

## APPENDIX I

### UNIVERSITY OF COLORADO MUSEUM POSITION DESCRIPTIONS

#### DIRECTOR

1. Develops, promotes, and coordinates long-range planning for the Museum
2. Provides leadership and encouragement for the faculty and staff of the Museum
3. Promotes excellence in the academic and public programs of the Museum
4. Allocates resources (funds, space, effort) among the various activities of the Museum
5. Determines faculty salaries, after consultation with the person involved and following established procedures for merit evaluations (See Appendix VI)
6. Exercises budgetary oversight and control
7. Represents the Museum at university meetings of the Institutes and Program Directors and meetings of Program Directors and Department Chairs
8. Serves as Program Director (equivalent of department chair) for the Museum and Field Studies Program
9. Works with appropriate agencies and individuals to raise external funds to enhance the activities of the Museum
10. Consults on acceptance or rejection of major gifts from prospective donors
11. Represents the Museum in external affairs and to the Museum, to the University, and to the general public
12. Increases the availability of the Museum as a State and National resource

#### ASSISTANT DIRECTOR

1. Plans, develops, supervises, and coordinates public education for the Museum including exhibits, public programs, and k-12 and other outreach programs
2. Coordinates these programs with other University units
3. Raises support for these activities through grant applications and other appropriate means
4. Acts for Director in his/her absence for brief periods
5. Chairs the Project Committee

#### FACULTY CURATOR

1. Curation
  - a. Provides scientific expertise to the Collection Manager for specimen identifications, systematic updates, overall specimen organization, overall database organization, and section mission/focus; regularly reviews the scientific literature in order to remain current in their area of expertise

- b. Authorizes all specimen accessions, ensuring that they fit into the general scope of the section, authorizes loans, and suggests deaccessions to the Collections Committee
- c. Develops collecting programs as necessary to expand and strengthen the existing scope of the collections
- d. Develops sectional policies and procedures with the assistance of the Collection Manager(s)
- e. Meets with the Collection Manager(s) on a regular basis in order to determine the section's strengths and weaknesses, general mission, and short and long-term goals; this will include constructing a plan to upgrade and modernize collections (data management, storage facilities, systematics, etc.)
- f. Oversees section budget and constructs short term and long term fiscal plans for the section, with the assistance of the Collection Manager(s)
- g. Solicits external funds for the improvement of collections through grant writing as needed
- h. Augments and maintains the collections or academic programs in their custody and directs the focus exhibits in her/his area of expertise

## 2. Supervision

- a. Supervises the Collection Manager(s), and evaluates his/her performance annually, based on specific performance standards as outlined in the CU Museum Bylaws
- b. Trains and supervises graduate students, work-study students, volunteers, and others employed in the section with the Collection Manager(s)

## 3. Teaching

- a. Teaches courses in the Museum and Field Studies program and in a designated cognate department, as determined by the Museum Director and the cognate department Chair
- b. Chairs or serves on graduate committees in the Museum and Field Studies program and/or cognate department
- c. Solicits graduate and undergraduate students to participate in section activities via museum practica, independent study and research hours, internships, graduate assistantships, research opportunities, lab activities, and mentoring

## 4. Service

- a. Participates in scholarly activity outside the university by attending professional meetings and reviewing grant proposals and manuscripts in the Curator's area of expertise
- b. Participates in outreach by representing the Museum to the general public, government agencies, and private organizations

- c. Assumes Museum committee responsibilities
- d. Serves on cognate department and University committees

## 5. Research

- a. Conducts scientific research and publishes in the area of the Curator's expertise
- b. Solicits funds to support research activities

## COLLECTION MANAGER

### 1. Curation

- a. Manages daily curatorial needs of the collections, including specimen preparation, identification, cataloguing, housing, and conservation of specimens
- b. Assists in design of the Section's computerized database
- c. Maintains the Section's computerized database
- d. Processes loans and responds to written and verbal information requests
- e. Maintains sectional correspondence
- f. Collects specimens when necessary to expand and strengthen the scope of the collections
- g. Monitors environmental, health, and safety conditions in collections and lab areas
- h. Manages Section library and archival material

### 2. Collections Administration

- a. Assists Curator in developing Section policies and procedures, and assessing short and long-term goals for the collections
- b. Inventories and orders supplies and equipment for the Section
- c. Prepares annual reports as necessary
- d. Monitors annual budget with Curator
- e. Assists Curator in preparing grant proposals to upgrade collections

### 3. Supervision

Assists Curator in training and supervising graduate students, work-study students, and volunteers, and may supervise others employed in the Section

### 4. Teaching

- a. Assists Museum and Field Studies graduate students as needed
- b. Collection Manager shall not be responsible for teaching any classes (including museum practica and independent study hours) unless it is agreed upon by the Museum Director, Collection Manager, and the

