



Working Together Towards a Culture of Belonging: Provost's 2022-2025 Roadmap Based on the Recommendations of the IRC Task Force

October 27, 2022

Dear Campus Community,

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 actionable plan to improve these conditions. In April, the IRC Task Force submitted its [recommendations](#). There are over two dozen recommendations grouped around concerns involving salary/pay and benefits, job security and protections, and recognition and professional support.

The challenges faced by IRC faculty are not unique to our institution. A recent story in *The Chronicle of Higher Education* details how a growing number of institutions across the nation are working to provide "[instructors more security and a path to advancement \[to\] make universities more hospitable places for them to work](#)."¹ Some institutions are doing better than others in this work. We can learn more from them, and I hope our success can soon be an example to others.

The IRC Task Force Report captures this sentiment, with which I trust we all agree: "There can be no doubt that IRC faculty are highly qualified, dedicated experts who demonstrate their commitment to student success, and advancing our educational endeavors, on a daily basis. Ensuring that we value their diverse and abundant knowledge, expertise, professionalism, and dedication to CU Denver is within reach."

Addressing the IRC faculty concerns is our moral and institutional responsibility as a community. 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. Addressing these concerns will help CU Denver achieve its 2030 strategic goals of becoming an equity-serving institution and a best place to work. With this in mind, in May [Chancellor Marks and I met with the Task Force](#) to thank them for their outstanding work and state our commitment to follow through with their recommendations.

This roadmap charts our path for working together to ensure a culture of belonging for *all* of CU Denver's faculty. It details how we will work together within a system of shared governance to tackle the long-standing problems identified in the IRC Task Force recommendations. The

¹ Beekie Supiano, "Can a Teaching Track Improve Undergraduate Education? Only if it's built to empower instructors," *The Chronicle of Higher Education*, July 19, 2022

recommendations are listed in the order they appear in the report, quoted in italics, followed by my plan to address them. The roadmap ends with a communication plan to enhance transparency and accountability as we navigate through the plan over the next three years.

Salary/Pay and Compensation

IRC Task Force Recommendation: *Equalize faculty pay ranges within ranks across title series and within disciplines.*

Provost: A comprehensive workplan is currently underway for CU Denver. Led by the Assistant Vice Chancellor for Human Resources, the Comprehensive Compensation Collaborative (3C) will identify compensation inequities systematically within and across the employment categories at the university. This analysis will include IRC faculty compensation concerns to help us identify inequities across title series and within disciplines. This report will be finalized by the end of Summer 2024 and shared with the campus. Based on the findings of the framework, we will work in 2024-25 AY to develop an implementation plan to address pay inequities comprehensively. This plan will include a baseline for each of the Instructor and CTT ranks.

The pay equity work based on the 3C study with setting up of salary baselines will be animated to ensure we provide livable salaries to all rostered faculty. We recognize the importance of faculty voice in shared governance concerning faculty compensation. We welcome the Faculty Assembly's work on the Faculty Salary Equity – Evaluation and Appeal System. Furthermore, the Salary Oversight Committee proposed in this roadmap will establish the infrastructure for a sustained administrative-faculty dialogue and action for pay equity at CU Denver.

IRC Task Force Recommendation: *Establish the Salary Oversight Committee in order to enact shared governance compensation review and recommendations for all across the colleges, schools, and the library.*

Provost: We agree that such a committee will strengthen shared governance. It will allow a robust mechanism for faculty and administration to communicate on pay/salary and other compensation to comply with the Regent's policy (RP 11.B). I have asked the Associate Vice Chancellor for Faculty Affairs to work with the Faculty Assembly and its committees (in particular, the Budget Priorities Committee and Academic Personnel Committee), the Budget Office, and the Vice Chancellor for Finance and Operations to explore how salary oversight responsibility can be consolidated within Faculty Assembly by Fall of 2023-24 AY.

IRC Task Force Recommendation: *Bring equity in rank and advancement promotional pay.*

Provost: We agree that the campus should establish minimum base salary increments for IRC faculty when they are promoted in parallel with Campus Administrative Policy 1007: "Compensation Principles for Tenure and Promotion." This policy regulates promotional pay for tenure-track faculty at CU Denver. The Associate Vice Chancellor for Faculty Affairs and

Assistant Vice Chancellor for Human Resources will work with Faculty Assembly, Deans/Library Director, and the Chief Financial Officer in the 2022-23 AY to revise CAP 1007 to include Instructor to Senior Instructor and CTT promotion compensations.

