



University of Colorado **Denver**

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April 10, 2026

Marvin Lynn, Dean  
School of Education & Human Development

Dear Dean Lynn,

Thank you for sharing the revised *School of Education & Human Development Faculty Governance and Bylaws*, which was approved by the college faculty on February 4, 2026, and by you on March 27, 2026.

The Office of Faculty Affairs reviewed the document for faculty shared governance principles, and the University Counsel Office reviewed it for compliance with university policies.

I am pleased to inform you that I approve the *School of Education & Human Development Faculty Governance and Bylaws*.

I appreciate the dedicated work that you and your colleagues have done on the bylaws. I am confident that they will serve the School of Education & Human Development well.

Sincerely,

Signed by:

A handwritten signature in black ink that reads "Karen Marrongelle".

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Karen Marrongelle  
Provost and Executive Vice Chancellor for Academic Affairs

DocuSigned by:

A handwritten signature in black ink that reads "Chris Puckett".

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Chris Puckett  
Special Assistant to the Chancellor for Government Relations  
& Managing Associate University Counsel

# School of Education & Human Development Faculty Governance and Bylaws – Approved by SEHD Faculty 2/4/26

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## Preamble

The School of Education and Human Development (SEHD) is organized, and its affairs are conducted, in accordance with the Laws and Policies of the Board of Regents of the University of Colorado, the policies of the University of Colorado system, and of the University of Colorado Denver (CU Denver).

The faculty Bylaws of the SEHD articulate the rules adopted by SEHD faculty and administration for determining faculty involvement in SEHD governance processes. These Bylaws regulate the affairs of the School and specify how the administration and faculty will work together to make decisions to govern the School. The Bylaws delineate the process by which work is done and decisions are made. As such, it is a foundational document and acknowledges that details may evolve over time. All rights and responsibilities granted by the Laws and Policies of the Regents, the University of Colorado Faculty Senate Constitution, and the current Constitution and Bylaws of the CU Denver Faculty Assembly are incorporated here, whether in fact or principle.

The appendices attached to these Bylaws contain support documents that describe further details pertaining to various sections of the Bylaws (e.g., RTP Standards). These appendices are not to be taken as the Bylaws themselves.

## Mission

### **Education and Well-Being for Equity**

To prepare equity-minded and inclusive educational, community, family, and mental health practitioners, scholars, and leaders dedicated to eradicating inequalities and discrimination. We champion change that leads to well-being, opportunity, and life-long learning in the diverse urban, rural, and global communities that we serve.

## Vision

We will distinguish our school by fulfilling our commitments to inclusive education, collaborative research, and equitable, anti-oppressive and anti-racist practices. While recognizing the past, we strive toward a socially just and democratic world.

## School Membership: Responsibilities and Roles

### Faculty Membership

The voting members of the SEHD Faculty shall consist of all faculty members holding an appointment of half-time or more in the School; with time devoted to service, teaching, and/or research; including those who are on leave or sabbatical; those who are tenured or untenured; those on an instructional, research, clinical or teaching track; associate deans and the dean. Individuals with primarily administrative duties without a faculty appointment, emeriti faculty, visiting professors, teaching and research assistants, and staff are not included as members of the SEHD Faculty.

**Regent Policy 4.A.1. ii.** Subject to specific Board of Regents requirements, voting membership of a school or college faculty shall be determined by its tenured and tenure-track faculty.

The dean's office is responsible for maintaining and updating a master list of all faculty each academic year. The master list will be provided to Program Leaders Council at least two weeks before the first fall semester faculty meeting.

### *Responsibilities*

The responsibilities of the SEHD Faculty are laid out in the [Regent Policy 5A](#), quoted below:

Tenured and tenure-track faculty with appropriate participation by instructional, research, and clinical faculty, have the principal responsibility for decisions concerning pedagogy, curriculum, research, scholarly or creative work, academic ethics, and recommendations on the selection and evaluation of faculty. The development of general academic policies shall be a collaborative effort between the faculty and administration.

While tenure-track and IRC faculty make unique contributions to the SEHD mission and vision, we want to highlight our commitment to the egalitarian collaboration of tenure-track and IRC faculty in the SEHD. We intentionally support faculty governance structures and practices that promote meaningful and ongoing partnership between tenure-track and IRC faculty across all areas of academic decision-making.

Tenure-track faculty specific responsibilities include development, review, and revision of SEHD criteria for tenure-track faculty reappointment, tenure and promotion, annual review, and post-tenure review; tenure-track faculty also make recommendations in collaboration with the dean for reappointment, tenure, and promotion decisions, annual review, and post-tenure reviews (see Appendix A for SEHD Standards and Criteria).

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Instructional, Research, and Clinical (IRC) faculty specific responsibilities include development, review, and revision of SEHD criteria of IRC faculty for reappointment and promotion, annual reviews, and multi-year contracts (MYCs). IRC faculty also make recommendations in collaboration with the dean for reappointment and promotion, annual reviews, and multi-year contracts (MYCs). As outlined in the Senate Constitution, IRC faculty shall collaborate with the administration in establishing policies and procedures for IRC faculty appointment, reappointment, and promotion (University of Colorado, 2020; University of Colorado Denver, n.d.; see Appendix B-D for SEHD Standards and Criteria).

### *Roles*

#### Faculty

The faculty shall have the principal role for originating academic policy and standards, including the initiation and direction of all courses, curricula, and degrees offered; admissions criteria; regulation of student academic conduct and activities; and determination of candidates for degrees. The faculty shall also have the principal role for originating scholastic policy, including scholastic standards for admission, grading (consistent with the Uniform Grading System of the University), continuation, graduation, and honors (University of Colorado, 2020).