Curator; these duties must not conflict with the management obligations of the Section

- c. Collection Manager may give lectures, demonstrations and tours to students or the general community, and/or assist the Curator with museum practica or independent study students as needed
- d. Collection Manager may serve on graduate student committees by requesting a special faculty appointment from the Graduate School, and with Curator approval

#### 5. Service

- a. Hosts visitors and conducts tours of the collections as appropriate
- b. Responds to telephone or written inquiries, and provides specimen identifications for the general public
- c. May serve as a liaison with university courses, k-12 schools, and other groups
- d. Assists Public Section with label copy and specimen preparation as necessary
- e. Serves on Museum committees
- f. May participate in scholarly activity outside the university by attending professional meetings and reviewing manuscripts in the individual's area of expertise

#### 6. Research

- a. May conduct research in a manner that supports the general mission of the Museum as well as that of the individual Section; research time should be negotiated with the Curator and should not interfere with the daily operations of the section
- b. May publish his/her research as appropriate

APPENDIX II  
CRITERIA FOR APPOINTMENT, REAPPOINTMENT, PROMOTION, AND  
TENURE OF THE PRIMARY UNIT  
UNIVERSITY OF COLORADO MUSEUM

Preamble --These Museum criteria and procedures are subject to the current laws and actions of the Regents and to other University policies and procedures as described generally in the Faculty Handbook and as subsequently revised. Each Museum criterion, procedure, policy, or rule is intended to be interpreted and applied in a manner consistent with current Regental laws and actions and other University policies and procedures. In the event of a conflict, Regental laws and actions and other policies and procedures of the University shall prevail.

The criteria for evaluation of performance by Museum faculty responsible for collections are: curation and acquisition; research in the area of the curator's competence and its publication; teaching; professional activity; and university and public service. Workloads and differentiated workloads are established on an annual basis in consultation with the Director.

Procedures:

For appointment, reappointment, promotion, and tenure, the Director and the Chair of the cognate department, as appropriate, coordinate the appointment of evaluation committees whose duty it will be to prepare a dossier (see below) on the candidate and present the information to the Director and the Museum Primary Unit. The faculty's vote and a recommendation from the Director are forwarded by the Director to the Chair of the cognate department and to the Office of Dean of the Graduate School and Vice Chancellor for Research who shall forward the dossier, vote, and Director's recommendations to the Office of the Vice Chancellor for Academic Affairs.

Appointment:

All Museum tenure-track and tenured faculty are jointly appointed between the Museum and an appropriate cognate department. The appointment to a faculty position generally requires a Ph.D. The Museum Director and the Chair of the cognate department will draft an agreement about the duties of the position in each unit. This draft is brought to the Museum faculty for approval. The Director of the Museum and Chair of the cognate department appoint a search committee that shall have at least two faculty members from the Museum. The position is advertised nationally in accordance with University Policy (see 1997 Handbook for Department Chairs and Program Directors) and the resulting applications are reviewed by the search committee. Three or more letters of recommendation are required. Upon recommendation of the committee and the advice and concurrence of the faculty of both units, one or more finalists will be invited to the campus for personal interviews. The Museum faculty chooses a finalist and makes its recommendations to the Director who communicates the Museum's choice to the Chair of the cognate department. The candidate must be acceptable to both units and it is the Director's responsibility to negotiate the appropriate terms of appointment. The letter of offer to the successful candidate is drafted together by the Museum Director and the

Chair of the cognate department following procedures outlined in the 1997 Handbook for Department Chairs and Program Directors, and submitted to the appropriate Deans and Vice-Chancellors as outlined in the 1997 Handbook.

#### Reappointment:

Comprehensive review for reappointment, promotion, or tenure: Before consideration for tenure all faculty must undergo one comprehensive review. The procedures followed will be as outlined above under "Procedures." The evaluation committee shall contain faculty from the Museum and appropriate cognate department(s). For comprehensive review for promotion or tenure the committee will solicit letters of recommendation and evaluation from recognized scholars outside the University. The candidate will be asked to submit a list of names of scholars. The committee shall see that a comprehensive dossier be prepared.

