and other members of the CSM administration and academic community. Any faculty member the Provost recommends for a University Emeritus appointment shall be submitted to the President and the Board for final approval.

4.1.6 Administrative Faculty Appointments

Administrative faculty appointments apply to exempt employees who perform specialized professional duties and hold appointments that are designated by function or title, not by academic rank. Administrative faculty are ineligible for tenure. Tenured faculty members who assume administrative positions at CSM retain the right to resume their tenured faculty positions upon the termination of their administrative responsibilities.

4.1.7 Athletics Faculty Appointments

Athletics faculty appointments apply to faculty members who teach athletics department courses and/or coach varsity-level sports, and who hold appointments that are designated by function or title, not by faculty rank. Athletics faculty members are ineligible for tenure.

4.1.8 Non-remuneration Appointments

Upon the review and positive recommendation of the appropriately constituted department/division Promotion and Tenure Committee, the department head, and the Dean of the college¹, an individual may be nominated for a non-remunerative, volunteer faculty appointment at the appropriate rank. For non-remunerative appointments not involving faculty rank (e.g., research assistant, research associate, etc.) nominations may be made upon the recommendation of the department head without the need for input from the college Dean.

For non-remunerative appointments in Academic Affairs, nominations are submitted to the Associate Provost for approval. For non-remunerative appointments in Student Life, Finance and Administration, or in the President's Office, nominations are submitted to the appropriate executive.

Non-remunerative appointments are made for a maximum of two calendar years, though they are renewable. These appointments must provide clearly defined value to the department/ division and CSM as well as to the individual, and specific responsibilities must be detailed. Like all other faculty, non-remunerative faculty are governed by the provisions of the Faculty Handbook. Non-remunerative faculty are ineligible to receive benefits with the exception of provisions set forth in section 5.2 of this Handbook.

Non-remuneration research faculty appointments must follow the process described in section 4.8.1D.

4.1.9 Special Appointments and Titles

A. Trustees Professorship

From time to time, the Board may choose to recognize extraordinary service to the CSM academic mission by a CSM professor. The official title of this honor is *Trustees Professor of (Department)*, and it will be awarded only occasionally and on a highly selective basis. The Board will normally confer certain ancillary benefits upon recipients of this honor, which may include: (1) a significant salary increase (above any normal salary adjustment earned for the evaluation period in which the honor is granted); (2) a one-time discretionary fund grant; and (3) a plaque commemorating the award. All non-chaired full professors are eligible to receive this honor. Nominations for the award shall be initiated by the Provost, who may appoint an advisory review committee to assist him or her in the nomination process. If the President approves a recommendation submitted by the Provost, he or she shall then forward the recommendation and supporting materials to the Board for a final decision.

B. Honorary Titles

Special honorary titles may be conferred by the Provost in conjunction with non-remuneration appointments on a case-by-case basis.

C. Mines Presidential Faculty Fellow

From time to time, the President may ask a faculty member to perform special duties in service to the institution and will recognize the faculty member's broader institutional role by naming that faculty member a *Mines Presidential Faculty Fellow for (descriptive title)*. Typically, such appointments are limited to three years, but may be extended at the discretion of the President. Such appointments may come with appropriate service, teaching, and research relief as negotiated by the President, faculty member, and the faculty member's Department Head.

D. University Librarian

The position of University Librarian is open to any candidate holding the rank Librarian and is appointed by, and reports to the Provost. The University Librarian articulates a vision of the Library that promotes and supports the University's mission, and implements a strategic plan to advance that vision. The University Librarian integrates diverse resources and technologies, seeks new opportunities, collaborates with university constituents, and cultivates a vibrant research and learning community. The University Librarian fosters an organizational and educational climate that promotes diversity and provides effective leadership to collectively achieve our strategic initiatives. Overseeing management of the Library's virtual and physical space, the University Librarian collaborates with Library faculty, staff, students, and external entities to identify, evaluate, and implement programs that provide services and facilities, enhancing the quality of resources, and increase operational efficiency within the Library. Providing leadership and facilitating library-wide communication, the University Librarian functions as the chief fiscal officer of the Library providing transparent reporting on the budget, supporting a balance between the student-centered library, research support, and the traditional core functions of the Library for the Mines community.

