



**Title:** Policies, Procedures, and Criteria for the Evaluation and Development of Instructional, Research, and Clinical (IRC) Faculty

**Approval:** Approved by a vote of the SPA Faculty September 30, 2021 (*replaces all previous versions*)

**Previous:** Adopted by Resolution of the SPA Faculty Council, January 22, 2009 and Amended May 12, 2012, and May 1, 2019

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**Related:** University of Colorado Regent Laws & Policies:  
<https://www.cu.edu/regents/laws-and-policies>  
University of Colorado Administrative Policy Statements (APS):  
<https://www.cu.edu/ope/aps>  
University of Colorado Faculty Handbook:  
<https://www.cu.edu/oaa/faculty-affairs/faculty-handbook>  
CU Denver Campus Level Policies: [http://www.ucdenver.edu/faculty\\_staff/faculty/faculty-affairs/policies-forms/Pages/default.aspx](http://www.ucdenver.edu/faculty_staff/faculty/faculty-affairs/policies-forms/Pages/default.aspx)

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## **1. Introduction & Scope**

This document describes the policies, procedures, and criteria adopted by the School of Public Affairs (SPA) to implement those portions of the University of Colorado Laws, Policies and Administrative Policy Statements of the Board of Regents and CU Denver (hereinafter, “campus”) policies related to the appointment, evaluation of faculty performance (annual and periodic), promotion, and termination of Instructional-, Research-, or Clinical-track (or non-tenure track) faculty (IRC Faculty).

This document also describes the procedures (including decision structures) to be used in making decisions concerning IRC Faculty employed in the School of Public Affairs. This document covers the following categories of IRC Faculty, as defined in Regent Policy 5L. Service in these faculty roles does not count toward the award of tenure.

- a. Lecturer Faculty
- b. Instructor Faculty Series
  - i. Instructor
  - ii. Senior Instructor
  - iii. Principal Instructor
- c. Clinical Teaching Track (CTT) Faculty Series
  - i. Assistant Professor, CTT
  - ii. Associate Professor, CTT
  - iii. Professor, CTT
- d. Research Faculty Series
  - i. Research Assistant Professor
  - ii. Research Associate Professor
  - iii. Research Professor

## **2. Policy Statement**

All of the School’s criteria and policies for appointment, promotion, and performance evaluation reviews are governed by the procedures and standards set forth in the Laws & Policies of the Board of Regents of the University of Colorado, and outlined in applicable CU Denver campus level policies. SPA has made every effort to ensure compliance with these higher-level policies and procedures, however, as policies and procedures are amended from time to time, or if a discrepancy is found, the higher-level policy will prevail.

## **3. Minimum Qualifications and Parameters for Time & Effort of Appointments**

All appointments to IRC Faculty titles listed in Section 1 of this policy must meet University System and Campus level standards of performance and minimum qualifications as approved by the Board of Regents, the Chancellor, and/or Provost, and any additional qualifications required by Campus and School level accrediting bodies (The Higher Learning Commission (HLC) and the National Association of Schools of Public Affairs and Administration (NASPAA)). The School of Public Affairs has established a Policy on Faculty Qualifications based on these higher-level policies (Appendix 1). The minimum qualifications for any instructional faculty are as follows:

- *For undergraduate courses: the instructor should possess a relevant graduate degree at least one level above the course taught; if the instructor’s graduate degree is in a non-relevant field, the instructor must have completed at least 18 hours in a graduate program in relevant field*
- *For master’s level courses: the instructor should possess a terminal degree relevant to the discipline and a record of research, scholarship, or achievement appropriate to the program*
- *For doctoral courses: the instructor should possess a terminal degree relevant to the discipline and a record of scholarship and preparation to teach at the doctoral level*
- *For dual credit courses (e.g., CU Succeed): the instructor should possess the same qualifications as required for undergraduate courses*

In the event that a proposed instructor for a course at the undergraduate or master’s level does not possess the minimum academic credentials outlined above, SPA faculty will consider additional criteria for determining whether professional or other experience is an appropriate substitute for or supplement to the minimum required

academic credentials. Those criteria and process for approval is outlined in the SPA Policy on Faculty Qualifications (Appendix 1).