#### Program Leaders

Program Leaders are faculty members nominated by the faculty from their program to lead individual programs—organizations of faculty and students united by shared degrees, endorsements, licenses, or professional foci. Program Leaders provide strategic and operational leadership within their specific program areas. Their responsibilities include shaping the vision and direction of the program, overseeing course scheduling, curriculum development, and faculty hiring. They play a key role in ensuring that the student experience reflects current teaching practices, technological integration, and evolving educational needs. For a more complete list of Program Leader responsibilities and compensation guidance for Program Leaders, please see the [Program Leader's Handbook](#). Program leaders are to be compensated in some way for each year of service in the role. Any updates, edits, or additions to the Program Leader's Handbook shall be done in collaboration with faculty members serving on the Program Leaders Council.

In addition to program management, Program Leaders act as essential liaisons between their program faculty and SEHD administration. They communicate key decisions, represent faculty voices in broader discussions, engage in dialogue around challenges and opportunities, and mediate internal conflicts when needed. This role is flexible and responsive to the evolving needs, circumstances, and potential of both the program and the SEHD, developed in collaboration with the dean.

### Administration Membership

#### *Dean*

The dean, as the chief administrative officer of the SEHD, determines the administrative structure of the school and appoints individuals to serve in administrative capacities, unless otherwise stipulated in the Regent Laws and Policy. In addition,

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**Regent Policy 4.A.1** Each dean shall be responsible for matters at the school or college level including but not limited to, enforcement of admission requirements; the efficiency of departments and other divisions within the college or school; budgetary planning and allocation of funds; faculty assignments and workload; decisions or recommendations on personnel actions; curriculum planning; and academic advising accountability and reporting.

The dean is appointed by the Chancellor in accordance with Regent and university policies. Faculty participation in the search and selection process shall occur through procedures established in accordance with university policy.

In alignment with the SEHD's Mission and Vision, open communication, collegiality, and collaboration are non-negotiable foundations of decision-making at all levels: school, program, and committee. The dean plays a central leadership role and is expected to:

- Be present and meaningfully engaged in the discussions that inform decisions, recognizing that participation is essential to shared governance;
- Give substantial weight to decisions reached through established shared governance processes and will articulate reasons if a decision cannot be implemented due to legal, budgetary, or policy constraints; and
- Actively support and reinforce the collaborative structures that ensure transparency and equity in school-wide decision making.

In addition to leading through collaboration, the dean is responsible for the supervision of faculty (including negotiating differentiated workloads), faculty program representatives, center directors, associate and assistant deans, and other SEHD staff, except where such responsibility has been formally delegated.

The dean also serves as the school's chief external representative, with responsibility for:

- Defining and communicating clear planning priorities, as reflected in the school's strategic plan;
- Leading fundraising efforts and setting development priorities in consultation with faculty and stakeholders; and
- Establishing and maintaining strategic relationships with external organizations that partner with, are served by, or influence the SEHD.

### *Associate Deans*

Associate deans are responsible for implementing SEHD policies and procedures and representing the dean as appropriate. They hold faculty appointments (i.e., tenured, tenure-track, or IRC faculty) and serve in at-will administrative roles.

**Regent Policy 5.A.1. (C):** The faculty shall collaborate with the campus and system administration in making recommendations or decisions on faculty personnel policies, administrative leadership, and resource allocation.

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Given Regent Policy 5.A.1. (C), the dean will consult with faculty when deciding on the organizational structure of the SEHD that includes associate deans and their job responsibilities. In accordance with Regent Policy 5.A.1. (C)(2) that states that a shared governance process must be used to select and evaluate department chairs and school/college administrators below the level of dean, the dean will involve faculty participation in the selection and evaluation of SEHD administrators below the level of dean, in accordance with school policies that are developed through a shared governance process. Administrative appointments remain the responsibility of the dean in accordance with university policies.

In fulfilling their administrative responsibilities, associate deans shall recognize that certain matters fall within the primary purview of the faculty, as outlined in Regent Policy 5.A and SEHD bylaws regarding pedagogy, curriculum, research, scholarly and creative work, academic ethics, and the selection and evaluation of faculty. Associate deans will ensure that decisions related to these areas are initiated by, or made with the substantial input and approval of, the faculty, through established processes of shared governance.

### *Assistant Deans*

Assistant deans provide leadership and administrative service to a particular functional area of the school (e.g., operations, academic advising, student services, human resources). Assistant deans are typically non-faculty appointments. Assistant deans with a faculty appointment are appointed to Assistant Dean-Faculty. In accordance with Regent Policy 5.A.1. (C)(2), shared governance processes must be used to select and evaluate department chairs and school/college administrators below the level of dean. The dean will involve faculty participation in the selection and evaluation of SEHD administrators below the level of dean, in accordance with school policies that are developed through a shared governance process. Administrative appointments remain the responsibility of the dean in accordance with university policies.

### Staff Membership

Staff members support the academic, research, and community service mission of the School. Qualifications are enumerated, as appropriate, during search processes in formal position descriptions and in performance review documents.

### Professional Review

SEHD adheres to all relevant University of Colorado system and Regent policies governing faculty performance and conduct.

**Regent Policy 5.1.(B)(3):** Faculty members of the primary unit shall have principal responsibility for the conduct of annual faculty performance evaluations and post-tenure reviews based on procedures developed in collaboration with the administration, as stated in section 5.A.1(C)(1).

The following processes ensure alignment with university-wide standards while reflecting SEHD's professional values and expectations:

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- Professional Plan: SEHD follows university guidelines for the development and submission of faculty professional plans.<sup>1</sup>
- Merit Review: SEHD faculty participate in an annual, peer-conducted merit review process, in accordance with Regent and system policies.<sup>2</sup> Details specific to SEHD's implementation of this process are outlined in Appendix C.
- Processes Related to Research Misconduct: SEHD faculty are subject to and comply with all university policies and procedures related to research misconduct.<sup>3</sup>

## Tenure/Tenured Track Faculty

Reappointment, Tenure, and Promotion (RTP): The SEHD tenured/tenure track (T/TT) faculty have developed standards and criteria for RTP following the Regents' policies and procedures for reappointment, tenure, and promotion.<sup>4</sup> The SEHD document can be found in Appendix A.