Dossiers for reappointment, promotion, or tenure shall include the following:

#### General Information

- Curriculum vitae (including a complete bibliography)

#### Curation

- A description of the changes, improvements, etc. made to the collection under the faculty member's supervision, since the last comprehensive review  
In addition, the faculty member should plan to give a member or members of the committee a tour of the collection under her or his management

#### Teaching

- Teaching evaluations since the most recent comprehensive review
- Copies of course syllabi and related materials
- List of undergraduate students who were honors students, did independent research, or independent reading projects
- List of graduate students
- List of publications, theses, and dissertations by undergraduate and graduate students.  
In addition, there should be direct observation of the faculty members teaching by a member or members of the committee. These committee members should provide a written evaluation of the teaching

#### Research

- A statement of current research interests and projects
- A list of awards and honors
- A list of lectures, seminars, and papers presented at scholarly meetings, and exhibits
- A list of consulting activities
- A list of grants currently held as well as proposals under consideration
- Copies of articles, books, monographs, and reports since the last comprehensive review

#### Service

- List of professional societies
- List of state and federal boards on which the faculty member has served
- List of departmental, museum, and university committees
- Description of community service

- Description of any editorial or review activity

Reappointment with tenure requires demonstrated meritorious performance in each of the areas of curation, teaching, research or creative work, and service, and demonstrated excellence in either teaching or research and creative work (Faculty Handbook pp. II-28-29).

Promotion to full professor requires outstanding accomplishment in both teaching and research (Faculty Handbook, pp. III-29) as well as significant curatorial achievement.

## APPENDIX III

### POST-TENURE REVIEW UNIVERSITY OF COLORADO MUSEUM

The Museum follows the University of Colorado Post-tenure Review Policy, which can be found at <http://www.cu.edu/policies/Personnel/posttenure.html> (as of April 2005). In addition, because Museum tenured faculty members are jointly appointed with at least one cognate department, the following procedures will be followed.

The Director and the Chair of the cognate department(s), as appropriate, coordinate the appointment of a post-tenure review committee whose duty it will be to prepare a dossier on the faculty member and to prepare a report. The report will be forwarded to the deans of the appropriate units, who will report to the academic vice chancellor on the results of the post-tenure review. A copy of the PTR report will be placed in the faculty member's personnel file.

APPENDIX IV  
MUSEUM PERSONNEL SERVING WITHOUT COMPENSATION

Title: Museum Associate  
Minimal Qualification: Competence  
Term: Indeterminate  
Nominated By: Curatorial Section  
Reviewed By: Faculty  
Approved By: Faculty and Director  
Authority: Regents, 8/19/76

Title: Museum Associate Curator  
Minimal Qualification: CU Faculty; research, curatorial expertise  
Term: Indeterminate  
Nominated By: Curatorial Section  
Reviewed By: Faculty  
Approved By: Faculty and Director  
Authority: Regents, 8/19/76

Title: Museum Curator Adjoint  
Minimal Qualification: Ph.D. or equivalent experience; involvement with curation  
Term: Indeterminate  
Nominated By: Curatorial Section  
Reviewed By: Faculty  
Approved By: Faculty and Director  
Authority: Regents, 8/19/76

APPENDIX V  
COLLECTIONS POLICY STATEMENT  
UNIVERSITY OF COLORADO MUSEUM

Introduction

The University of Colorado Museum was founded in 1902 and maintains collections in all fields of natural history. The Museum is divided into sections, which administer specific parts of the collections: Anthropology (Archaeological and Ethnological collections), Botany (Plant collections), Entomology (Insect and Arachnid collections), Paleontology (Fossils and associated materials), and Zoology (Vertebrates and Invertebrates other than insects and arachnids).

Acquisition, cataloguing, preservation, and conservation are the responsibility of the individual sections. Each Section establishes a detailed collections policy. The principal foci of the University of Colorado Museum's collecting efforts are the Rocky Mountains and adjacent Great Plains and Southwest. In order to study relationships properly, some collections have global coverage. Teaching collections are also maintained by the Museum. Personal collecting by Museum employees shall neither compete with nor be promoted by Museum acquisitions.

De-accessioning may occur as collections are upgraded to improve specimen condition and collection content. Policy details with regard to de-accessioning may differ in each section due to differences in types of collections.

Classes of Collections

With specific reference to its regional interests, the Museum holds the following classes of collections:

1. Original records and documentation. All those original documents on paper, glass, film, videotape, magnetic tape, or computer storage which contain information relating to items in the collections or which, in and of themselves, contain significant information.
2. Significant objects. All objects of inherent cultural or scientific value. Included in this may be collections, which the Museum holds in trust.

Included in Classes 1 and 2 above are voucher collections (collections of specimens documenting a specific study, thesis, or dissertation). The voucher collections are intended to permit restudy of the material that a researcher utilized to reach his/her conclusions in accordance with the rules of scientific experimentation. Voucher collections are important academic documents and should be maintained in perpetuity regardless of geographical focus.

3. Expendable objects. Objects or specimens that lack adequate documentation. They may be used for legitimate purposes involving the risk of possible loss, damage, or destruction.

4. Comparative reference and synoptic collections. Specimens and material, which are kept in a systematic manner primarily to serve as standard keys for comparison and identification.
5. Expendable collections for analysis and testing. Where these collections were made under a permit, the approval of the permitting agency must be obtained.
6. Duplicates, models, and replicas. This category includes copies of original documents and artifacts, molds, casts, educational models, and experimental samples.
7. Library. Library materials.
8. Teaching/educational collections. Some objects or collections of objects may be designated specifically for use as teaching aids, and are made available by the Museum to other University departments as well as off-campus educational institutions or organizations.
9. Electronic data collections.