4.2 Graduate Faculty Status

4.2.1 Qualifications of Graduate Faculty

Members of the Graduate Faculty at Mines are those qualified to be primary advisor for students conducting research toward a graduate degree. Academic units may choose to further specify the privileges and responsibilities granted to graduate faculty in the areas of student supervision, teaching assignments, voting rights, etc. Such unit-level policies should be expressed in writing.

4.2.2 Criteria for Appointment to the Graduate Faculty

It is assumed that all Colorado School of Mines faculty in full-time, tenured or tenure-track positions who serve in academic units offering graduate degrees are fully qualified to be part of the Graduate Faculty. Hence, they will be appointed to the graduate faculty upon joining CSM. Teaching Faculty, Research Faculty, Professors of Practice, Emeritus Faculty, and Joint Appointees are eligible to become members of the Graduate Faculty subject to the following minimum requirements:

- Graduate Faculty appointees must have the terminal degree appropriate to their academic field or discipline, or must show a comparable level of expertise.

- Appointment to the Graduate Faculty must be requested by the candidate and supported by a two-thirds majority of the Graduate Faculty in the academic unit.
- The proposed Graduate Faculty appointee must meet any other criteria established by their college and/or department, and must be endorsed by the unit director and the college dean.

Reflecting the University's interest in encouraging interdisciplinary research and scholarship, Graduate Faculty may be appointed in more than one academic unit. The process for such additional appointments is similar to that outlined in section 4.2.3 below. Appointment to the Graduate Faculty in any academic unit makes the faculty member ineligible to serve as an external committee member for students pursuing degrees within that unit.

4.2.3 Procedures for Appointment to Graduate Faculty Status

Appointments to the Graduate Faculty are made by and subject to the approval of the Graduate Dean. Full-time faculty appointees in tenured or tenure-track positions will be appointed to the Graduate Faculty upon joining CSM. All other appointments to the Graduate Faculty must be initiated by the candidate. This process requires approval by the academic unit and the college, as well as submission to the Graduate Dean of the candidate's credentials and a completed nomination form. The nomination form must include a statement of purpose, the anticipated role(s) of the nominee in the unit's graduate degree programs, the nominee's qualifications, and a statement of support from the unit's Graduate Faculty and college Dean(s). Upon approval, appointment to Graduate Faculty is formalized in a letter from the Graduate Dean.

4.3 MINIMUM QUALIFICATIONS FOR TENURED/TENURE-TRACK FACULTY RANKS

While a doctoral degree is usually required for appointment to the professorial ranks at CSM, in exceptional cases as may be determined by the Provost, the needs of CSM may dictate that professional experience and/or accomplishments beyond the baccalaureate degree may be considered the equivalent of a doctoral degree.

4.3.1 Assistant Professor

- A. Doctoral degree; and
- B. Demonstrated potential for successful teaching, scholarship, and service

4.3.2 Associate Professor

- A. Doctoral degree;
- B. Documented success in teaching, scholarship, and service; and
- C. Potential for national and international professional recognition

4.3.3 Professor

- A. Doctoral degree;
- B. Record of excellence in teaching, scholarship, and service; and
- C. National and international professional recognition

4.4 MINIMUM QUALIFICATIONS FOR INSTRUCTIONAL FACULTY TITLES

An individual must possess at least the minimum specified academic degree in order to be considered for any of the instructional faculty positions listed below. However, upon the recommendation of the department head, and with the approval of the Dean of the college¹ and the Office of the Provost, professional experience and/or accomplishments and/or a different academic degree may be deemed to be satisfactory equivalents to the minimum academic degree specified for each title.