IRC Task Force Recommendation: *A 5% increase in the per-course rate followed by a 2% increase annually for courses taught by Lecturers.*

Provost: We will address this issue in two ways: First, the Office of the Provost and the Chief Financial Officer will work together with the Deans to establish a campus baseline for per-course compensation for Lecturers starting 2023-24 AY. We will review these rates every three years thereafter. Second, annual salary increases at CU Denver and other campuses of the CU System are authorized legislatively and by action of the Board of Regents, and we are limited by that authority. We will work with these legislative and System-level authorities to institutionalize a system for a per-course rate increase in parallel with merit pool increase rate.

IRC Task Force Recommendation: *Standardize a campus-level minimum per-course pay rate for summer, Maymester, and winter courses.*

Provost: The Office of the Provost will work with the Deans to establish a baseline per-course rate starting in 2024-25 AY for summer, Maymester, and winter courses and will review the rates every three years.

IRC Task Force Recommendation: *Compensate Lecturers for canceled courses.*

Provost: Course cancellations are disruptive for faculty, students, and staff. Efforts must be made to minimize course cancellations using tools offered by the Decision Support Toolkit. The Associate Vice Chancellor for Faculty Affairs and Senior Vice Chancellor for Strategic Enrollment and Student Success will work with our schools and colleges to review, update, and communicate course cancellation policies this year. We will explore the potential consequences of instituting a payment of \$500 to the affected Lecturers by the unit responsible for any course cancellations for any course canceled within two weeks of the first day of classes to honor preparatory work done by Lecturers—if not their opportunity cost in committing to CU Denver. To evaluate how frequently lecturer courses are canceled, I will require that our schools and colleges provide a list of canceled classes during starting Spring 2023 to the Office of the Provost, along with the reasons for the cancellation.

IRC Task Force Recommendation: *Support for teaching large classes by establishing enrollment caps, providing additional pay for over enrollment, supporting team teaching, and providing teaching assistants.*

Provost: Throughout the IRC Task Force Recommendations, it was clear that additional transparency and communication is needed throughout our schools, colleges, and the library. We hear these concerns that IRC faculty were being treated differently when it came to course

overloads, class sizes, additional pay, team teaching, and the assignment of teaching assistants. It is critical that policies regarding these topics be transparent and applied equally for all faculty.

I am asking the Deans to work with faculty and consult with Human Resources to create policies regarding class size, course overloads, additional pay, team teaching, and the assignment of teaching assistants. I would like to see these policies in place before the start of 2024-25 AY. While these policies may vary across schools and colleges, I expect them to be reflective of our shared values of fairness, consistency, and providing the best educational experience for our students. Moreover, although the Office of the Provost will monitor these decisions and policies, I will ask that these be available to members of the CU Denver community to ensure transparency.

IRC Task Force Recommendation: *Introduce Senior Lecturer rank.*

Provost: Faculty titles are established by the Regent and System level policies and are reviewed periodically for alignment with changing needs. APS 5060 Faculty Appointments establish System-wide faculty titles, which allows the campuses to have “working titles” and develop a policy associated with that “working title.” Since System-level work is currently being finalized to revise APS 5060, including the introduction of Senior Lecturer among faculty titles, we will develop the new System policy to introduce Senior Lecturer, rather than developing our own policy for a “working title.” When such titles are made available, we will work with Human Resources and our schools, colleges, and the library to implement them at CU Denver.

IRC Task Force Recommendation: *Increase access to benefits for Lecturers and improve faculty awareness of benefit opportunities.*

Provost: Most benefits at CU Denver are offered through state and Regent policies. We recognize that benefits are not equal among adjunct and rostered faculty; however, much of that is outside of our control. Regardless, we commit to continue to review ways to expand benefit options where possible and advocate at the state and Regent levels for inclusive benefits and the funding to support it.

To address the lack of awareness and access to existing benefits, including eligibility requirements, I will ask the Associate Vice Chancellor for Faculty Affairs and the Assistant Vice Chancellor for Human Resources to examine the barriers to information and the challenges IRC faculty in all positions and ranks face in accessing existing benefits. During the current academic year, they will work with our community to identify and reduce these barriers when possible. They will also prepare a communication plan to inform the faculty about benefits IRC faculty are eligible at CU Denver.