### Acquisition

Appropriate material may be added to the section's holdings through gift, purchase, transfer, collecting, research, or exchange. Additions to the collections shall conform to a plan for collection development in each section.

Gifts shall be accepted for accessioning only when and if they fit into specific collection development plans. Gifts in excess of an estimated value of \$5000 shall be formally acknowledged by the Director. Long-term loans will not be accepted except when there is the written commitment to donate, or in unusual circumstances.

Acquisitions of collections shall conform with all binding international conventions and with federal, state, and local laws, especially with regard to human remains and endangered species. The Museum Director reserves the right to negotiate the acceptance conditions. Proof of title may be required from prospective donors and sellers. Material collected on Federal land may be the property of the Federal Government and the Museum may act as a trustee of the material.

The Museum reserves the right to negotiate conditions restraining a section's freedom to keep or dispose of a gift, or to otherwise utilize collections in whatever manner it sees fit. Cases may arise where donated material effectively duplicates or is not related to items already on hand. In such an event, the Museum reserves the right to exchange donated material where doing so improves or enhances the collection within the guidelines of the collection policy.

Individual sections will establish minimum criteria for documentation required to make a potential donation acceptable. The sections should not accept any large collection (defined as those that would significantly change a section's space needs or collection focus) without consultation with other curators and the Director. Cultural Resource Collections and Environmental Impact Collections (defined as those obtained by persons or contractors as part of research for personal gain and not through funded University

research) are stored at the discretion of the section (based on criteria of research value and regional significance) upon payment of a negotiated storage fee and receipt of required supporting documentation (field notes, inventory, report, etc.). All donors must complete a Statement of Gift. The Museum does not provide appraisals of donations-in-kind to the University of Colorado. Standards for the care and development of the collections shall be the responsibility of the Curator of the section. Insofar as possible, collections should meet standards of professional organizations and accrediting agencies.

### De-accessioning

De-accessioning may be done for sound professional reasons, following formal procedures. De-accessioning of what are referred to here as collection Classes 1, 2, 4, and 9 requires approval of the Collections Committee and the Director; for some classes of material the Director may delegate de-accessioning authority. Objects or materials to be de-accessioned may be disposed of in one of the following ways:

- (1) transfer to another appropriate institution;
- (2) exchange;
- (3) destruction; or
- (4) sale (of items not purchased with State monies).

De-accession procedures follow Native American Graves Protection and Repatriation Act (NAGPRA) guidelines, which are determined by the federal law and consultations with tribal representatives. In some cases collections may be returned directly to the tribe, while in other cases physical location and curation responsibility may be shifted to a federal or state curation facility closer to the tribe's location.

Where monetary value is substantial, consultation with appropriate University officials such as the University Counsel may be necessary.

This collections policy shall be periodically reviewed.

This general policy was approved by the faculty of the Museum on 4 November 1986. The subsequent review was done in Spring 1995 by the Collections Committee. Further review was done by the Primary Unit in Spring 1998.

The collections policy of each Museum Section is available on each Section's website.

## APPENDIX VI

### PROCEDURE FOR ANNUAL FACULTY EVALUATION FOR MERIT SALARY INCREASES UNIVERSITY OF COLORADO MUSEUM

1. When instructions and other evaluation materials are received from Academic Affairs, the Director distributes the current year's instructions to each faculty member.
2. Faculty of the Primary Unit elect faculty to serve on an Annual Merit Evaluation Committee (AMEC). Membership shall include at least two tenured faculty members and one non-tenured faculty member (if available). The non-tenured member shall help with the evaluation process, but will not be a voting member. The Director shall serve as a non-voting member of the Committee, but shall vote in the case of a tie vote.
3. Based on the Faculty Reports of Professional Activity for the previous two calendar years, the AMEC prepares a draft "Faculty Performance Rating" (FPR) form.
4. The draft FPR form is presented to the faculty member so that the faculty member can check it for accuracy.
5. The AMEC prepares a comparative table, according to University and Museum guidelines, and rates each faculty member in the following categories:
  - a. Curation (quality and quantity--->composite)
  - b. Research (publications--quality, quantity, work-in-progress, grant proposals -->composite)
  - c. Teaching (quality and quantity--->composite)
  - d. Professional Service (intramural, extramural--->composite)
6. Scores are weighted by proportional importance of a particular activity in a faculty member's agreed assignment (e.g., research:curation:teaching:service is most commonly weighted as 40:20:20:20 percent).
7. The comparative table is presented to the Director to be used in apportioning merit salary raises among the faculty.