Additional criteria and qualifications are as follows for the respective faculty titles:

### **3.a. Lecturer Faculty**

**QUALIFICATIONS:** Lecturer is the title given to individuals hired to teach on a course-by-course basis. Lecturers are qualified to teach the particular course(s) for which they been hired. They may have graduate degrees and/or advanced experience in their profession or field of expertise.

**TIME & EFFORT:** Lecturers should be limited to teaching two (3-credit hour) courses at any given time for the University of Colorado. Exceptions must be pre-approved by the Dean

### **3.b. Instructor Series**

**QUALIFICATIONS:**

**Instructors** should have the master's degree or its equivalent and should be otherwise well-qualified to teach at the undergraduate (primarily lower division) level. Instructors generally will have 3 years or less of teaching experience in higher education. For instructors who will teach at the graduate level, a terminal degree is required.

**Senior Instructor:** The rank of Senior Instructor is used for individuals who have the terminal degree or its equivalent and have considerable success in teaching at the undergraduate (primarily upper division) and/or are well-qualified to teach at the master's program level. Sr. Instructors should have at least 3 years of teaching experience in higher education.

**Principal Instructor:** The rank of Principal Instructor is used for individuals who have the terminal degree or its equivalent and have considerable success in teaching at the undergraduate (primarily upper division) and must have demonstrated success teaching at the master's program level. Principal Instructors should have at least 4-5 years of teaching experience in higher education, specifically at the Master's level or higher, and shall have a record of significant contribution to education.

**TIME & EFFORT:**

**Instructors:** Based on a 1 FTE/100% time appointment, the standard workload will be 90% Teaching (equal to 8 courses per year (4:4)), and 10% Leadership & Service (generally internal SPA Leadership/Service).

**Sr. Instructors & Principal Instructors:** Based on a 1 FTE/100% time appointment, the standard workload will be 80% Teaching (equal to 7 courses per year (3:4/4:3)), and 20% Leadership & Service (SPA and campus/University Leadership/Service).

Any changes to this distribution of effort must be approved in writing by the Dean (i.e. in a letter of offer for an administrative appointment, in an addendum that changes the FTE of the appointment, or in a SPA Workload Adjustment Form).

### **3.c. Clinical Teaching Track Professor Series (CTT)**

**QUALIFICATIONS:** Clinical Teaching Track faculty are expected to demonstrate continued professional growth in the field. Faculty at any rank in the Clinical Teaching Series must have an appropriate terminal degree or its equivalent and demonstrated professional experience to include at least 6 years of teaching in higher education, evidence of research and scholarly activities (or potential for research/scholarly activities at the time of appointment), and qualifications for professional activities in the field.

**Assistant Professor (CTT):** Assistant Professors CTT should have at least 6 years of successful teaching experience in higher education, and be well-qualified to teach at the undergraduate and graduate levels. Assistant Professors CTT should also have a research record or evidence of current scholarly activities in the field (or show potential for research/scholarly activities at the time of appointment).

**Associate Professor (CTT):** Associate Professors CTT must have demonstrated success in teaching in higher education with significant experience beyond the Assistant CTT level, accomplishment in leadership/service to the school or profession, and evidence of research/scholarly activities in the field.

**Professor (CTT):** Professors CTT must have demonstrated success in teaching in higher education with significant experience beyond the Associate CTT level, including evidence of outstanding teaching accomplishments, a record of considerable leadership and service in the school or profession, and a demonstrated record of research/scholarship.

**TIME & EFFORT:** Faculty in the Clinical Teaching Series shall have a standard appointment of 70% teaching, 10% Research, and 20% Leadership & Service (based on a 100% time appointment). The course load at 70% time teaching is equal to 6 courses per year (3:3). Per Campus Policy 1019, faculty members in the Clinical track must engage in at least 51% Teaching, 10% Research, and 10% Leadership & Service.

Any changes to this distribution of effort must be approved in writing by the Dean (i.e. in a letter of offer for an administrative appointment, in an addendum that changes the FTE of the appointment, or in a SPA Workload Adjustment Form).

### **3.d. Research Professor Series**

**QUALIFICATIONS:** Faculty members whose primary duties are to conduct research and are involved in a limited manner in the instructional program will be given titles within the Research Professor series. These faculty will be supported by non-general funds. Research faculty are expected to demonstrate continued professional growth in the field. Faculty at any rank in the Research Professor Series must have an appropriate terminal degree, a proven research record, and demonstrated professional experience and possess qualifications for professional activities in the field. These faculty are involved in research and have limited involvement in the instructional programs at the University.