External Review Procedures: SEHD tenure/tenured track faculty and/or the Associate Dean for Research and Academic Affairs follows system and campus procedures for soliciting external reviewers for comprehensive reviews and for promotion and tenure reviews.<sup>5</sup>

Post Tenure Review: SEHD tenure track faculty follow the system and campus procedures for tenured faculty post-tenure review.<sup>6</sup>

## Instructional, Research, and Clinical Track Faculty

Promotion: The SEHD instructional, research, and clinical track (IRC) faculty have developed standards and criteria for Promotion. The SEHD document can be found in Appendices B-D.

Multi-year contracts: Multi-year contracts (MYCs) for IRC faculty shall be determined through a collaborative process involving IRC faculty input and administrative review. The IRC Promotion and Contracts Committee, in collaboration with Human Resources and SEHD administration, shall develop and review criteria for multi-year contract eligibility and provide input on applications through a structured review process. The committee shall evaluate applications against established criteria and provide recommendations to the Associate Dean of Instructional and Inclusive Excellence and the dean. Final approval authority for multi-year contracts remains with the dean, consistent with APS 5053

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<sup>1</sup> [APS 1022: Standards, Processes, and Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review](#) (Appendix B)

<sup>2</sup> [Regent Policy 5.C.4: Other Terms and Conditions of Faculty Appointments](#) and [Regent Policy 11B: Faculty Salary](#), and [APS 5008: Faculty Performance Evaluation](#)

<sup>3</sup> [APS 1007: Misconduct in Research, Scholarship, and Creative Activities](#)

<sup>4</sup> [Regent 5.C. 2 Tenured and Tenure-Track Faculty Appointments](#) and [5.D Reappointment, Tenure, and Promotion](#).

<sup>5</sup> [APS 1022: Standards, Processes, and Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review](#) and [Campus Administrative Policy 1004: Reappointment, Tenure, and Promotion Review](#).

<sup>6</sup> [APS 1022: Standards, Processes, and Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review](#) and [Campus Administrative Policy 1050: Post-Tenure Review](#)

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requirements that "the faculty member's performance and the unit's needs and budgetary resources shall be considered when a recommendation is made, reviewed, and approved" (University of Colorado, 2023).<sup>7</sup>

## Shared Governance

Shared governance is the set of practices, structures, and processes through which faculty, administration, and staff share the responsibility of developing and implementing policies, considering multiple perspectives, and making decisions together concerning the operation and direction of the SEHD. The shared governance model intends to promote meaningful engagement in the School's governance and to foster transparency and accountability among faculty and administration. The Bylaws set out the principles, rules, and procedures that faculty and administration use to govern the SEHD. Other members of the SEHD community, including staff, student employees, and the student body, may participate in shared governance through committee service, feedback, and conversation and support for tasks and operations. The processes for decision-making that follow should guarantee that faculty, administration, and staff have a voice in decision-making to varying degrees, depending on their respective responsibilities and expertise within the School. This includes recognizing that certain academic matters, such as curriculum, pedagogy, and the evaluation and promotion of faculty, fall primarily within the purview of the faculty, with administration collaborating to support and implement these decisions. Specific ways in which shared governance is enacted are outlined below for each SEHD committee.

## Structure and Purpose of SEHD Committees

The SEHD maintains a set of standing committees that collectively support our goals for shared governance. SEHD faculty serve on SEHD standing committees for a term of three years except for the Program Leaders Council which has a term of two years.

### *Membership and Organization of SEHD Standing Committees*

The SEHD standing committees act as a key way in which faculty, administrators, and staff engage in shared governance to discuss matters pertaining to the functioning of the SEHD and make key decisions. Two SEHD standing committees (Budget, Finance, and Policy Committee and Program Leaders Council) involve shared leadership between faculty members and administration and shared decision-making among faculty members, administration, and staff. Three standing committees are led by faculty with only faculty membership: (1) Merit, (2) RTP, and (3) IRC Promotion and Contracts Committee. All other SEHD standing committees have the option to add interested students or staff members as ex officio members for terms not to exceed one year. Ex officio terms may be extended for multiple years if agreed upon by the committee. Ex officio members' role on SEHD standing committees is to serve in an advisory capacity.

Each standing committee shall be composed of no fewer than three members of the SEHD faculty. Committee membership should be staggered to ensure continuity as members cycle on and off the

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<sup>7</sup> University of Colorado. (2023). APS 5053: Multi-year contracts for instructional, research and clinical faculty. Office of Policy and Efficiency. <https://www.cu.edu/ope/aps/5053>

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committee. It is recommended that terms be three years for each committee, except where noted, such as the Program Leaders Council, which has a two-year term.

Faculty members may serve multiple terms on SEHD standing committees; however, they are required to take a one-year break before returning to serve on the same committee. The Program Leaders Council (PLC) is an exception to this rule. Membership on the PLC is tied directly to a faculty member's role as a Program Leader. A program leader may serve consecutive terms on the PLC if they continue to be nominated to serve as their program's designated leader.

The faculty members serving on the Program Leaders Council are responsible for overseeing and determining SEHD faculty standing committee membership. Each spring, committee vacancies for the upcoming academic year will be determined. Then, faculty input will be gathered about their interest in serving on one or more SEHD standing committees that have vacancies. In making determinations for inclusion on the election ballot, the Program Leaders Council will consider faculty interest, prior service, experiences that would most benefit the individual's professional development, and specific committee needs (e.g., a full professor required for the RTP Committee). The results of this process will be used to create a survey for SEHD standing committee selection that is sent out to all faculty before the end of the spring semester. Faculty elected through this process will begin their new terms of committee service in the following fall semester.

While a formal selection process is used to establish membership for all standing SEHD committees, the Program Leaders Council is an exception. Membership on this committee is not determined through a general selection or election process; rather, it is constituted based on who is nominated by each program's faculty to serve as their Program Leader. In this way, each program's representation on the Program Leaders Council is directly tied to its chosen leadership.

