

**FACULTY CODE**  
**A GOVERNANCE DOCUMENT FOR THE COLLEGE OF PHARMACY**  
**WASHINGTON STATE UNIVERSITY**

*Adopted by the faculty September 23, 2011*

*Last revised July 1, 2014*

**I. INTRODUCTION**

The shared governance between faculty and administration relies on a partnership between faculty, who have substantial responsibilities of an administrative nature, and administrators, who often have significant academic responsibilities. In order for an academic program to function optimally, there must be mutual trust, respect, and understanding between all members. It is the intent of this document to provide a framework for aiding administration, faculty and staff in the operation of the College, enabling all parties to address the College's mission and achieve its shared vision. While this document provides clarity regarding responsibilities and accountabilities in the College, it is not possible to eliminate ambiguity completely; when such ambiguity occurs, the philosophy of shared-governance takes precedence.

The policies and procedures established herein are intended to be consistent with the codes and regulations for governance at Washington State University, which of course are of primary importance.

**II. VISION AND MISSION (approved May 2013)**

*Vision:* To be a leader in advancing, promoting, and protecting human health.

*Mission:* To advance human health through excellence in collaborative research, scholarship, and clinical education, and to develop outstanding healthcare professionals and scientists.

**III. STRATEGIC PLAN (approved July 9, 2013)**

<http://www.pharmacy.wsu.edu/facultystaff/files/COP-Strategic%20Plan.2020.pdf>

**IV. ORGANIZATIONAL STRUCTURE**

Attainment of the goals and objectives of the College is facilitated by an organizational structure and infrastructure that assures all parties contribute optimally to achieving excellence in teaching, scholarship, and service. The College is organized by responsibilities in both academic programs and discipline-specific areas as described in the appropriate sections of this document and in the organizational chart, <http://www.pharmacy.wsu.edu/facultystaff/deansoffice.html>.

**Chief Administrative Officer** - The Chief Administrative Officer of the College is the Dean. The administrative organization of the College is established by the Dean and may be revised when necessary to reflect changes in mission, function, or responsibility. Each administrative officer, other than the Dean, is responsible to the Dean or a designated alternate for the efficient and effective operation of the unit or function to which each is assigned.

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**Academic Programs** – The degree offerings of the College are organized into two broad categories: professional (the Doctor of Pharmacy degree) and graduate (the Doctor of Philosophy and thesis-based masters options). In addition, the College is engaged in a variety of non-degree-granting educational activities (e.g., Continuing Education). Each of these three programmatic areas is led by an Associate Dean (the Associate Dean for Professional Education, the Associate Dean for Graduate Education, and the Associate Dean for External Professional and Continuing Education, respectively).

**Academic Units** - The College is organized into the following three academic units, each of which is led by a **Chair**:

- Experimental and Systems
- Pharmacology
- Pharmaceutical Sciences
- Pharmacotherapy

**Administrative Units** – The infrastructure of the College consists of a variety of service units devoted to supporting the activities of students and faculty, as well as to facilitate relationships with the University, alumni, and a variety of other stakeholder groups. These units include the Office of Student Services, the Office of Assessment, the Office of Business and Finance, the Office of Information and Instructional Technology, the Office of Development, and the Office of Communications. Each of these Offices is led by a Director.

**V. ADMINISTRATION**

**Dean.** Appointment or reappointment to the position of Dean is made by the Provost in accordance with University policies. The term of office for appointment or reappointment is normally five years. The Dean holds an academic appointment, typically at the rank of Professor with tenure, in an appropriate unit of the College based upon experience and accomplishments. The Dean is expected to understand and support the rights and responsibilities of faculty, and to maintain open and effective communications with faculty. In addition to those duties established by the University, the responsibilities of the Dean include the following:

1. Serves as Chief Academic and Administrative Officer of the College, and as such directs all matters affecting the College's programs.
2. Speaks for the College at the University, state, and national level, and to the general public.
3. Serves as an ex officio member of College committees.
4. Ensures appropriate management of the College's human, physical, and fiscal resources.
5. As Chief Academic Officer, oversees the curricula of the College, the quality of curricular delivery, and assignment of duties to personnel.

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6. Reviews Faculty performance evaluations submitted by the Department Chairs.
7. Recommends salaries, salary changes, appointments, reappointments, promotions, the granting of tenure, and post-tenure actions.
8. Submits annual budget requests for the College and administers the budget when approved.

**Associate Deans** are administrative officers of the College who report directly to the Dean. Appointments to these positions are made by the Dean upon receiving approval of the Provost. The terms of appointment will normally be five years, with an administrative review every five years.