Job Security and Protections

IRC Task Force Recommendation: *Establish schools, colleges, and the library baseline workload distribution for each faculty title series*

Provost: An Academic Operations Working Group (AOWG), to be charged this 2022-23 AY, will study this and other issues and propose actionable benchmarks for equitable workload distributions. We will work closely with Faculty Assembly on this working group.

IRC Task Force Recommendation: *Formalize a differentiated workload process to align and clarify expectations, roles, and responsibilities.*

Provost: This academic year, the Associate Vice Chancellor for Faculty Affairs will work with the AOWG and the schools, colleges, and the library to identify and address any barriers to the implementation of the Campus Administrative Policy 1012: “Differentiated Annual Workloads” regarding all rostered IRC faculty. In the years following, the Associate Vice Chancellor for Faculty Affairs will monitor the effectiveness of efforts to remove those barriers when possible.

IRC Task Force Recommendation: *Require multi-year contracts for all 0.5 Instructors and CTT faculty.*

Provost: Demonstrating a shared commitment to a multi-year contribution, multi-year contracts can enhance faculty members’ job security and satisfaction. They are also associated with higher student retention rates. We will work with our schools, colleges, and the library to develop a clear process for ensuring a fair, transparent, and clear adoption of the use of multi-year contracts as specified in Campus Administrative Policy 1027: “Multi-Year Contracts for Instructional, Research, and Clinical Faculty with Teaching Responsibilities or Librarian Appointments.” This policy asks for a “record of *highly effective teaching*” and as stated in Regent Policy 5.C.3.C, “Campuses are encouraged to provide multi-year contracts to high performing faculty as permitted by state law”.

The Associate Vice Chancellor for Faculty Affairs will work with the Deans to develop a policy that establishes clear criteria for multi-year contracts. Starting in 2023-24 AY, the Office of the Provost will require the deans to explain why a faculty member who previously had a multi-year contract is being denied a contract renewal. Similarly, we will ask the Deans to justify requests for an annual letter of offer, instead of offering a multi-year contract, for an instructor or CTT faculty member whose annual appointment has been renewed at least three times. Finally, we will also monitor and report the ratio of IRC faculty with multi-year contracts across academic units.

IRC Task Force Recommendation: *Review all policies associated with faculty voting rights and adjust to ensure all Primary Units (PU) describe voting rights for all rostered IRC faculty as the default.*

Provost: As specified in the Faculty Senate Constitution (Article I.A.2.a), tenure-track faculty, Instructors, and CTT faculty with appointments of 0.5 or more are rostered faculty and members of the System-wide Faculty Senate. Similarly, as repeated in CU Denver Faculty Assembly bylaws (Article II), these faculty (tenure-track, Instructors, CTT with appointments of 0.5 or more) are members of the CU Denver Faculty Assembly. Regent Policy 5.A.1.B, however, elevates the role of tenure-track faculty in shared governance: “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.” Furthermore, Further, Regent Policy 4.A.1 states, “...voting membership of a school or college faculty shall be determined by its faculty.”

Taken together, these Regent Policies suggest that decision on who votes on what, other than tenure-track faculty, is up to the faculty of the *unit*, not a campus policy. We respect shared governance principles and continue to advocate that all rostered faculty should have equal voting rights as the norm, with the exception regarding votes on personnel matters for tenure-track faculty such as on promotion and tenure. The Office of Faculty Affairs will review all PU bylaws in 2022-23 AY and report where and how faculty voting rights are differentiated. Following this review, in 2023-24 AY, the Office of the Provost will engage in conversations with the Faculty Assembly on whether and how to address these voting differentiations.

IRC Task Force Recommendation: *Ensure equity framework for all leadership opportunities and ensure IRC faculty return to faculty after leadership positions.*

Provost: Leadership searches should focus on skills and the needs of the position and should not be limited to a particular rank or title, except when leadership rank is technically pertinent, such as in tenure-track faculty review and promotion. Expanding eligibility will help to recruit the best people into positions. Currently, IRC faculty serve in Associate Dean and Associate Director (in the case of the library) roles. We will review the bylaws of our schools, college, and the library in the 2022-23 AY to see how rank and title limitations for leadership are defined in the bylaws and, if necessary, request an explanation or suggest a revision.