All faculty members are strongly encouraged to participate in shared governance by becoming members of at least one SEHD standing committee. Faculty may also serve on SEHD ad hoc committees and/or university committees as part of their service. Service expectations are outlined more explicitly in merit review documents in the Appendices.

### *Creating, Eliminating, or Changing SEHD Committees*

The faculty and dean have the ability to propose new standing committees, propose to eliminate standing committees (except those required by applicable laws and regulations), and/or to propose amendments to the purpose, leadership structure, and/or activities of standing committees through a SEHD faculty bylaws proposal change process that starts with a proposal to Budget, Finance, and Policy Committee (BFPC). Committees may create subcommittees to attend to matters within their purview without going through a formal SEHD faculty bylaws proposal process.

The establishment, elimination, or substantive change to a SEHD standing committee requires a proposal to the BFPC. The BFPC will review the proposal and vote as a committee on whether the proposal will go to a full faculty vote. If the BFPC votes to send the proposal for a full faculty vote, they will present the proposal to the full faculty and conduct a vote to approve or disapprove of the change in accordance with SEHD bylaws voting procedures. The BFPC will then proceed to modify the bylaws accordingly if the requested change is approved by the faculty.

*SEHD Standing Committee Communication*

Each committee will communicate regularly with faculty and administration. In addition to regular oral reports provided in SEHD faculty meetings, as needed, each committee will share minutes or updates with all faculty, staff, and administration as appropriate. All committees will prepare and share an end-of-year report to the faculty regarding the activities of the committee. The end-of-year report should summarize the past year’s committee activities and devote a section to recommendations for improving committee processes and/or activities in the following academic year. Recommendations of committees regarding changes in policy or substantive changes in committee procedures are subject to the approval and voting process of any bylaws change that goes through the BFPC committee and then to SEHD faculty for a vote.

Each of the standing SEHD committees utilizes shared governance procedures slightly differently, given the committee’s purpose. This table summarizes the purpose, leadership structure, membership, and communication strategy for each committee. More details about each committee are provided after the table.

**Table 1. SEHD Standing Committee Purpose, Leadership Structure, Membership, and Communication Strategies**

<b>SEHD Standing Committee</b>	<b>Primary Purpose</b>	<b>Leadership Structure</b>	<b>Faculty Membership</b>	<b>Communication Strategy</b>
<b>Budget, Finance, and Policy Committee</b>	Considers policies and reviews financial information to make recommendations to the dean regarding the allocation of SEHD resources, the school budget, and other matters related to finances in the school	Dean, Assistant or Associate Dean in charge of finance, faculty chair or co-chairs	At least six faculty (mix of TT and IRC faculty), including the faculty member who sits on the university budget and finance committee	Minutes shared with faculty, administration, and staff; oral report at faculty meetings as needed
<b>Program Leaders Council</b>	Considers, learns together, informs one another, and makes decisions regarding practices and policies that affect more than one program area in the SEHD	The dean and faculty chair or co-chairs	Program Leader of each program in the SEHD; representation across TT and IRC faculty	Program leaders share the minutes with their program area faculty; oral report at faculty meetings as needed

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<b>SEHD Standing Committee</b>	<b>Primary Purpose</b>	<b>Leadership Structure</b>	<b>Faculty Membership</b>	<b>Communication Strategy</b>
<b>RTP Committee</b>	Reviews and makes recommendations about reappointment, tenure, promotion, and post-tenure cases for tenure track faculty	Committee-selected faculty chair or co-chairs	Tenured associate or full professors; at least one full professor for a total of seven faculty	Not applicable
<b>IRC Promotion and Contracts Committee</b>	Reviews and makes decisions on promotion cases and multi-year contracts for IRC faculty	Committee-selected faculty chair or co-chairs	Five to seven IRC faculty from different programs and at least one full teaching/clinical track faculty	Not applicable
<b>Merit Review Committees</b>	Conducts annual merit reviews for TT and IRC faculty and submits scores to the dean for approval	Committee-selected faculty chairs or co-chairs	TT: At least five faculty members from multiple SEHD programs; must include at least one associate and one full professor IRC: At least five faculty members from multiple SEHD programs; must include members from multiple IRC ranks and statuses	The Associate Dean of Research and Academic Affairs and Associate Dean of Instructional and Inclusive Excellence should share the rubric and merit review process with faculty members prior to faculty being asked to submit merit information

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<b>SEHD Standing Committee</b>	<b>Primary Purpose</b>	<b>Leadership Structure</b>	<b>Faculty Membership</b>	<b>Communication Strategy</b>
<b>Curriculum Committee</b>	Approves new courses and new certificate and degree program proposals; approves graduate school appointments and graduate faculty status of part-time faculty; may address curricular priorities or goals of the school	Committee-selected faculty as chair or co-chairs	Faculty members from multiple SEHD programs and the SEHD Course Coordinator as an ex officio member	Minutes shared with all SEHD faculty, administrators, and staff; oral report at faculty meetings as needed
<b>Student Committee</b>	Reviews scholarship and award applications, facilitates graduate awards, reviews appeals from students, and addresses other needs related to SEHD student policy and procedures	Committee-selected faculty as chair or co-chairs	Faculty members from multiple SEHD programs	Minutes shared with all SEHD faculty; oral report at faculty meetings as needed
<b>Diversity, Equity, and Inclusion Committee</b>	Addresses all the objectives in the school's Inclusive Excellence plan including culture and climate, diverse representation among faculty, staff, and students, and cultural competency	Committee-selected faculty as chair or co-chairs	Five to seven SEHD faculty members	Minutes shared with all SEHD faculty; oral report at faculty meetings as needed
<b>Faculty Meeting Planning Committee</b>	Schedules and plans the agendas for faculty meetings and faculty forums	N/A	PLC faculty rep, BFPC faculty rep, two additional SEHD faculty members	Minutes shared with all SEHD faculty

## Standing Committees

### *Budget, Finance, and Policy Committee*

The SEHD Budget, Finance, and Policy Committee (BFPC)'s main purpose is to review relevant university and SEHD financial policies and financial information to collectively make recommendations to the dean on matters of budget, accounting, and finance. The BFPC is also tasked with regular review, management, and enforcement of the SEHD faculty bylaws. The BFPC will not be involved in policies related to other SEHD committees (e.g., curriculum, student appeals) that are under those committees' purview.