4.4.1 Teaching Assistant Professor

- A. Either a terminal degree (e.g., a doctoral degree) or a Master's degree along with professional or academic experience and accomplishments; and
- B. Demonstrated potential for successful teaching

4.4.2 Teaching Associate Professor

- A. Either a terminal degree (e.g., a doctoral degree) or a Master's degree along with professional or academic experience and accomplishments; and
- B. Documented success in teaching as instructor of record and relevant service.

4.4.3 Teaching Professor

- A. Either a terminal degree (e.g., a doctoral degree) or a Master's degree along with professional or academic experience and accomplishments; and
- B. Record of excellence in teaching; and
- C. Demonstrated excellence in pedagogy, which may be evidenced by course innovation, publications or success in attracting pedagogical research support

4.4.4 Professor of Practice

- A. Either a terminal degree (e.g., a doctoral degree) or equivalent professional experience; and
- B. Substantial professional experience with a national or international reputation demonstrating achievement as a distinguished practitioner of the discipline.

4.4.5 Adjunct Faculty

Adjunct Faculty must possess the qualifications for the position to which he or she is appointed. If appropriate to the position, preference will be given to advanced degrees and proven teaching ability.

4.5 MINIMUM QUALIFICATIONS FOR RESEARCH FACULTY RANKS

While a doctoral degree is usually required for appointment to the research faculty ranks at CSM, in exceptional cases as may be determined by the Provost, the needs of CSM may dictate that professional experience and/or accomplishments beyond the baccalaureate degree may be considered the equivalent of a doctoral degree.

4.5.1 Research Associate

- A. Minimum of a baccalaureate degree

4.5.2 Research Assistant Professor

- A. Doctoral degree; and
- B. Demonstrated potential for successful scholarship and service

4.5.3 Research Associate Professor

- A. Doctoral degree;
- B. Documented success in scholarship and service; and
- C. Potential for national or international professional recognition

4.5.4 Research Professor

- A. Doctoral degree;
- B. Record of excellence in scholarship and service; and
- C. National or international professional recognition

4.5.5 Research Support

- A. Experience closely related to the job duties of the position; and
- B. Education typically found in a technical degree or equivalent

4.5.6 Affiliate Faculty

An Affiliate Faculty member must possess the qualifications for the position to which he or she is appointed.

4.5.7 External Joint Appointee

- A. Doctoral degree;
- B. Record of excellence in scholarship and service;
- C. National or international professional recognition; and
- D. Strong collaboration with Mines faculty.

4.6 MINIMUM QUALIFICATIONS FOR LIBRARY FACULTY RANKS

A master's degree from an American Library Association-accredited program is generally the minimum requirement for appointment to a library faculty position. The Director of the Library may waive this requirement if a library faculty position requires an advanced degree in another appropriate field. Additional qualifications and experience may be required, depending upon the nature of the position.

4.6.1 Assistant Librarian

- A. Demonstrated potential for achieving success in the performance of professional librarianship, scholarship, and service.

4.6.2 Associate Librarian

- A. Evidence of success in the performance of professional librarianship;
- B. Evidence of professional contributions in the areas of research and scholarship which demonstrate an impact on librarianship or other academic disciplines; and
- C. Evidence of significant service within the academic community.

4.6.3 Librarian

- A. Evidence of excellence in the performance of professional librarianship;
- B. Evidence of professional contributions in the areas of research and scholarship which are of significance to librarianship or other academic disciplines and which provides recognition to the individual and the institution; and
- C. Evidence of significant service within the academic community and the library profession.

4.7 MINIMUM QUALIFICATIONS FOR ADMINISTRATIVE FACULTY

Minimum qualifications for each administrative faculty position shall be determined by the hiring authority for that position after appropriate consultation with the Office of Human Resources. Most administrative faculty positions will require at least a baccalaureate degree plus appropriate experience relevant to the job assignment.