Contract negotiations for leadership positions are complex. At times, a return to the faculty could be part of a negotiation, and at times some IRC faculty may not want such a contractual obligation in their contract. Yet it is the responsibility of the hiring authority to clarify this issue and include it in the offer letter. Associate Vice Chancellor for Faculty Affairs and Associate Vice Chancellor for Human Resources will work with our schools, colleges, and the library to ensure that starting this 2022-23 AY, offer letters for administrative appointments clearly state whether faculty are able to return to their faculty appointments after serving in a leadership role.

IRC Task Force Recommendation: *IRC faculty be allowed to apply for and be granted tenure if qualified.*

Provost: We will not support this recommendation because IRC faculty are not on the tenure track, and granting tenure solely based on teaching currently is not compatible with the Regent policies. IRC faculty feeling strongly about this should work in shared governance via CU Denver's Faculty Assembly and CU System's Faculty Senate to change Regent policies. As in the past, IRC faculty are eligible to apply for tenure-track or tenured positions at CU Denver should they arise.

While not pursuing this recommendation, we recognize that job security, due process, and academic freedom are important for *all* faculty, regardless of their titles, and we should address these concerns. Tenure is not and should not be seen as a necessary condition for access to these rights. Regent policies protect academic freedom and due process for all faculty, regardless of rank, and the Office of the Provost is committed to upholding these protections.

IRC Task Force Recommendation: *Revise Contract and Letter of Offer (LOO) Language.*

Provost: The Associate Vice Chancellor for Faculty Affairs, the Associate Vice Chancellor for Human Resources, and the University Counsel will work together to prepare new contract and LOO templates that retain required legal language while achieving a more welcoming tone. Faculty Assembly, Academic Personnel Committee, the University of Colorado Denver Association for Lecturers and Instructors (UCDALI), and schools and colleges will be asked to provide feedback on the new templates. We will start using the new templates in 2023-24 AY.

Relatedly, we notice the confusing use of terms of LOO and contracts. We will prepare a memorandum to clarify the difference between an LOO and a contract, and we will share this with the faculty, staff, and Deans for the correct use of these terms.

IRC Task Force Recommendation: *Redefine research for IRC faculty and align criteria appropriately.*

Provost: Research criteria are primarily decided by the PUs. We cannot have a specific campus definition due to shared governance principles and disciplinary differences. But we can help the primary units to work on it. In 2023-24 AY, the Associate Vice Chancellor for Faculty Affairs and the Associate Vice Chancellor for Research, in collaboration with Faculty Assembly leadership, will bring a faculty team together to create a report for what research may mean in the context of IRC faculty working in an urban research university. This report will be finalized by the end of 2023-24 AY. PUs will be asked to consider using it as a guideline to articulate research criteria for review and promotion criteria for IRC faculty with research expectations.

Recognition and Professional Support

IRC Task Force Recommendation: *Allocate professional development funds for IRC faculty.*

Provost: To provide an outstanding quality of education to CU Denver students, all faculty should participate in professional development. Some schools, colleges, and the library already provide funds for IRC faculty's professional development. UCDALI also provides funds to IRC faculty, supported by the Office of the Provost. We expect all schools, colleges, and the library to budget for and provide funds for professional development to the faculty.

To complement these existing fund sources, the Office of the Provost will allocate \$10,000 for instructors and CTT faculty and \$10,000 for Lecturers starting in 2022-23 AY. The funds will be managed by the Center for Faculty Development & Advancement (CFDA). The center director will work with UCDALI and Faculty Assembly leadership to 1) prepare fund guidelines, 2) set up a committee to review applications, 3) communicate information about the funds to IRC faculty, and 4) provide an annual report about the fund use to Faculty Assembly and UCDALI and post this report on CFDA's website. The Associate Vice Chancellor for Faculty Affairs, UCDALI, and Faculty Assembly leadership will review the process annually for effectiveness and will request that the Provost increase the amount of funding over time.

IRC Task Force Recommendation: *Professional Development leave for IRC faculty: Upon advancing within the title series, faculty are eligible to apply for one-semester professional development leave paid at full salary.*

Provost: We are committed to professional development of all faculty. While one-semester leave with full salary is not feasible due to fiscal and budgetary pressures, we believe that creative solutions can be found with a possible workload differentiation to provide time for instructors and CTT faculty to pursue professional development upon achieving promotion. This aligns with Regent Policy 5.C.3.B (1): "To accommodate professional development, an instructional, research, or clinical faculty member may negotiate a differential workload. This is meant to recognize the contributions of long-serving faculty and allow them to enhance their professional knowledge, competence, and effectiveness. Such professional development opportunities are subject to the availability of funds."