Specifically, the BFPC committee will:

- A. Review financial information within the SEHD and provide advisory input and recommendations to the dean on budget, accounting, finance, and policy decisions.
- B. Provide input on budget decisions or other decisions that affect the generation of revenues or distribution of resources within the SEHD.
- C. Review budget-related policy proposals and provides advisory input and recommendations to the dean.
- D. Annually discuss SEHD priorities with respect to budget allocation.
- E. Remain informed of financial planning, accounting, administrative, and management activities of the SEHD, University of Colorado Denver, and the CU System at large.
- F. Review the bylaws every five years and be the governing body that makes and/or receives proposals to change the bylaws as needed.
- G. Communicate committee activities and developments to SEHD faculty, administration, and staff.

The BFPC will be jointly led by the dean, the assistant dean in charge of finance, and a faculty chair or co-chairs. At the first BFPC meeting of the school year, faculty members on the BFPC will choose a faculty chair or co-chairs through requesting volunteers and/or a selection process. The BFPC faculty chair/s, dean, and assistant dean in charge of finance will collaboratively draft the agendas for meetings. Meeting agendas will be sent to all committee members at least one calendar week in advance of the meeting. A designated staff person will take minutes during the meeting and send out the draft of the minutes to BFPC members for their input before it is sent out to all SEHD faculty, administrators, and staff. Approval of the minutes will be the first order of business at the next meeting. The BFPC faculty chair/s will provide an oral report of key updates at faculty meetings as needed.

For key roles on the BFPC, the faculty representative to the University budget committee typically receives a report directly from the university budget office and should share this report with BFPC members, along with any other university budget matters they are aware of. The Assistant Dean of Finance & HR develops reports, as needed, and shares them with the dean to share with BFPC members. Both the dean and the AD of Finance & HR provide updates to the committee on the status of the budget, and the dean seeks input and guidance from the BFPC on the allocation of resources. The dean also consults with the BFPC about policy changes that may be necessary to maintain the fiscal health of the School.

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The BFPC will be convened, at least twice a semester by the faculty chair/s, dean, and assistant dean in charge of finance. In addition to BFPC leadership, committee membership includes at least six faculty, with a mix of tenure track and IRC faculty represented, and including the faculty member who sits on the university BFPC.

The BFPC faculty members will review the SEHD faculty bylaws every five years (2031, 2036, and so on), review requests for changes to the bylaws, and make changes as needed to the bylaws following a faculty vote. If any qualifying faculty member in the SEHD or SEHD administrator proposes a change to the SEHD faculty bylaws, a majority vote of the BFPC is required to proceed with development of the amendment or review. Additions, changes, or elimination of standing committees fall under this process of proposed changes to the bylaws. Proposals to make a change or amendment to the SEHD bylaws may occur at any time in the fall or spring semesters.

**Regent Policy 5.A.1.(E):** Unless otherwise required by law, the development of new policies or policy changes with respect to matters that directly affect the faculty shall be adopted only after consultation with appropriate faculty governance bodies.

Any proposal of a change or amendment to the SEHD bylaws that is approved for development by BFPC must then be described to the faculty and brought to the faculty for a vote at a faculty meeting. Approval of any proposed amendment or change to the SEHD bylaws, with exception of those related specifically to RTP or post tenure review (PTR) of tenure/tenure-track (T/TT) and promotion of Instructional, Research, and Clinical track (IRC) faculty requires that at least 60% of the SEHD voting constituency cast votes to approve the changes. Furthermore, there must be majority approval for any amendment to pass. Approval of any proposed amendments to sections concerned with RTP or PTR of T/TT faculty requires at least 60% of rostered tenured/tenure-track faculty cast votes to approve the changes. Approval of any proposed amendments to sections concerned with promotion of IRC faculty requires at least 60% of rostered faculty cast votes to approve the changes.

### *Program Leaders Council*

Each Program Leader in the SEHD serves on the Program Leaders Council, a key deliberative and legislative structure of shared governance within the SEHD. Convened and charged by a SEHD faculty representative from each program and with active participation from staff and the dean and other SEHD administration, the Program Leaders Council reflects the collaborative spirit involved in shared governance articulated in Regents Policy 5.A.1.(B). The Program Leaders Council provides an opportunity for each Program Leader to share information and relay the will of the faculty to the dean and other SEHD administrators. Council meetings are also opportunities for the dean to share information with Program Leaders regarding university or school-level issues or initiatives that require explanation and/or benefit from faculty input or discussion. Program Leaders and SEHD administrators also utilize council meetings to collaboratively make decisions regarding program organization, program viability, degree offerings, and academic policies that affect more than one program in the SEHD.

The Program Leaders Council meets twice a month during the academic year. A designated staff person will take minutes during the meeting and send out the draft of the minutes to Program Leader Council members for their input before Program Leaders send the minutes to their program faculty. Approval of the minutes will be the first order of business at the next meeting. In addition to sharing the minutes with their program, Program Leaders are responsible for explaining important issues or pivotal decisions

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that need elaboration to their program faculty. The Program Leaders Council chair/s will provide an oral report of key updates at faculty meetings as needed.

Program Leaders Council will be co-led by a Program Leaders Council faculty chair/co-chairs and the dean. At the first Program Leaders Council meeting of the school year, faculty members on the Council will choose a faculty chair or co-chairs through requesting volunteers and/or a selection process. The chair/s collaborate with the dean to determine Program Leaders Council meeting agendas and co-lead meetings in collaboration with the dean.

