

Dear faculty,

Last September, I charged a task force to look at the policies and practices that impact the working conditions of CU Denver's IRC faculty and develop an action plan to improve these conditions. In April, the IRC Task Force submitted its [recommendations](#). Chancellor Michelle Marks and I [then met with the Task Force](#) to thank them for their outstanding work and state our commitment to follow through with their recommendations.

I write to you today to communicate our progress on that front. In addition, I want to give you access to our new [IRC Task Force Roadmap](#), which has been created over the last several months through a comprehensive process including input from UCDALI, Faculty Assembly, many CU Denver administrators and faculty members, as well as the CU System Office of Academic Affairs. Lastly, I want to provide an executive summary of that roadmap to illustrate how we will be further investing in and supporting our IRC faculty going forward.

The Recommendations

There were over two dozen recommendations submitted by the IRC Task Force. They are grouped around concerns involving salary/pay and benefits, job security and protections, and recognition and professional support.

While the challenges faced by IRC faculty are not unique to CU Denver, it is our moral and institutional responsibility as a community to address these concerns. The quality of teaching and learning at CU Denver significantly depends on IRC faculty's knowledge, work, and engagement with students and the broader campus community. Moreover, many of our IRC faculty members are leaders throughout our university, stewarding much of the institution's progress.

Since I arrived at CU Denver in July 2021, I have been deeply honored by the partnership that CU Denver faculty have extended to me and the commitment to shared governance. I have also recognized how much work our university must do to realize its goals in equity and workplace culture, and to create an academic enterprise that is as productive for our students and communities as it is rewarding for all of you.

Not only will addressing the concerns enumerated in the IRC Task Force recommendations help us further enhance these efforts and take steps toward our [2030 Strategic Plan](#), it will also strengthen CU Denver's shared governance and work to ensure a culture of belonging for all faculty.

An Executive Summary of the Roadmap

The IRC Task Force Roadmap provides, in detail, an action plan for each recommendation. Broadly, it strives to chart a more supportive, more inclusive path forward for CU Denver's IRC faculty. Given the scope of the recommendations and corresponding action plans, however, I want to provide an executive summary of that material here:

- **To address the issue of salary/pay and benefits, we will:**
 - Enact shared governance compensation review for all schools, colleges, and the library, as recommended by the IRC Task Force.
 - Increase promotional pay for IRC faculty members, as well as provide additional investments in professional development for IRC faculty.
 - Take steps to establish a baseline for Lecturer pay rate for courses much earlier and provide compensation to Lecturers for canceled classes.
- **To address the issue of job security and protections, we will:**
 - Establish an Academic Operations Working Group to study the concern of equitable workload distributions, which will be charged this academic year.
 - Increase our focus on job security within IRC ranks true to CU Denver's commitment to being an equity-serving institution. This includes supporting multiyear contracts for IRC faculty, with greater clarity around roles, responsibility, expectations, and accountability; and creating Revision of Contract and Letter of Offer templates with welcoming and inclusive language.
- **To address the issue of recognition and professional support, we will:**
 - Enhance our commitment to building a stronger culture of belonging among faculty groups and the university as a whole through network support, recognition of excellence, institutional terminology, and other ways. Examples include establishing the Lecturer Liaisons Committee and the Lecturer Teaching Award, and working with our administrative units to create an inclusive directory template by the end of spring 2024 that we will recommend all departments use.

You can find the full set of recommendations and action plans on the [IRC Task Force webpage](#). As well, Associate Vice Chancellor of Faculty Affairs Turan Kayaoglu and I plan to meet with faculty in the coming months through a Community Conversation or other avenue to answer any questions you might have and hear your feedback.

I also want to reiterate that, as we navigate through the roadmap over the next three years, we will do so with transparency and accountability, and with shared governance guiding our work at every stage. Our continued ability to work together in pursuit of CU Denver's mission as an equity-serving institution with aspirations to be a best place to work is of the utmost importance to me. It's also foundational to better supporting the work of all CU Denver faculty, who give so much to our university through education, scholarship, and service.

Thank you again for your hard work, leadership, and dedication. And thank you for all the ways you elevate CU Denver year after year.

Sincerely,



Constancio Nakuma, PhD
Provost and Executive Vice Chancellor for Academic and Student Affairs