4.8 FACULTY APPOINTMENT PROCESS

It is the responsibility of each department head and administrative director to recruit faculty for new or vacant positions and to recommend their appointment to the President or appropriate vice president. In discharging this responsibility, department heads and administrative directors should consult with appropriate CSM personnel and knowledgeable persons in other academic, governmental, and business institutions. All hiring shall be done in accordance with CSM's Affirmative Action Plan and other appropriate legal requirements.

4.8.1 General Outline of Faculty Appointment Process

A. Tenured Faculty, Tenure-Track Faculty, and Library Faculty

1. The department head shall obtain authorization from the Provost regarding the availability of a departmental position as well as the rank and the salary that can be offered.
2. The vacancy shall be advertised in one or more professional journals or other appropriate publications.
3. Applications will be considered in accordance with the rules established for each search. A departmentally appointed faculty committee, which shall not include the head of the hiring department, shall be utilized as a part of the applicant screening process.
4. The finalists shall be personally interviewed by appropriate members of the department and the administration.
5. A summary of departmental observations of all interviewed candidates shall be included in the department head's written hiring recommendation.
6. The department head shall submit a recommendation to the Provost in writing, together with all required administrative forms, letters of recommendation, resumes and transcripts. [If an offer of tenure is being considered for a new faculty member, the departmental promotion and tenure committee shall be involved in the decision as set forth in subparagraph 8.1.7.B below.]
7. The Provost, upon the written recommendation of the department head, can determine that following this process would not be in the best interests of CSM. In such cases, the Provost, after consultation with the Associate Vice President for Human Resources, may provide written authorization to modify this process as necessary and appropriate.
8. The selected candidate shall be recommended by the Provost to the President for appointment. No employment, or other type of contractual relationship, shall arise

- between CSM and the candidate until the written employment contract or offer letter has been executed by the President, or the President's delegate, on behalf of CSM.
9. Following discussions with the Provost and contingent upon the approval of the President, the department head shall verbally negotiate salary and other terms of employment with the candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.
 10. Once negotiations between the department head and the candidate have concluded, an appropriate CSM employment contract or offer letter shall be prepared for the selected candidate.

B. Professor of Practice

1. The department head shall obtain authorization from the Dean regarding the availability of a departmental position for a Professor of Practice.
2. A departmentally appointed faculty committee, which shall not include the head of the hiring department, shall be utilized to screen candidates.
3. The candidate(s) shall be personally interviewed by appropriate members of the department and the administration.
4. A summary of departmental observations of interviewed candidate(s) shall be included in the department head's written hiring recommendation.
5. The department head shall submit a recommendation to the Dean in writing, together with all required administrative forms, letters of recommendation, resumes and transcripts.
6. The selected candidate shall be recommended by the Dean to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written employment contract or offer letter has been executed by the President, or the President's delegate, on behalf of CSM.
7. Following discussions with the Dean and contingent upon the approval of the President, the department head shall verbally negotiate salary and other terms of employment with the candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.
8. Once negotiations between the department head and the candidate have concluded, an appropriate CSM employment contract or offer letter shall be prepared for the selected candidate.

C. Adjunct Faculty and Visiting Faculty

1. The department head shall confer with the Provost to confirm the availability of a departmental position as well as the salary that can be offered.
2. While departments are encouraged to advertise vacancies for Adjunct Faculty, there may be a need to fill an Adjunct Faculty position immediately or on relatively short notice, thus direct appointment and reappointment of Adjunct Faculty on a semester-by-semester basis, without a search, may be made.