Each Program Leaders Council meeting will have time allotted at the end of the meeting, as needed, for faculty-only time, a portion of the meeting during which only individuals with primarily faculty roles will remain in the meeting (i.e., no administrators or staff). Faculty-only council time will involve discussions of issues that pertain to faculty responsibilities and impact more than one program in the SEHD. Any program leader may communicate with the Program Leaders Council chair/co-chairs ahead of the meeting when they have an issue to discuss during faculty-only Council time. Examples of issues for discussion during faculty-only council time include:

- New degrees/programs that need approval
- Changes to graduation requirements
- Big policy changes (i.e. grading)
- Bylaws issue that needs cross-program discussion prior to going to BFPC
- Anything controversial with broad impacts

Faculty-only Council time should not be spent discussing issues that are under the purview of other committees or relate to a single program in the SEHD, such as changes to course descriptions, new courses, or new certificates. If there are no issues to discuss during faculty-only time, the Program Leaders Council meeting does not need to include this time in the meeting agenda. The Program Leaders Council chair/co-chairs needs to determine follow up actions that are needed at the end of faculty-only Council time which may include such things as communicating recommendations to administrators, bringing the topic back to program faculty, or bringing the issue to a vote at the next faculty meeting. There will be no minutes taken during faculty-only Council time.

Participation on the Program Leaders Council constitutes a formal service commitment to the SEHD. As such, faculty who serve on this committee are fulfilling their required service obligation to the SEHD and are not expected to serve on an additional SEHD committee during their term. This recognition reflects the substantial scope and impact of program leader responsibilities at both the program level and as school-wide service.

The dean or Program Leader Council chair/s may invite guests to Program Leaders Council meetings as needed.

If there are only updates to provide and no discussion needed for a particular Program Leaders Council meeting, then the meeting may be canceled, as determined collectively by the Program Leaders Council chair/co-chairs and dean. In the case of a cancelled Program Leaders Council meeting, the dean and/or Program Leaders Council chair/s will email updates to Program Leaders Council members.

### *Retention, Tenure, and Promotion (RTP) Committee*

The SEHD RTP Committee is a seven-member committee of tenured faculty members in the SEHD that reviews and makes recommendations on reappointment, tenure, promotion, and post-tenure cases in accordance with university policies. Specifically, the committee includes tenured associate or full professors, with at least one full professor. The dean, associate deans, the Dean's Review Committee, and the faculty member who serves on the CU Denver Vice Chancellor's Advisory Committee for Reappointment, Tenure, and Promotion (VCAC) are not eligible for membership on the SEHD RTP Committee. Each year the committee selects a chair from the members of the RTP Committee and may opt to select a co-chair. The chair directs and guides the meeting and advises faculty members on policies and procedures. A co-chair supports the chair and assists in proofreading all materials and may take responsibility for chair responsibilities in the upcoming year. The committee conducts reviews of candidate materials following the SEHD RTP guidelines. Votes will be taken by secret ballot. The SEHD RTP committee faculty vote shall include a positive or negative recommendation regarding reappointment, tenure, and/or promotion. Only tenured faculty on the SEHD RTP committee may vote on reappointment or tenure recommendations. Only full professors on the SEHD RTP committee may vote on the recommendation for promotion to the rank of full professor. The results of the SEHD RTP committee faculty vote shall be forwarded, along with the RTP Committee recommendation, to the Dean's Review Committee.

It is recommended that members of the RTP Committee not be required to also serve on the Merit Review Committee.

The Associate Dean of Research and Academic Affairs meets with the RTP Committee prior to their committee work to go over the review process, support selection of a chair and co-chair, and answer questions; the rest of the committee's work occurs without the Associate Dean; the Associate Dean is available to answer questions that come up during the review process.

In the situation where a faculty member disagrees with the RTP Committee's post-tenure rating of their case, that faculty member should make a post-tenure rating appeal to the dean. The dean then sends the appeal back to the RTP Committee for reconsideration. The RTP Committee reviews the appeal, votes to change the post-tenure rating or keep it the same, and sends their recommendation to the dean. Then, the dean considers the appeal in their review letter to the faculty member.

### *IRC Teaching Promotion and Contracts Review Committee*

The IRC Teaching Promotion and Contracts Review Committee reviews promotion materials for IRC faculty members and makes recommendations for their promotion. The Committee will consist of five to seven IRC faculty members. A chair/co-chairs will be selected by the Committee to facilitate the review. All votes on promotion will be taken by secret ballot. The Associate Dean of Instructional and Inclusive Excellence meets annually with the IRC Promotion and Contracts Review Committee prior to their committee work to go over the review process, support selection of a chair/co-chairs, and answer questions; the rest of the Committee's work occurs without the Associate Dean; the Associate Dean is available to answer questions that come up during the review process.

### *Merit Review Committees*

There are two Merit Review Committees in the SEHD that conduct annual merit reviews for TT and IRC faculty. The two committees (one for TT faculty and one for IRC faculty) decide upon and utilize a merit review rubric and process to score each faculty member's merit and submit the merit review documents to the dean for review and approval. Each year, each of the Merit Review Committees should select one of its committee members as chair. The Committee may choose to elect a co-chair. The chair/s guide the meeting and advise faculty on merit policies and procedures, including edits to the merit review rubric.

The Merit Review Committees meet annually in the beginning of the fall semester to conduct their review. The chair of each committee should decide the meeting schedule that involves half or full day meetings across two or more days, such that the meetings occur after merit information has been submitted by all faculty members and to ensure that the meetings conclude by the deadline when merit scores are to be submitted to the dean.

The Associate Dean of Research and Academic Affairs and Associate Dean for Instructional and Inclusive Excellence are responsible for sharing the merit review rubric and a description of the merit review process with TT and IRC faculty, respectively, at the time that faculty are asked to provide their merit information. No other communication between the committee and other faculty is required unless the committee makes changes to the merit review process or rubric, in which case, the chairs of each committee should share that information with faculty to solicit their input and feedback during a Program Leaders Council or faculty meeting.

The Merit Review Committee for TT faculty conducts the annual merit review for all tenured and tenure track faculty. The committee is composed of faculty members from multiple SEHD programs and must include both associate and full professors. It is recommended that members of the Merit Review Committee not be required to also serve on the RTP Committee.

