


November 29, 2022

To: Dr. Elizabeth Pugliano, UCDALI President  
Cc: Dr. Turan Kayaoglu, Associate Vice Chancellor for Faculty Affairs  
From: Dr. Constancio Nakuma, Provost   
Re: IRC Task Force Roadmap

Dear Beth,

I want to thank you and the faculty serving on UCDALI Executive Committee and UCDALI Bridge Network Liaisons for your thoughtful response to the roadmap I shared through Dr Kayaoglu. I am very grateful for your work in bringing visibility to the IRC faculty's immense contribution to the university *and* the problems they continued to face. Looking forward, I am excited to see how the roadmap's initiatives, such as increasing the use of multi-year contracts, will improve the IRC faculty's working conditions and help CU Denver to realize its mission.

Your memo highlights three areas to pay particular attention to as we move ahead. Let me acknowledge them in turn.

For pay equity, I appreciate your call for transparency. The Comprehensive Compensation Collaborative (C<sup>3</sup>) Steering Committee includes two faculty members named by the Faculty Assembly. One of them is an IRC Faculty. The C<sup>3</sup> website will be launched in the Spring semester to update faculty on the work and identify how faculty might engage in the process. Finally, work is underway for the Salary Oversight Committee, and it should be part of CU Denver's shared governance infrastructure by the next academic year.

As we navigate the implementation process, I am mindful of the shared governance norms and each school/college's unique qualities and contributions to the university's mission. As the Faculty Assembly and UCDALI are shared governance partners, the deans are our executive partners in helping to improve the IRC faculty's working conditions. We will update the faculty on our work with the schools and colleges.

On professional development leave for IRC faculty and IRC faculty's return to the faculty position at the conclusion of an administrative appointment, the roadmap falls short of the IRC Task Force recommendations. These would be areas to revisit as the university's financial situation improves and as we have more IRC faculty on multi-year contracts.

Thank you all for your advocacy and leadership in holding us accountable to improve the IRC faculty's working conditions. Please know we are and will continue to be partners in seeing this transformation happen, and I appreciate reading that you "remain committed to supporting this work to [your] fullest capacity." I look forward to our work together.