D. Research Titles

1. Research Professor, Associate Research Professor and Assistant Research Professor

1. The Principal Investigator shall confer with the department head to confirm the availability of a research faculty position and of institutional or departmental

- resources that will be required to support the position.
2. Departments are encouraged to advertise vacancies for Research Faculty. If a search is undertaken, the search process outlined for Administrative Faculty in section 4.7.1 E beginning at Step 2 will be followed.
 3. In some cases, there may be a need to fill a Research Faculty position immediately or on relatively short notice. In these cases, direct appointment of Research Faculty for the period of a grant or contract without a search may be made with the approval of the department head.
 4. For research professors, research associates professors, research assistant professors, and joint appointees, a minimum of two-thirds of the department tenured and tenure-track faculty must vote in favor of the appointment. After appropriate approval at the department level the department head will submit the appointment for approval to the college dean.
 5. Upon appropriate approval at the department level the department head will submit the tenured and tenure-track faculty approval memo to the college dean.

2. Visiting Scholar

The Principal investigator requests appointment. Appointments require approval from the department head, Office of Research Administration, college dean, and Office of International Student and Scholars Scholar Services.

3. Postdoctoral Fellow, Research Associate, Research Support and Affiliate Faculty

The Principal investigator requests appointment. Appointments require approval of the department head and college dean.

4. Joint Appointee

Appointments require approval by 2/3 of departmental tenured and tenure-track faculty, and approval of the department head, college dean and provost, in addition to appropriate approvals from laboratory/employer supporting the joint appointee.

E. Instructional Faculty

The appointment process for tenured/ tenure-track faculty set forth in 4.8.1.A above shall also be followed for the appointment of teaching professors, teaching associate professors and teaching assistant professors, unless the Provost determines that following this process would not be in the best interests of CSM. In such cases, the Provost may provide written authorization to modify this process as necessary and appropriate.

F. Administrative Faculty

1. The supervisor of the new or vacant administrative faculty position shall confer with the department head and the appropriate vice president, if applicable, to confirm the availability of the position. The supervisor shall concurrently notify the Office of Human Resources of the availability of the position and the initiation of the hiring process.
2. Unless a decision is made to fill the position through an internal promotion, the availability of the position shall be advertised in one or more professional journals or other appropriate publications. In conjunction with the Office of Human Resources, the

- supervisor shall appoint a search committee to assist in the applicant screening process.
3. Applications will be considered in accordance with the rules established for each search.
 4. The finalists shall be personally interviewed by all appropriate CSM constituent groups.
 5. The Vice President or Provost in consultation with the Associate Vice President for Human Resources, on the written recommendation of the department head, may determine that following the full search process would not be in the best interests of CSM. In such cases, the Vice President or Provost may provide written authorization to modify this process as necessary and appropriate.
 6. The supervisor shall submit a written recommendation to the President or vice president, including a summary of the search committee's observations of all interviewed candidates. Resumes, letters of recommendation, and other supporting documentation for each final candidate shall also be forwarded as part of the recommendation package.
 7. The selected candidate shall be recommended to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written offer letter has been executed by the President, or the President's delegate, on behalf of CSM.
 8. Following discussions with the President or vice president, the supervisor shall verbally negotiate salary and other terms of employment with the selected candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.
 9. Once negotiations between the supervisor and the candidate have concluded, an appropriate CSM offer letter shall be prepared for the selected candidate. Any special understandings or conditions that have been negotiated with the candidate shall be clearly stated in the offer letter provided to the candidate.

G. Athletics Faculty

On account of circumstances that are unique to their positions, such as the seasonal nature of intercollegiate athletics and the timing of recruiting cycles, a search shall not be required for the hiring of qualified athletics department faculty. In order to bypass the search process, the department head must receive written confirmation from the appropriate vice president regarding the availability of the position, the title and salary that can be offered, and approval to proceed without a search. Upon receipt of confirmation from the appropriate vice president, the department head shall notify the Office of Human Resources of the availability of the position and the intention to fill the position without a search. Once an individual has been selected for the position, the hiring shall proceed in accordance with step 6 and the remaining steps of the process set forth immediately below.