The Associate Dean of Research and Academic Affairs meets with the TT Merit Review committee prior to their committee work to go over the review process, support selection of a chair and co-chair, and answer questions; the rest of the committee's work occurs without the AD; the AD is available to answer questions that come up during the review process.

The Merit Review Committee for IRC faculty conducts the annual merit review for all IRC faculty. The Committee must include members from Instructor track (Instructor, Senior Instructor, Principal Instructor) and Teaching/Clinical track (Assistant/Associate/Full). The Committee is composed of faculty members from multiple SEHD programs.

The Associate Dean of Instructional and Inclusive Excellence meets with the IRC Merit Committee prior to their committee work to go over the review process, support selection of a chair, and answer questions; the rest of the committee's work occurs without the AD; the AD is available to answer questions that come up during the review process.

All faculty member appeals for merit scores go through the dean's office. The dean may reach out to the Merit Review Committee for clarification.

### *Curriculum Committee*

This Committee reviews and approves new course and program proposals, and changes, and approves lecturer appointments. In addition, this Committee provides guidelines and support for curriculum development and may address curricular priorities or goals of the school, such as helping ensure that the program curricula reflect the School's diversity, social justice, and equity mission. The Committee is composed of faculty members from multiple SEHD programs and the SEHD course coordinators for D1 and D2 courses who serve as ex officio members. Committee members may invite/welcome guests as needed. Each year the Curriculum Committee selects a chair or co-chairs from its faculty membership. The chair(s) facilitates regular meetings, advises faculty, supports policies, and collaborates with administration on new policies.

### *Student Committee*

The committee is composed of faculty members from multiple SEHD programs. Each year the Student Committee selects one of its members to serve as chair. The chair and Committee hold monthly meetings, advise-faculty on policies and procedures, reviews scholarship and award applications, reviews student appeals, chooses outstanding graduates, and addresses other needs related to SEHD student policy and procedures.

### *Diversity, Equity, & Inclusion (DEI) Committee*

This committee addresses all the objectives in the school's Inclusive Excellence Plan including the areas of culture and climate, diverse representation among faculty, staff, and students, and cultural competency. The committee is composed of faculty members from multiple SEHD programs and one SEHD staff representative. Each year the DEI Committee selects one of its faculty members as chair. The chair directs regular meetings and advises students and faculty on policies and procedures.

### *Faculty Meeting Planning Committee*

The Faculty Meeting Planning Committee will consist of four faculty members who coordinate with the dean to schedule and plan the agenda for the faculty meetings and forums each academic year. This Committee will include a representative from the Program Leaders Council and the Budget, Finance, and Policy Committee as well as two additional faculty members. The representatives from Program Leaders Council and the Budget, Finance, and Policy Committees may be the chairs of those committees or regular faculty members.

The schedule of faculty meetings and forums should be sent to all TT and IRC faculty at least two weeks before the start of the academic year. If any special faculty meetings or faculty forums are scheduled during the academic year, the committee should give faculty at least one week's notice.

An agenda for each faculty meeting and faculty forum should be sent out at least one week before each meeting/forum, inviting all faculty and administrators to provide input into the agenda.

### *Ad Hoc Committees*

Ad hoc committees are convened and constituted by the dean as needed to complete specific tasks. Ad hoc committees may exist for up to one academic year. The membership of the ad-hoc committee

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may be elected, selected, appointed, or composed of volunteers from the faculty who meet the faculty membership requirements, per the dean's discretion.

If more time is needed for the ad hoc committee to do their work, the dean may request a faculty vote to extend the ad hoc committee for up to one additional academic year. If the ad hoc committee will continue past a second academic year and fulfills an ongoing purpose to the SEHD, it should become a standing committee. In this event, the dean or a faculty member should utilize the standing committee proposal process to formally make the ad hoc committee a standing committee and add the committee's purpose and process to the bylaws.

### Search Committees

Faculty search committees, including the chair, are appointed by the dean, and shall have representation from the program area for which the program search is being conducted. Faculty search committees in collaboration with the dean prepare position descriptions (reviewed and approved by the dean), actively search for an appropriate and diverse candidate pool, set procedures for the review of applications, review applications, recommend to the dean candidates for interviews, and interview candidates. Search committees, with input from the faculty, forward an unranked list of candidates noting strengths and weaknesses to the dean, who makes the hiring decision and negotiates the terms of the contract with the finalist.

### University-Level Committees

Faculty members are encouraged to participate in faculty governance and leadership through campus and system wide committees, including faculty assembly and affiliated sub-committees. However, faculty members are strongly encouraged to serve on committees at the SEHD level before serving on university external committees. Selection to university-level committees shall occur in accordance with the governing documents and procedures of the relevant university, campus, or system body. Where election is required, SEHD shall conduct or participate in elections consistent with those requirements.

### Decision Making

Working together involves a range of norms and practices that guides, informs, and contributes to group decision making. In accordance with the SEHD's Mission and Vision, open communication, collegiality, and collaboration are essential to our decision-making processes at all levels: school, program, and committee. These SEHD Bylaws suggest that faculty:

- put forth a good faith effort to be present for the discussions that precede decision making;
- understand that a proxy refers to a vote, and that one's proxy should be given rarely and after the person has been involved in the ongoing discussions; and
- understand that once decisions are made, the preference is to let them stand for at least one year.

## Voting

Each faculty member who meets the definition of membership on page 2 (Faculty Membership section) is entitled to one vote. Unless otherwise noted in these bylaws, a majority for voting is 51% or greater.

Specific voting responsibilities for TT faculty and IRC faculty are noted below.

**T/TT Faculty:** For purposes of voting on issues pertaining to the bylaws or general governance of the SEHD, each tenured and tenure-track faculty member as defined in these bylaws shall be entitled to one vote. Untenured faculty are not eligible to vote on matters related to TT faculty reappointment, tenure, and promotion; voting on these matters is restricted to tenured faculty.