**Associate Dean for Professional Education.** Duties of the Associate Dean for Professional Education and Outreach include the following:

1. Provides administrative oversight for the professional degree program.
2. Manages budget and accounts supporting the functions of the Office of Professional Education.
3. In collaboration with the Associate Dean for Graduate Education, makes annual assignments of Teaching Assistants.
4. Serves as liaison to the Washington State Board of Pharmacy.
5. Oversees the Director of Student Services as liaison with University legal counsel on various student issues (e.g., appeals).
6. In consultation with the Dean, appoints faculty advisors to student organizations.
7. In consultation with the Dean and the Associate Dean for Graduate Education, makes annual faculty committee assignments.
8. Oversees contractual arrangements with community-based faculty and preceptors.

**Associate Dean for Graduate Education.** Duties of the Associate Dean for Graduate Education include the following:

1. Manages all aspects of the non-professional graduate degree programs, including student recruitment and admission, progression, and stipend and tuition support, assessment, and external review.
2. In collaboration with Chairs, designs the curriculum for specialty tracks within the Doctor of Philosophy program.
3. In collaboration with the Associate Dean for Professional Education, leads and manages combined degree programs.
4. Serves as liaison to the Graduate School.
5. Manages budget and accounts supporting the functions of the Office of Graduate Education.

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**Associate Dean for Advancement.** Duties of the Associate Dean for Advancement include the following:

1. Leads and manages the development activities, and serves as the chief fundraiser for the college.
2. Serves as the Executive Director for the college's alumni association.
3. Leads and manages the college's communication, marketing, and branding activities, integrating communications efforts with development and alumni relations.
4. Serves as liaison with the pharmacy practice community, and cultivates relationships to support educational and research activities of the college.
5. Stands in for the Dean, when necessary, in representing the college to external constituencies.

**Associate Dean for Research.** Duties of the Associate Dean for Research include the following:

1. Provides support for preparation and submission of grant applications and contract agreements.
2. Serves as liaison to the Office of Sponsored Research and relevant funding agencies.
3. Manages research space and facilities, shared research equipment, and oversees laboratory safety.
4. Manages conflict of interest and conflict of commitment issues.
5. Ensures compliance with local, state, and federal guidelines and policies.
6. Works with faculty to identify potential funding sources.
7. Provides guidance concerning the conduct of clinical research.

**Associate Dean for External Professional and Continuing Education.** Duties of the Associate Dean for External Professional and Continuing Education include the following:

1. Oversight of all of the College's continuing education programs.
2. Assurance of compliance with accreditation standards and requirements for continuing education.
3. Developing agreements for delivering non-degree-granting educational programming.
4. Partnering with faculty to develop and deliver Program/CE content.
5. Creating, implementing, and maintaining a business plan for external/continuing education programming and activities, including appropriate incentives for participating faculty and their home departments.

**Directors** are responsible for managing the day-to-day operations of various units of the College, and report to the Dean.

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**Director of Assessment.** Duties of the Director of Assessment include the following:

Global assessment:

- Refine and implement the global assessment plan and assessment activities to meet the College's abilities-based outcomes as needed for the curriculum and to meet accreditation standards.
- Implement, maintain, and provide continual evaluation of the global assessment plan.
- Provide documentation for the College's assessment goals, activities, progress and other requested information, plus assist in facilitating the College with meeting University assessment goals.

Faculty/teaching assessment:

- Refine and implement a sustainable assessment program for faculty and teaching.
- Implement and maintain an online student teaching evaluation system.
- Develop, implement, and maintain a peer-review of teaching system in collaboration with the Associate Dean for Professional Education and Outreach.

Curricular assessment:

- Refine and implement a sustainable, evidence-based, comprehensive curriculum assessment program to include continuous quality improvement.
- Collect assessment data and prepare periodic statistical and analytical reports on curricular outcome measures.
- Develop and work with faculty to oversee pre-, post- and benchmark assessment activities, e.g. verbal communication, critical writing, critical thinking, and other general abilities skills.

**Director of Business Services.** Duties of the Director of Business Services include the following:

- Oversee the functions of the College of Pharmacy Office of Business Services and serves as the Chief Financial Officer for the College.
- Administer and implement the budgetary and financial policies of the College.
- Provide effective accounting controls and maintain the integrity of the financial records.
- Comply with University and State policies and procedures.
- Interact with department chairs and directors; provide consultative support to planning initiatives through financial and management information analyses reports and recommendations.