If it is determined that a search is required for an athletics faculty position, the following process shall be utilized:

1. The department head shall confer with the appropriate vice president to confirm the availability of the position as well as the title and salary that can be offered. The department head shall concurrently notify the Office of Human Resources of the availability of the position and the initiation of the hiring process.
2. Unless a decision is made to fill the position through an internal promotion, the availability of the position shall be advertised in one or more appropriate publications. In conjunction with the Office of Human Resources, the department head shall appoint a search committee, including a committee chairperson, to assist in the applicant screening process. The department head and any supervisor of the position may chair or actively serve on the search committee.
3. Every application received for the position shall be considered.

4. The finalists shall be personally interviewed by all appropriate CSM constituent groups.
5. The search committee chairperson shall submit a written recommendation to the department head, including a summary of the search committee's observations of all interviewed candidates. Resumes, letters of recommendation, and other supporting documentation for each final candidate shall also be forwarded as part of the recommendation package.
6. The department head shall submit a written recommendation to the appropriate vice president together with appropriate supporting documentation, which shall include all required administrative forms, resumes, transcripts and, if applicable, letters of recommendation.
7. The selected candidate shall be recommended to the President for appointment. No employment, or other type of contractual relationship, shall arise between CSM and the candidate until the written employment contract has been executed by the President, or the President's delegate, on behalf of CSM.
8. Following discussions with the appropriate vice president, the department head shall verbally negotiate salary and other terms of employment with the selected candidate. However, because benefits are determined by employment category, the terms of employment may not modify any benefits programs offered by CSM.
9. Once negotiations between the department head and the candidate have concluded, an appropriate CSM employment contract shall be prepared for the selected candidate. Any special understandings or contractual conditions that have been negotiated with the candidate shall be clearly stated in the contract transmittal letter and provided to the candidate with the employment contract.

H. Temporary Faculty

Temporary faculty may be hired in the following categories: Adjunct, Administrative, Research, Library, and Athletics. If it is determined that a need exists that can best be filled by a temporary appointment, the hiring department may request authorization from the appropriate Vice President to hire a temporary faculty member.

1. Adjunct Faculty

The conditions outlined in Section 4.7.1 B shall apply to the appointment of an Adjunct Faculty member.

2. Temporary Administrative, Research, and Library Faculty

The following conditions shall apply to the appointment of a temporary administrative, research, or library faculty member: (a) a temporary appointment may be made without a search; (b) the duration of a temporary appointment shall not exceed twelve months; (c) a temporary appointment shall not be renewable, except that under extraordinary circumstances with the approval of the appropriate vice president, the appointment may be renewed for an additional period of up to twelve months; (d) a candidate for a temporary appointment must possess the qualifications that would be required for a regular appointment to the same position; and (e) the hiring department must submit a brief job description along with the hiring paperwork.

3. Temporary Athletics Faculty

The following conditions shall apply to the appointment of a temporary athletics faculty member: (a) a temporary appointment may be made without a search; (b) the duration of a temporary appointment shall not exceed twelve months; (c) a temporary appointment shall not be renewable, except that under extraordinary circumstances with the approval of the

appropriate vice president, the appointment may be renewed for an additional period of up to twelve months; and (d) a candidate for a temporary appointment must possess the qualifications that would be required for a regular appointment to the same position.

4.8.2 Locus of Appointment

Each teaching/research faculty member shall have a locus of appointment in an academic department or division of CSM, which shall be stated in the faculty member's employment contract or letter of appointment. A faculty member holding a joint appointment shall have a locus of appointment in one or both of the academic departments/divisions sharing responsibility for the appointment as specified below in paragraph 4.7.3.

4.8.3 Internal Joint Appointments

Joint appointments shall be made only when the professional activities of a faculty member fall within the purview of two or more CSM departments or divisions and all required approvals for a joint appointment have been given. The personal preference of a faculty member, by itself, shall not constitute sufficient justification for a joint appointment. A joint appointee shall have a locus of appointment in one or both of the departments or divisions contracting for the faculty member's effort. The joint appointee and the concerned department heads shall by mutual agreement determine the joint appointee's locus of appointment. If a consensus decision cannot be reached among the affected parties regarding locus of appointment, the Provost shall decide this issue. In all joint appointments, a written agreement addressing the subjects of evaluation, promotion, tenure, locus of appointment, and a specific division of supervisory responsibility between the department heads shall be executed by all concerned parties.

