



November 18, 2024

Working Together Toward a Culture of Belonging

Provost's 2022-2025 IRC Roadmap Update: Year 2

Turan Kayaoglu, associate vice chancellor of faculty affairs

Dear Campus Community,

We are pleased to share an update on CU Denver's efforts to support instructional, research, and clinical (IRC) faculty in the second year of the [2022-2025 IRC Roadmap](#). This Roadmap, initiated by Provost Constancio Nakuma based on [findings from the 2021-22 IRC Task Force](#), outlines actionable steps toward addressing critical challenges faced by IRC faculty and enhancing their professional environment at CU Denver.

This update covers progress from November 2023 to the present as well as priorities for the coming year. We continue to work closely with the UCDALI Executive Committee, the IRC Roadmap Advisory Committee, and other campus partners to make measurable progress on key initiatives to strengthen the support, recognition, and integration of IRC faculty across campus.

Policy Revisions to Support IRC Faculty Rights and Roles

Recent CU Denver policy developments aim to define and codify the rights of IRC faculty and clarify and expand contract pathways that increase job security and stability.

- **CAP 1007: Standardizing IRC Promotion Compensation**
This year, following the 2023 revision of CAP 1007 to standardize promotion compensation for faculty promoted within IRC title tracks, we collaborated with CU Denver Human Resources to ensure that IRC promotions include appropriate pay increases, with annual CPI adjustments, that parallel proportionate increases for tenure-track faculty promotions. This adjustment included review of IRC promotion compensation over the past decade to retroactively apply increases that align with the new standards. This policy change has benefitted over 100 IRC faculty members to date.
- **CAP 1027: Streamlining Multi-Year Contract Pathways**
In collaboration with UCDALI and Faculty Assembly, a revision of CAP 1027 was completed. The revision simplifies the processes by which IRC faculty may be awarded

multi-year contracts (MYCs), with the aim of formalizing longer-term commitments IRC faculty and enhancing job security. The policy now permits five-year contracts for experienced CU Denver faculty, aligning with state law and the University of Colorado System's [APS 5053](#), while permitting initial contracts for terms of up to three years.

One key criterion for MYC eligibility is teaching effectiveness. Policy revisions affirmed primary unit faculty's authority to define the criteria for teaching effectiveness, in line with CU System [APS 1009](#), resides within Primary Units.

IRC Task Force recommended work on MYC has resulted in significant changes at CU Denver. Since 2022, the percentage of CU Denver's IRC faculty with MYCs has risen from 10% to 42%, with their representation increasing from one school/college (CLAS) to five: BUS, CAM, CLAS (including International College of Beijing), SEHD, and SPA.

A new Multi-Year Contract (MYC) template, based on the revised CU System template, was shared with academic units for use in all contracts starting this fall.

- **[CAP 1019](#): Codifying IRC Faculty Appeal Rights**

CAP 1019, whose revision was approved in summer 2024, now clarifies appeal processes for IRC faculty, establishing a two-tier system by which faculty may first appeal reappointment or promotional decisions to their dean and then to the provost, if they wish. These CAP 1019 updates also align IRC faculty titles with CU System's [APS 5060](#) referenced below.

- **[APS 5060](#): Compliance and Title Alignment**

In line with the revised APS 5060 (approved in summer 2023), we updated IRC faculty titles in consultation with campus leaders, UCDALI, and Faculty Assembly. This review led to new titles for the Teaching Professor track (Assistant, Associate, and Teaching Professor) while maintaining Clinical Teaching Track (CTT) titles for eight faculty members whose teaching focuses on health care. These changes bring CU Denver in line with national standards, better representing our faculty's roles and expertise.

- We will continue to refine titles and processes to comply with APS 5060, including efforts on:

Updating Letters of Offer (LOO) Templates: We continue the process of revising CU Denver LOO templates as we integrate a more welcoming tone into these letters. In the interim, existing templates should still be used with the goal of introducing new templates in Spring 2025.