In 2022-23 AY, the Associate Vice Chancellor for Faculty Affairs and UCDALI and Faculty Assembly leadership will work together to bring a proposal to the Provost and Deans to review, with a possible implementation in 2023-24 AY.

IRC Task Force Recommendation: *Establish a network of support for Lecturers.*

Provost: Some schools and colleges already have Lecturer Liaisons. We strongly recommend all schools and colleges establish them by the end of the 2023-24AY. Starting this academic year, the Associate Vice Chancellor for Faculty Affairs will work closely with the UCDALI president and existing Lecturer Liaisons to establish a Lecturer Liaisons Committee to achieve that goal.

IRC Task Force Recommendation: *Ensure all faculty have the computer technology needed to teach.*

Provost: Meeting the technology needs of faculty is technically the responsibility of the primary units. In 2022-23 AY, the Associate Vice Chancellor for Faculty Affairs and the Associate Vice Chancellor for Digital Strategy and Learning—in collaboration with OIT, UCDALI and Faculty Assembly—will assess the technology needs of IRC faculty and recommend effective ways to address those needs if they are not being addressed in the primary units. Preliminary thinking is that based on the assessment, in 2023-24 AY a fund could be set up to ensure all IRC faculty have access to the computer technology they need to teach.

IRC Task Force Recommendation: *Establish lecturer award for excellence in teaching.*

Provost: We recognize that Lecturers whose work is crucial for our teaching mission might not get adequate recognition for their work. Starting in spring 2023, we will implement a Lecturer Award for Excellence in Teaching. The criteria, process, and selection will be done collaboratively with the Office of Faculty Affairs, the Center for Excellence in Teaching and Learning, and UCDALI.

IRC Task Force Recommendation: *Recognize the role of UCDALI as a partner in shared governance.*

Provost: We recognize the importance of UCDALI in CU Denver’s shared governance system, grounded in Regent Policy 5.A. We are committed to working with both Faculty Assembly and UCDALI to continue to improve the working conditions of the faculty.

IRC Task Force Recommendation: *Use ‘ALL faculty’ terminology: Review all campus, school, college, and unit policies and documents for unnecessary differentiation of faculty lines.*

Provost: We agree with this recommendation and recognize that this is a cultural issue grounded in academic hierarchies. While in some contexts academic rank and differentiation of faculty lines may be necessary as articulated in Regent policies, we should be mindful that differentiation beyond those perpetuates the marginalization and exclusion that undermines our equity-serving mission. We ask all university leaders to use faculty-inclusive language. Guidance on inclusive language will be shared with Deans and campus leaders by the end of 2022-23 AY.

We will also work to review faculty directories in this coming academic year and make recommendations on how they can be made more inclusive. We will work with UCOMM and OIT in 2023-24 AY to create an inclusive directory template that we will recommend all departments use.

Ongoing Initiatives to Support IRC Faculty

The work related to improving working conditions of IRC faculty is not limited to the initiatives described in this document. Schools, colleges, and the library have been working to address IRC concerns to varying degrees, and the IRC Task Force recommendations have helped to intensify these efforts. For example, the Business School increased per-course rate by 5% at the start of 2022-23 AY, has established a teaching excellence award for Lecturers, and has decided to continue its Lecturer Liaison position. The College of Architecture and Planning provides professional development funds for the CTT and Instructors, has progressively increased Lecturer course pay over the last two years, and compensates Lecturers for classes cancelled close to the semester.

At the campus level, we work to increase professional development opportunities for all faculty. The NFDA's new Assistant Director's (an IRC faculty member) portfolio focuses on IRC faculty professional development. This year, the Vice Chancellor for Diversity, Equity, and Inclusion; the Associate Vice Chancellor for Faculty Affairs; and the Deans collaborated to offer eight fully funded spots in the National Center for Faculty Development and Diversity's Faculty Success Program (NCFDD FSP). While NCFDD has structured the Faculty Success Program specifically for faculty in the tenure track, we believe the FSP program can benefit all CU Denver faculty who are institutional members of NCFDD. Thus, we have negotiated with NCFDD to welcome to our cohort any faculty member with research as part of their contract. Inspired by CU Denver's negotiations, NCFDD now welcomes IRC faculty nationwide. Among eight selected for this year's CU Denver cohort through a competitive process, two are IRC faculty members.