4.8.4 Change of Locus of Appointment

On occasion, the professional activities of a faculty member, tenured or teaching, may evolve such that the faculty member's appointment aligns with the purview of a CSM department other than the faculty member's current locus of appointment. In that case, subject to the process described herein, the locus of appointment can be changed. Such a change must be codified in a new contract or letter of appointment.

Tenure-track faculty may not change locus of appointment through this process. Further, the intent of this policy is to provide a process for realignment of existing appointments, not create new joint appointments, which are governed by section 4.7.3.

In determining whether the requested department change is appropriate, the elements of the faculty member's record to be considered include, but are not limited to the following:

- a. academic credentials,
- b. previous instructional activities, potential instructional overlap with or contribution to the proposed new department, and recent student teaching evaluations at CSM,
- c. if appropriate, previous research activities, and potential research overlap with or contribution to new department,
- d. internal service record at CSM,
- e. professional society affiliations and external service record,
- f. if appropriate, graduate student advising history at CSM, and
- g. collaborations with and other potential contributions to the department to which the faculty member desires to be appointed.

The process for reviewing such a change is as follows:

1. The faculty member should first informally confer with both his or her current department head or division director (DHDD) and the proposed new DHDD to explore the possibility and desirability of a change in appointment locus.
2. To formally request a change in appointment locus, the faculty member should prepare a dossier for submission to both his or her current (DHDD) and the proposed new DHDD. The dossier should follow the format of a faculty promotion dossier, with the exclusion of external letters of recommendation. The candidate should also include as part of "other information" a clear rationale why his or her professional activities align with the purview of the new department.
3. The Departmental Promotion and Tenure Committee for tenured faculty or Departmental Promotion Committee for teaching faculty in the proposed new department shall review the dossier and provide a letter of recommendation.
4. The DHDDs in the old and proposed new departments shall individually supply letters of recommendation to the package, and the DHDD in the proposed new department shall supply the cover memorandum for the package.
5. For appointment changes within a single college, the Dean of the College has final authority to approve the change in locus of appointment. The Dean shall review the package and render a decision. With an affirmative decision, the Dean shall 1) work with the respective DHDDs on a transition plan for the appointment; 2) notify the Provost of approval of the change in appointment locus; and 3) work with the Office of the Provost to revise the faculty member's contract and issue a new letter of appointment.
6. For appointment changes that span colleges, each Dean shall review the package, add a letter of support and forward the package to the Provost. The Provost shall review the package and render a decision. With an affirmative decision, the Provost shall direct the Deans to 1) work with the respective DHDDs on a transition plan for the appointment, and 2) work with the Office of the Provost to revise the faculty member's contract and issue a new letter of appointment.
7. Decisions rendered by the Dean or Provost, whichever is appropriate, are final and may not be appealed.

4.9 PROBATIONARY APPOINTMENTS

Only tenure-track appointments at CSM are probationary in nature. Exempt employees in non-tenure track appointments are employees at-will and, as such, are subject to termination at any time, with or without cause. However, in the case of Teaching Faculty whose appointments are non-renewed, such terminations are subject to the notice requirements and appeal rights provided in Section 9 below.

A tenure-track appointment is inherently probationary in nature for the full term of the appointment described in the faculty member's employment contract. At the conclusion of the tenure-track period, which under normal circumstances may last up to seven years, the employee has usually either achieved tenure or been terminated for failing to achieve tenure. After the Preliminary Tenure Review has been performed, a tenure-track faculty member may be terminated for failing to demonstrate sufficient progress toward tenure. However, tenure-track faculty members possess full grievance rights and retain their appeal rights in all cases of termination for cause other than insufficient progress toward tenure. [The subjects of academic tenure and the tenure review process are discussed in subsection 8.1 below.]