**IRC Faculty:** For purposes of voting on issues pertaining to the bylaws or general governance of the SEHD, rostered IRC faculty shall be entitled to one vote. TT faculty are not eligible to vote on matters related to the promotion or contracts of IRC faculty. Rostered IRC faculty members may vote on matters related to IRC faculty teaching, service, and/or research/creative work sections, using departmental primary unit criteria, where there is a direct relationship to definition of responsibilities (contractual or additionally compensated), roles, or advancement of that faculty member.

Majority votes determine most decisions in the SEHD. While consensus is the ideal, on contested issues every effort should be made to move forward with solutions that accommodate different perspectives and needs while ensuring that the school moves in accordance with its mission, vision, values, and goals. Faculty members are encouraged to participate in discussions and keep informed about issues that come up for a vote. When voting occurs at the meeting, a private paper ballot and/or an anonymous online survey must be used for voting if two or more voting members so request. Absentee votes may be cast by sending a proxy vote to either their Program Leader or an associate dean, provided they have participated in the discussion. Unless directed otherwise by the absentee faculty member in the proxy communication, the designated voter may accept amendments that arise in the deliberative process.

No less than 48 hours prior to a faculty meeting, faculty members shall receive notice and full description of any proposed action regarding changes to these bylaws, to degree programs, or to policies and procedures for faculty evaluation. This ensures time for faculty to carefully review the motion(s) for change.

In the event of a need to expedite the decision-making process, the faculty may vote to set aside the voting procedure as stated in the bylaws and vote on a motion that has been presented without the 48-hour notice. In this case, the majority vote of those present will carry the decision.

## Quorum

A quorum shall consist of fifty percent plus one of the SEHD voting faculty present, including those voting by proxy, as determined at the commencement of each meeting. Once established, the quorum shall be presumed to remain in effect for the duration of the meeting unless a point of order is raised challenging its presence.

## Faculty Meetings

Regular meetings of the SEHD faculty serve as essential forums for communication, collaboration, and shared decision-making. These meetings support transparency, alignment with school goals, and ongoing engagement across roles and programs.

According to Regents Policy 4.A.1, the dean shall be the principal academic and administrative officer of a school or college, and the presiding officer for faculty meetings of the school or college. The dean may assign a faculty member to assist in matters of meeting procedure.

SEHD faculty meetings are formal gatherings of the individuals who meet the criteria of SEHD faculty to discuss and make decisions with consultation with administration on matters related to the academic life of the SEHD. The key purposes of the SEHD faculty meetings are:

1. Academic policy decision making (e.g., curriculum changes, degree requirements)
2. Faculty governance (e.g., voting on committee proposals such as bylaw changes)
3. Strategic planning (e.g., accreditation, enrollment, program development)
4. Information sharing (e.g., updates from the dean, associate deans, or committees)
5. Discussion of student or faculty concerns (e.g., policies, performance, grievances)
6. Collaboration (e.g., sharing of resources or approaches regarding pedagogy or research)

Faculty meetings shall be held at least once during each of the fall and spring semesters. Special faculty meetings may be called by the dean, the Faculty Meeting Planning Committee, or upon the written request of at least five members of the faculty. At least one week's notice of a special faculty meeting will be given.

The agenda for all faculty meetings, including special meetings, will be sent out to faculty and administration at least one week ahead of the meeting with a request for input from all faculty and administration on additions or edits to the agenda. The agenda for faculty meetings will be co-constructed by the dean and the Faculty Meeting Planning Committee. Any faculty member or administrator can request additions to the agenda if the additions are requested at least 48 hours in advance of the faculty meeting.

If needed, faculty-only time may occur at the end of a faculty meeting, such as in the case of the need to discuss an issue that came up during faculty-only time at a recent Program Leaders Council meeting and that needs the attention of all faculty. Faculty-only time should be reserved for discussion of issues that pertain to faculty responsibilities and impact more than one program in the SEHD. The Program Leader chair/s or any faculty member may communicate with the dean and/or Faculty Meeting Planning Committee ahead of the meeting when they want to designate some portion of the faculty meeting for faculty-only time. Examples of issues for discussion during faculty-only time include:

- New degrees/programs
- Changes to graduation requirements
- Big policy changes (i.e. grading)
- Bylaws issue
- Anything controversial with broad impacts

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The dean designates someone to prepare the minutes of each faculty meeting, allow faculty to provide input and suggested changes to the minutes, and provide a revised copy to every member of the faculty. There will be no minutes taken during faculty-only faculty meeting time. Approval of the minutes will be the first order of business at the next faculty meeting.

Faculty meetings and faculty meeting votes are conducted in accordance with policies, procedures, and values outlined in the bylaws. Faculty may choose to attend in person or virtually without prejudice.

### Faculty Forums

In an effort to provide all SEHD faculty with a regular space to engage in faculty governance and sharing of faculty issues and concerns, SEHD faculty will convene, lead, and participate in faculty forums as needed each semester. Faculty forums are intended to provide a faculty-only space for deliberation and decision-making with the entire SEHD faculty, when all faculty's input or engagement is a goal or is required (i.e., for a vote). Faculty forums serve as a place for faculty to share concerns, ask questions, and provide feedback without the direct approval or oversight from administrators. Faculty forums should maintain a primary focus on issues of faculty governance but may also provide time for faculty to engage in dialogue regarding research, teaching, and other issues related to faculty members' role in the university.

The Faculty Meeting Planning Committee, in collaboration with the dean, will determine the schedule of the faculty forums at the start of the academic year. The Faculty Meeting Planning Committee may schedule faculty forums during the academic year if there are timely issues that warrant convening, with at least one week's notice.

The Faculty Meeting Planning Committee will send out an agenda to faculty at least one week ahead of the forum with a request for input from all faculty on additions or edits to the agenda. Any faculty member can request additions to the agenda if the additions are requested at least 48 hours in advance of the faculty forum. Faculty may choose to attend in person or virtually without prejudice. There will be no minutes taken during faculty forums.