**Director of Advancement of Teaching and Learning Excellence.** Duties of the Director of Advancement of Teaching and Learning Excellence include the following:

- Provide leadership for developing and maintaining programs of excellence in the scholarship of education.

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- Collaborate with the college's leadership team to evaluate and implement curricular delivery approaches for local and distributed educational models.
- Work with relevant stakeholders on continuing faculty development in the specific area of teaching and learning effectiveness.
- In conjunction with other college units, support implementation and evaluation of new classroom and instructional approaches.

**Director of Information and Instructional Technology.** Duties of the Director of Information Services include the following:

- Manage the day-to-day operations and maintenance of the college's information and computing services.
- Design, develop, implement, and maintain on-line educational, administrative programs and services for the college.
- Provide expertise and support on computer related technology.

**Director of Communications and Public Relations.** Duties of the Director of Communications and Public Relations include the following:

- Develop and implement a comprehensive communications plan for the College to inform internal and external audiences about activities and accomplishments in the College and to call attention to opportunities that exist for Friends to invest in the College. The information communicated should support the College and University priorities and align with key messages adopted by the University.
- Act as a liaison to news media and to central University communications units.
- Produce or supervise the production of news releases, newsletters, annual reports, special reports, speeches, brochures, videos, still photography, web pages and other materials related to the College's public image and fundraising goals.

**Director of Student Services** assumes responsibility for:

Professional education program:

- Oversees scheduling of courses, classrooms and laboratories
- Directs preparation of bulletins and other College publications

Student services:

- Manages the Office of Student Services
- Updates and maintains the student handbook
- Manages personnel including academic coordinators and office assistant
- Serves as chair of the Admissions Committee.

Recruitment and prospective students:

- Coordinates the college's recruitment, including the preparation and distribution of promotional materials and recruitment visits to feeder schools
- Serves as liaison between the college and pre-pharmacy advisors

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- Oversees advising of pre-pharmacy students and preparation of pre-pharmacy requirement sheets

Career counseling and placement service:

- Responsible for career counseling and coordination of placement services including the organization of the annual Career Day activities in conjunction with the Events Committee

Student recognition ceremonies:

- Coordinates the White Coat, Scholarship and Commencement ceremonies in collaboration with the Events Committee.

**Chairs.** Each academic unit is led by a Chair. Appointment or reappointment to the office of Department Chair is made by the Dean upon receiving the advice of faculty and other stakeholders. The term of office for appointment, or reappointment after an administrative review, is normally five years. The duties of each Department Chair include the following:

1. Serves as Chief Administrative Officer for the unit, and as such represents the unit's strategic resource needs to the Dean's Office and manages the unit's allocated resources.
2. Represents the unit within the College and with external constituencies and partners.
3. Initiates and directs plans for recruitment and retention of faculty, as well as appointments, reappointments, promotion, and tenure actions in compliance with University requirements.
4. Works with the Associate Dean for Research and the Dean to identify start-up funds for new faculty hires.
5. Manages all unit-level personnel activities, including staff evaluations, ensuring consistency in enforcement of policies and adequate documentation.
6. Serves as Chief Academic Officer for the unit, and as such oversees the unit's contributions to educational programs.
7. Serves as a mentor for junior faculty.
8. Develops and fosters relationships with external constituents and partners.

**VI. FACULTY**

While the Faculty in major research universities often have autonomy with respect to their scholarly activities, faculty members are, first and foremost, employees of the University, and as such have a primary responsibility for meeting obligations associated with the University's mission and their individual appointments in a specific academic unit. The professional responsibilities of full-time faculty members at universities typically are evaluated according to the broad categories of teaching, scholarship, and service. While the relative effort given to these activities may vary among the Faculty, these responsibilities require that all faculty members teach students, colleagues,

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practitioners, or members of the broader community.

Although teaching is an integral part of Faculty activities, there is a false perception of separation between teaching and scholarship. These two core responsibilities are, in fact, inseparable aspects of the Faculty's mission as a community of scholars: the acquisition of knowledge (through scholarly activities) is only meaningful upon dissemination of that knowledge (through teaching in its broadest sense). While didactic instruction is the most visible and easily quantifiable form of teaching, it is only one mode of teaching. Faculty members also teach through constructive criticism; they teach in informal meetings to discuss ideas or research projects; they teach as mentors by setting an example of professional conduct. Teaching therefore occurs not only in the classroom, but in the laboratory, in the office, in clinics, and in the field. Faculty members provide service, based on their expertise, to their individual units, to the College, to the University, to their profession, and to their communities.