4.10 FACULTY EMPLOYMENT CONTRACT AND OFFER LETTER PROCESS

4.10.1 Employment Contract Form List

All employment contract forms currently in use at CSM are fully reproduced in the Academic Affairs Procedures Manual. For quick reference, the following is a complete listing of the employment contract form titles. As new employment contract forms are approved for use at CSM, or currently used forms are discontinued, the list shall be updated, as appropriate. (Template forms for offer letters for positions not listed below are available through the office of Human Resources.)

A. Faculty Employment Contracts

1. Tenured Faculty Employment Contract
2. Tenure-Track Faculty Employment Contract
3. Non-Tenured Faculty Employment Contract - Nine-Month Appointment
4. Non-Tenured Faculty Employment Contract - Twelve-Month Appointment
5. Library Faculty Employment Contract

B. PERA Retiree Employment Contracts

1. Exempt Faculty Employment Contract - PERA Retiree Appointment
2. Sponsored Program Employment Contract - PERA Retiree Appointment

C. Additional Appointment Addenda

1. Administrator Addendum
2. Department Head Addendum
3. Acting or Interim Department Head Addendum
4. Assistant Department Head / Program Director Addendum
5. Special Sabbatical Assignment Addendum

D. Extra Duties Contracts

1. Extra Duties Contract - Lump Sum Remuneration
2. Extra Duties Contract - Hourly Remuneration
3. Extra Duties Contract - Part-Time Athletics Coach

4.10.2 General Employment Procedure

Each new faculty member shall receive a CSM employment contract or offer letter. In subsequent years, each continuing faculty member shall be sent a letter each summer notifying the faculty member of his or her salary for the upcoming academic or fiscal year (as the case may be). If a faculty member's title or rank changes, a new employment contract or appointment letter shall be issued by CSM to reflect such change of title or rank. Academic faculty who have an additional appointment as an administrator, department head, or a Dean of the College, shall receive an addendum regarding the additional appointment, and in subsequent years he or she shall be given salary update information concerning the additional appointment in the salary notification letter. Other employment contracts, such as extra duties contracts, shall be issued as necessary.

4.10.3 Employment Contract Period or Term of Appointment

A. Tenured and Tenure-Track Faculty

The contract period for tenured and tenure-track faculty normally runs from the date of the annual Faculty Conference to the date of spring Commencement for each academic year. Any exception to these dates shall be noted on the employment contract form or salary notification letter tendered annually by CSM to the faculty member. Academic year salary is generally paid to faculty members in nine equal installments on the last business day of each month from September through May. Faculty may request to receive their academic year salary in twelve equal installments. To do so, a deferred pay agreement must be completed in the Human Resources office prior to the first day of work in the fall semester and is irrevocable for the academic year to which it applies. If the period of actual service does not equal a full academic year, salary will be earned in proportion to the fraction of the academic year in which services were actually rendered.

B. Non-Tenure-Track Faculty

Subject to their legislatively mandated employment-at-will status, the appointment renewal period for non-tenure-track faculty will vary according to the duration of the funding which has been secured to support the faculty member's position. Salary shall be paid in monthly installments on the last business day of each month. If the period of actual service does not equal the full length of the appointment, salary will be earned in proportion to the fraction of the appointment period in which services were actually rendered. In the case of Teaching Faculty, non-renewal of non-tenure-track faculty appointments is subject to the applicable notice requirements and appeal rights, if any, provided in Section 9 below.

C. Administrative Faculty

Subject to their legislatively mandated employment-at-will status, the salary evaluation and adjustment period for administrative faculty, and other exempt CSM employees whose salaries are calculated on a twelve-month basis, is July 1st through June 30th of each year. Salary shall be paid in twelve equal installments on the last business day of each month. If the period of an administrative faculty member's actual service does not equal a full year, salary will be earned in proportion to the fraction of the year in which services were actually rendered.