Introduction of the Senior Lecturer Title: The senior lecturer title recognizes "lecturers with greater professional expertise and/or professional experience." This title is being implemented as part of a comprehensive reevaluation of support and recognition among CU Denver's 400+ lecturers.

Strengthening Shared Governance and Representation for IRC Faculty

One theme that the IRC Task Force brought forward is the importance of having a voice that is heard and respected, and of ensuring IRC faculty shared governance representation at all levels. At the university level, many IRC faculty participate in Faculty Assembly and UCDALI, but this representation is less consistently codified at other levels.

We integrated this concern into spring 2024 efforts on a [State of Faculty Shared Governance report](#) led by Peter Anthamatten, a CLAS associate professor and former Faculty Assembly chair. This report—based on a comprehensive review of each school and college’s bylaws, as well as survey responses from 250 faculty members and interviews with over 50 stakeholders—did not find significant systematic differences between the perceptions and experiences of rostered IRC faculty and TT faculty in relation to shared governance.

The report highlighted several areas for potential improvement for IRC faculty’s role in shared governance:

- **Participation:** In some academic units, IRC faculty face informal barriers to full participation in CU Denver’s shared governance structures. On balance, they are less involved with shared governance than tenure-track faculty, leading to feelings of marginalization and disengagement from decision-making processes.
- **Awareness and Understanding:** Many IRC faculty members express limited awareness of faculty shared governance structures, inhibiting their ability to participate and advocate effectively on their own behalf.
- **Representation:** Increased IRC faculty representation in governance bodies at schools and colleges would increase the range of perspectives and strengthen shared governance at CU Denver.

Overall, the report emphasizes the importance of fostering an inclusive shared governance framework that actively involves IRC faculty, recognizes their contributions, and addresses barriers to their meaningful participation.

UCDALI as Shared Governance Partner: CU Denver continues to work to elevate UCDALI’s visibility and voice in campus-level faculty shared governance. UCDALI has participated in budget discussions, met with deans, and has representation on search committees this year for a new chancellor and Strategic Enrollment and Student Success senior vice chancellor. As AVC-FA, I attend UCDALI meetings and priority meetings with campus leadership, supporting these shared governance efforts and reinforcing our commitment to inclusivity and equity.

Provost Guidance on Inclusive Language Guidelines: The words we use can foster greater inclusion and respect for IRC faculty. To that end, we [introduced new guidance on inclusive language](#) in February.

New Initiatives Supporting IRC Faculty Research and Creative Work

The IRC Task Force report identified a need to better clarify research and creative work expectations for IRC faculty with contractual research responsibilities—including misalignment between research criteria and workload allocations, as well as insufficient recognition of and support for IRC faculty research efforts.

To address the needs of IRC faculty with research responsibilities, at the request of UCDALI we convened a summer working group charged with investigating issues pertaining to IRC faculty research and creative work. The group examined support structures and best practices across CU Denver and higher education, with the goal of clarifying and strengthening support for IRC faculty research and creative work. [IRC Research Report](#) highlights:

- Current expectations in primary unit criteria (PUCs) and best practices for research allocations
- A model workload distribution that incorporates pedagogy-focused research (SoTL)
- Enhanced support systems to promote IRC faculty research and creative work

This initiative represents a major step toward a more equitable and supportive environment for IRC faculty's research and creative work, in recognition of their contributions to both teaching and research.

[CU Denver's IRC Faculty Professional Development Fund](#), instituted by the Office of the Provost and managed by the Center for Faculty Development & Advancement (CFDA), was established in AY 2023-24 to support professional development for IRC faculty and to institutionalize funding previously administered through UCDALI. \$20,000 was allocated for the 2023-24 academic year, with IRC faculty members (including lecturers) eligible for up to \$1,000 each. As detailed in the [end of the year report](#), in its first year, 29 applications were submitted across two rounds, and 22 awards were granted.