The Faculty of the College consists of all persons holding Tenure-Track, Clinical, or Research appointments at the rank of Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, or a formally authorized Lecturer-equivalent.

The specific duties of the Faculty include the following:

1. Conducting and advancing the instructional, scholarly, and service missions of the College and the academic unit in which the appointment is held.
2. Development, delivery, and assessment of the College's various curricula.
3. Collaborating with the Administration on the development, implementation, and continued re-evaluation of strategic plans for the College and the academic unit in which the appointment is held.
4. Advising and mentoring students in matters relating to their education and career goals.
5. Collaborating with scientific and professional constituencies in advancing the mission of the College.
6. Assisting in the development, interpretation, application and evaluation of the goals and policies of the College.

**Appointment, Reappointment, Promotion, Tenure and Termination**

The policies and practices which affect these aspects of the relationship between the University and each Faculty member of the College is in accordance with the superior codes expressed in the Introduction to this document, and in the College's statements on policies and procedures governing appointment, reappointment, promotion, and tenure at <http://www.pharmacy.wsu.edu/facultystaff/deansoffice.html>.

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It is required that the Dean submit recommendations about proposals for or questions about appointments, reappointments, promotions, and tenure to the Provost after having consulted with the assembled Full Professors. It is desirable that the Dean consult Faculty members about proposed new appointments; however, the Dean will be guided but not bound by recommendations from those consulted.

**Academic Freedom**

The academic freedom afforded the Faculty of the College is consistent with the rights and privileges for faculty contained in Governing Regulations of the University:

[http://facsen.wsu.edu/faculty\\_manual/](http://facsen.wsu.edu/faculty_manual/)

**Governance**

Members of the Faculty are encouraged to participate in a collegial system of shared governance. The Faculty as a body has the power to legislate academic matters of general interest to the College, subject to approval of the Dean and other appropriate administrators and governing bodies of the University. While consultation with the Faculty is appropriate on many matters of an administrative nature, faculty members do not have legislative authority over budgetary, accreditation, or legal issues. Departmental faculty members have the power to legislate on matters of general interest to that Department, subject to the approval of the Chair or other appropriate administrators and governing bodies of the University.

**Voting Privileges**

Voting faculty are those members of the faculty whose primary (50% or more, as determined by either FTE or salary distribution) commitment is to the WSU College of Pharmacy.

**Meetings and Procedures**

General meetings of the faculty will occur at least three times each year, typically at or near the beginning of each academic semester and at the end of the academic year. Additional meetings of the faculty may be called as required by the Dean.

Meetings of academic units will be held consistently and as needed. In general, it is expected that a unit would meet, at minimum, six times each year.

Committee meetings will be held on a regular schedule and/or on special occasions as determined by the Committee Chair.

Additional meetings for any of the above may be called in response to needs articulated by the University, by a substantive group of the faculty, or by external stakeholders. A

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formal announcement of time, place, and agenda for each meeting will be made, if possible, at least seven days prior to the meeting.

A quorum is defined as a simple majority of the total eligible voting members, and is required for official faculty action. A majority vote of the voting members present, which may be obtained by voice, show of hands, or ballot at the discretion of the presiding officer, will decide a motion. Minutes of meetings will be maintained and distributed or made available through appropriate mechanisms.

**VII. STAFF**

Members of the Administrative Staff provide support services to the College to facilitate the instructional, service and research mission of the organization. Administrative Staff are under the jurisdiction and supervision of the particular College operational or administrative unit that is being served. Staff functions, as well as inter-relationships between various staff positions, are included in the College of Pharmacy Staff Policies and Procedures for AP: <http://hrs.wsu.edu/APHandbook> ; for civil service <http://hrs.wsu.edu/EE%20Handbooks%20Manuals> . The College's Staff Council meets regularly to discuss issues of particular relevance to Administrative Staff, and serves as a conduit for providing advice to and seeking information from the Dean.

**VIII. STUDENTS**

Issues related to student expectations, progression, and governance in each of the degree-granting programs in the College are communicated through Student Handbooks that are reviewed, revised as appropriate, and distributed annually.

**Ombudsman.** The College's Ombudsman, a member of the College's faculty, is intended to provide support to students facing a variety of issues. The Ombudsman is not intended to replace the relationship between a student and her or his academic advisor or mentor (in the case of a graduate student), but rather to provide students with a resource and advocate for pursuing issues of an administrative, rather than strictly academic, nature (e.g., progression).