Another campuswide initiative is the reimagining of New Faculty Orientation (NFO). This year, the Office of Faculty Affairs put significant effort into inviting *all* new faculty to its in-person NFO, including Lecturers. The Faculty Affairs team is working to strengthen the NFO, paying attention to the needs of IRC faculty in the NFO programming. We want to ensure all faculty feel welcome and supported at this campus beginning the day they step on our campus. Starting in the 2023-24 AY, all new faculty, including Lecturers, will be invited to Chancellor's New Faculty Welcome.

IRC faculty are in key faculty governance leadership roles at CU Denver. In addition to the UCDALI's support and advocacy for IRC faculty, currently Vice Chair and Secretary of CU Denver Faculty Assembly are IRC colleagues, illustrating IRC faculty's indispensable service to the university and their visibility as campus leaders. We believe that a strong IRC voice is integral to a strong faculty voice, something which is essential for CU Denver to thrive.

Communication

For the next three years, each semester the Associate Vice Chancellor for Faculty Affairs will provide a written report and answer questions on the progress of the action items identified in this document to the UCDALI Executive Committee, IRC Task Force members, the Faculty

Assembly, and the Chancellor's Cabinet. The progress report will be shared with the campus and posted on the [IRC Task Force website](#) for long-term access.

The Associate Vice Chancellor for Faculty Affairs will also form a consultative group with the UCDAI president, Faculty Assembly leadership, and an IRC Task Force representative to meet monthly to discuss the IRC Task Force implementation.

In closing, I thank all my colleagues who served on the IRC Task Force to prepare the excellent report, and I call on all of our CU Denver community members to help improve the working conditions of IRC faculty, whose expertise and work undergird everything we do at CU Denver.

Our vision is to have a university that works for all, including CU Denver's IRC faculty. They are on the front line of our students' success. We pledge to support their careers and well-being.

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

PROVOST’S 2022-25 ROADMAP ON IRC TASK FORCE RECOMMENDATIONS
WORK PLAN for 2022-23 AY

SALARY / PAY and BENEFITS

Recommendation	Planned Work	Key Partners	2022-23 AY— Fall	2022-23 AY—Spring
<i>Pay equity</i>	Launch Collaborative Compensation Collaborative.	AVC-HR (lead) CFO AVC-FA	Committees are formed. Committees decide on scope of the work.	3C Steering Committee identifies external consultant. External consultant begins the study.
<i>Bring the faculty voice on compensation review as specified in Regent Policy 11.B</i>	<i>Work with FA to integrate salary oversight within UC Denver’s shared governance system.</i>	AVC-FA Faculty Assembly CFO	AVC-FA and FA draft the committee’s charge and membership.	FA and Chancellor’s Cabinet review and approve the charge. AVC-FA sets up the committee in 2023-24 AY.
<i>Promotional pay equity</i>	Revise CAP 1007: “Compensation Principles for Tenure and Promotion.”	AVC-FA AVC-HR Deans/Director CFO Faculty Assembly UCDALI	AVC-FA / AVC-HR collect data on promotional pay. AVC-FA / AVC-HR draft changes to CAP 1007.	Partners review and approve changes. Implement the revised policy for the 2023-24 promotional cycle.
<i>Increase per-course rate for courses taught by Lecturers.</i>	System-level advocacy for annual per-course rate increase.	Provost		
<i>Compensate Lecturers for canceled courses</i>	Institute \$500 compensation to Lecturers for canceled classes.	AVC-FA AVC-HR Associate Deans	AVC-FA collect course cancellation policies.	AVC-FA collects data on course cancelations.
<i>Introduce Senior Lecturer rank</i>	System level advocacy for the title introduction.	Provost AVC-FA AVC-HR	Implement the Senior Lecturer title when available.	
<i>Increase access to benefits for Lecturers and improve faculty awareness of benefit opportunities.</i>	System-level advocacy for benefits for Lecturers. Identify barriers to benefits and develop a communication plan.	AVC-FA AVC-HR UCDALI	Partners collect data on barriers. AVC-FA / AVC-HR prepare a flyer for CU Denver benefits.	UComm distributes it to the campus via CU Denver News. UCDALI/FA shares with their constituencies. FA posts it on its website.