IRC Faculty Professional Development: The Office of Faculty Affairs and CFDA have intentionally designed programs, such as new faculty orientation and mentoring, to be inclusive of IRC faculty. Opportunities such as scholarships to the [Faculty Success Program by the National Center for Faculty Diversity and Development \(NCFDD\)](#), the new Chairs and Directors C-SAT program, and this year's new Women's Leadership Program each actively support IRC faculty participation, fostering an equity-enriched faculty development environment.

Expanding Support for CU Denver Lecturers

Though not technically classified as IRC faculty in APS 5060, CU Denver’s 450-some lecturers constitute a considerable proportion of the university’s faculty and academic community. UCDALI has been a strong advocate for advancing lecturer concerns, and CU Denver has made strides in supporting them through course-cancellation compensation and access to professional development opportunities on campus. CU Denver now pays lecturers for courses cancelled within two weeks of the start of the semester and has expanded eligibility for IRC Professional Development funds to lecturers. Its language guidance now emphasizes that the term “faculty” includes *all* faculty, not just rostered faculty.

However, institutional biases, time constraints, and job security are among the challenges that continue to hinder lecturers’ sense of belonging, campus engagement, and professional success. We continue our collective work to overcome these barriers. Implementing the new senior lecturer title and expanding infrastructures for lecturer support will remain a priority.

Looking Ahead: Third-Year Priorities

In the third year of CU Denver’s IRC Roadmap implementation, we have developed (along with UCDALI and campus leaders) the following priorities:

1. **Discuss Recommendations of the IRC Research Working Group:** Drawing on insights from the summer 2024 working group report, CU Denver will address workload allocation, promotional pathways, and research support for IRC faculty. Emphasizing these aspects can foster IRC faculty development and align their roles more closely with teaching excellence and institutional goals.
2. **Support Lecturer Affairs and Implementing Senior Lecturer Title:** Starting in Spring 2025, we will conduct a State of Lecturer Affairs study to help us better assess and address experiences and needs specific to lecturers, who often have less campus connectivity than IRC faculty who have greater FTE proportions. Recommendations from this study will guide campus-level support infrastructure for lecturers, recognizing their integral role in instruction. Additionally, implementing senior lecturer titles will reward expertise and encourage retention within CU Denver’s instructional ranks.
3. **Expand IRC Representation in Shared Governance:** To promote IRC faculty voices in campus decision-making, we will aim to ensure—through our continuing State of Shared Governance work this year—that school- and college-level shared governance frameworks all include IRC faculty representation. This will elevate IRC faculty perspectives on policies affecting teaching loads, professional development, and workplace culture, promoting more equitable governance.

4. **Elevate IRC Faculty Compensation Concerns:** Denver Human Resources' Comprehensive Compensation Collaborative (CCC) report will be released soon, helping CU Denver develop strategies to address pay and benefit disparities and prioritize fair compensation across faculty ranks. The IRC Task Force Roadmap identified the CCC as an opportunity to address IRC faculty's long-standing concerns about compensation. We will be working with faculty and Finance & Administration to ensure these strategies are developed in consultation with IRC faculty and in recognition of the essential contributions of IRC faculty to CU Denver mission.
5. **Support IRC Faculty Longevity Through Multi-Year Contracts:** Expanding the use of multi-year contracts—increasing the percentage of faculty with MYCs and allowing longer contracts—remains crucial to IRC faculty stability, supporting a transition from annual contracts to more enduring arrangements, enhancing IRC faculty commitment and instructional quality as well as student success.

These priorities reflect CU Denver's dedication to advancing an inclusive, supportive environment for IRC faculty.

Concluding Thoughts

While the IRC 2022-2025 Roadmap defines a time period in which we work to implement certain changes to improve IRC faculty circumstances, the changes already implemented—such as the IRC Faculty Development Fund and expanded multi-year contract options—are important steps ensuring our commitment to the long-term success of all faculty. As we proceed beyond the Roadmap timeframe, IRC faculty will continue to play instrumental roles in CU Denver's teaching excellence, student engagement, and academic innovation. We will need to maintain their priorities at the forefront of the university's work.

Thank you for your dedication and impact on our campus community. We look forward to more progress together in the coming years. strengthened CU Denver's ability to support these faculty.