**IX. PROFESSIONAL PROGRAM (Pharm.D.)**

The College offers a four-year program leading to the Doctor of Pharmacy (Pharm.D.) degree. This program is fully accredited by the Accreditation Council for Pharmacy Education and adheres to established standards [<http://www.acpe-accredit.org/standards/default.asp>]. The College accomplishes its educational mission through a curriculum that provides a structured sequence of learning experiences that prepare students to enter the general practice of pharmacy. Systematic processes using various assessment methods are employed for measuring professional competencies and outcomes. The Faculty of the College have shared jurisdiction over all matters

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concerning admission requirements, curriculum, and graduation requirements. If approved by the Faculty, all such decisions are implemented by the Dean through the Office of the Associate Dean for Professional Education and Student Services.

**X. GRADUATE PROGRAM (M.S., Ph.D.)**

The Graduate Program in the College of Pharmacy leads to the Ph.D. in Pharmaceutical Sciences. The Dean of the College of Pharmacy assigns the administrative responsibility for the Graduate Program to the Associate Dean for Graduate Education. The faculty of each academic unit, led by the Chair, is responsible for the content and conduct of the respective area of the graduate program and for the recruitment and progression of the graduate students within that area. Day-to-day implementation and management of the relevant graduate program track may be delegated by the Chair to a Director of Graduate Studies. In either case, the academic units work closely with the Office of Graduate Education to deliver the graduate program.

**XI. OTHER TRAINING PROGRAMS**

**Residents.** The College of Pharmacy has affiliated residency programs within the college (i.e. geriatrics and drug information) and at hospitals, community pharmacies and other health system environments. The College of Pharmacy is responsible for crafting an affiliation agreement to residents of programs affiliated with program. The College of Pharmacy is responsible for providing an annual workshop and a teaching program to residents of programs affiliated with the college. Applicants must be graduates of accredited pharmacy schools and eligible for licensure in Washington State.

**Postdoctoral Fellows and Visiting Scholars.** Individuals pursuing advanced studies, research, and specialized training (postdoctoral fellows and visiting scholars) in the College of Pharmacy are recruited by the sponsoring faculty in compliance with the policies and salary guidelines put forward by the University. Postdoctoral fellows and visiting scholars report to the sponsoring faculty; however, administrative oversight is provided by the respective Department Chair.

**XII. COLLEGE COMMITTEES**

Various standing and ad hoc Committees are required to conduct the business of the College. Whenever possible and appropriate, each Committee should be composed of at least one member from each Department and of one or more non-faculty members (students, staff, and/or external constituent) for direct representation of academic, student or professional concerns. The individual members and Chair of each Committee are appointed by the Dean, and the composition of standing Committees typically are revised annually, after consultation with the Associate Deans (regarding

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the needs of each committee) and Department Chairs (regarding the interests of faculty and competing work assignments), by balancing reappointment/new appointments to assure appropriate continuity and change. Should the interim membership of a standing or special Committee become reduced, the Dean may make appropriate replacement appointment(s) for the remainder of the term.

Accountability for the Committee is the responsibility of the Committee Chair and the Dean, Associate Dean, or Chair to whom a particular Committee reports, who will oversee accomplishment of Committee responsibilities, and provide feedback to the Chairs of academic units on the quality of faculty participation. The Committee Chair is responsible for agendas, minutes, and forwarding recommendations to the appropriate individual or body. Committees reporting to the faculty should report at least annually at a faculty meeting. Committees reporting to the Dean will report as directed by the Dean.

The Dean, Associate Deans, Chairs, or Program Directors can establish Ad Hoc Committees on an "as needed" basis to accomplish the mission of a given academic or administrative unit within the College. Ad Hoc Committees should be given a specific charge and will be dissolved on completion of their charge. They report directly to the person who establishes them.

**XI. AMENDMENTS**

Any modification of this code that represents a substantive change in the role of faculty governance within the College will require the following procedure:

1. Each proposed amendment will be specified in writing and presented at a regular Faculty meeting or at one specifically called for the purpose.
2. Optionally the proposed amendment may be referred to a special Committee for review and recommendation.
3. As soon as practical, preferably within thirty days after presentation of the proposed amendment, a Faculty meeting will be called solely (or partly) for acting on the recommendation of the Committee or on the unrefereed proposed amendment.
4. A two-thirds majority of the voting Faculty as defined above, is required for adoption of the amendment.

**XII. ADOPTION**

This Code and/or amendments to this Code will become effective immediately upon ratification by a two-thirds majority vote of the Faculty membership. The eligible voters in Faculty meetings, within the meaning of this Code, are identified under Section VI, FACULTY.

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Rev 1 (July 2014): reflect changes in college operations