JOB SECURITY and PROTECTIONS

Recommendation	Planned Work	Partners	2022-23 AY— Fall	2022-23 AY—Spring
<i>Establish schools, colleges, and the library baseline workload distribution for each faculty title series</i>	An Academic Operations Working Group (AOWG).	Provost		
<i>Formalize a differentiated workload process</i>	Identity barriers for the implementation of CAP 101: “Differentiated Annual Workloads.”	AVC-FA AVC-HR Associate Deans UCDALI	Partners collect data on barriers. AVC-FA drafts a report.	AVC-FA, AVC-HR, and ADs develop action plan to remove the barriers.
<i>Multi-year contracts for Instructors and CTT faculty</i>	Revise CAP 1027: “Multi-Year Contracts for Instructional, Research, and Clinical Faculty with Teaching Responsibilities or Librarian Appointments.”	AVC-FA AVC-HR Deans/Director Faculty Assembly	AVC-FA draft amendments to the policy.	FA and Deans/Director review and approve.
<i>Review all policies associated with faculty voting rights</i>		AVC-FA	AVC-FA reviews all school, college, library bylaws and informs the Provost, FA, and Deans/Director.	AVC-FA reviews all departmental bylaws and informs the Provost, FA, UCDALI, and Deans/Director.
<i>Ensure equity framework for all leadership opportunities</i>	Review school, college, and the library bylaws in the 2022-23 AY to see how rank limitations for leadership are defined.	AVC-FA		AVC-FA reviews all school, college, and library bylaws and informs the Provost, FA, UCDALI, and Deans/Director.
<i>Ensure IRC faculty return to faculty after leadership positions</i>	Include clear language in LOO for faculty administrative appointments.	AVC-FA AVC-HR Deans		AVC-FA and AVC-HR review all new faculty administrative appointments LOO for clarity of the language for return to the faculty.
<i>Revise Contract and Letter of Offer (LOO) Language</i>	Prepare new contract and LOO templates.	AVC-FA AVC-HR Univ. Counsel UCDALI		AVC-FA, AVC-HR, and Univ. Counsel draft new templates. FA, UCDALI, and Deans/Director review the templates. Deans/Director use new templates in the 2023-24 AY.

RECOGNITION and SUPPORT

Recommendation	Planned Work	Partners	2022-23 AY—Fall	2022-23 AY—Spring
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<i>Allocate professional development funds for IRC faculty</i>	Allocate \$10,000 for instructors and CTT faculty and \$10,000 for Lecturers.	Provost AVC-FA CFDA UCDALI	CFDA sets up a review committee. Review committee prepares guidelines. FA and UCDALI to communicate to the faculty.	CFDA provides an annual report about the fund and posts it on its website.
<i>Professional Development leave for IRC faculty</i>	Develop a proposal for professional development time for IRC faculty.	AVC-FA UCDALI ADs CFO	AVC-FA and UCDALI study the UCB and UCCS practices and Regent policies.	AVC-FA drafts a proposal for Deans/Director, FA, and CFO to review.
<i>Establish a network of support for Lecturers.</i>	<i>Establish a network of support for Lecturers.</i>	AVC-FA UCDALI Deans Lecturer Liaisons	Deans/Director identify Lecturer Liaisons in the schools, colleges, and the library.	AVC-FA and UCDALI prepare the charge of the Lecturer Liaisons Committee.
<i>Ensure all faculty have the computer technology needed to teach</i>	Assess the technology needs of IRC faculty.	AVC-FA UCDALI Faculty Assembly AVC-DSL OIT		
<i>Establish Lecturer Award for Excellence in Teaching</i>	<i>Establish Lecturer Award for Excellence in Teaching.</i>	AVC-FA UCDALI CETL CFDA	Partners set up the award committee.	Committee communicates information to lecturers. Committee selects the awardee. awardee is invited to the ceremony.
<i>Recognize the role of UCDALI as a partner in shared governance</i>	<i>Continue to work with and support UCDALI.</i>	Provost AVC-FA	Provost and AVC-FA attend UCDALI Executive Committee meetings and meet with UCDALI President regularly.	
<i>Use "ALL faculty" terminology</i>		Provost AVC-FA Deans UCDALI	AVC-FA and UCDALI draft a guidance on inclusive language. Deans/Director review.	Provost issues the guidance. AVC-FA reviews department faculty directories and reports for possible changes in the 2023-24 AY.