**Assistant Professor (Research)** should be well qualified to do research/scholarly work in the field, and have some teaching experience in higher education (or be professionally or academically qualified to teach) at the time of appointment.

**Associate Professor (Research)** should have successful research/scholarly experience within significant experience beyond the Assistant Research Professor level, have evidence of success in teaching in higher education, and demonstrated leadership and service to the school or profession.

**Professor (Research)** must have a record of outstanding accomplishments in research/scholarly work with significant experience beyond the Associate Research Professor level, a demonstrated record of successful teaching in higher education, and a record of considerable leadership and service in the school or profession.

**TIME & EFFORT:** Faculty in the Research Professor Series shall have a standard appointment of 80% Research, 10% Teaching (1 course per year), and 10% Leadership & Service (based on a 100% time appointment).

Any changes to this distribution of effort must be approved in writing by the Dean (i.e. in a letter of offer for an administrative appointment, in an addendum that changes the FTE of the appointment, or in a SPA Workload Adjustment Form).

## **4. Procedures for Initial Appointment**

The appointment of a candidate to any IRC Faculty position shall occur following the applicable Campus Policies and Guidelines. Appointments to IRC Faculty positions are at-will and ongoing unless terminated by either party or modified by individual contracts.

### **4.a. Open Search**

In the event of an open position, the Dean shall appoint a Search Committee that includes faculty members to engage in a search process and present candidates to Faculty Council with evidence of their qualifications. The faculty will make recommendations to the Dean for appointment. After consideration

of the faculty's recommendation, the Dean will decide whether to extend an offer to one or more candidates, subject to approval by the Provost.

**Additional Appointment Requirement for CTT:** When an offer is made to a faculty member who will have a Clinical Teaching title, campus policy requires that a qualifications committee that includes faculty members shall be appointed to review the person's qualifications and make a recommendation to the Dean. In SPA, the qualifications committee will be the current RTP Committee (See section 8 of this policy).

#### **4.b. Search Waiver**

In the event of a proposed appointment involving a search waiver received in accordance with applicable campus waiver procedures, the Dean will make a final decision on whether to extend an offer to a potential candidate, subject to approval by the Provost.

**Additional Appointment Requirement for CTT:** When an offer is made to a faculty member who will have a Clinical Teaching title, campus policy requires that a qualifications committee that includes faculty members shall be appointed to review the person's qualifications and make a recommendation to the Dean. In SPA, the qualifications committee will be the current RTP Committee (Primary Unit Committee).

## **5. Procedures and Conditions for Multi-Year Contracts**

IRC faculty who hold 0.5 FTE or greater classroom or online teaching appointments and a record of *highly effective teaching* can be eligible for up to three-year multi-year contracts for the purpose of retaining excellent non-tenure track teaching faculty (APS 5053; CAP 1027). At the dean's discretion, SPA may request of the Provost a multi-year contract for a member of the IRC Faculty who has demonstrated excellence in teaching at CU Denver or comparable institution and meets the Institutional Definition of Highly Effective Teaching (Campus Policy 1027)

### **5a. Definition**

*Highly effective teaching means teaching that is current in content and focused on student learning and mastery of the knowledge and skills encompassed by the course. Effective teachers engage students and provide learning experiences/assignments that help students expand their understanding of the subject and engage in analysis and critical thinking, not just rote memorization.*

### **5b. Criteria to verify achievement of highly effective teaching**

*Criteria of highly effective teaching includes demonstration of at least three (3) of the following: (a) course design, modification and instruction; (b) student relations; (c) teaching outside the traditional classroom (mentoring, supervision of student research); (d) effectiveness of learning assessment techniques; (e) creativity and innovation in overall teaching; (f) curriculum or program development; or (g) impact of teaching on students, community, and professional organizations.*

*Source material to demonstrate highly effective teaching can be found in course syllabi, in student evaluations—Faculty Course Questionnaires or equivalent and written or oral student testimonials—from current students and/or recent graduates, in peer evaluations, in pedagogical presentations and publications that explicate the faculty member's teaching techniques and approaches. It may also be found in the record of students mentored and taught by the candidate.*

### **5c. Process for nominating faculty for multi-year contracts**

1. Candidates may self-nominate or be nominated by another faculty member.
2. Candidates, in conjunction with school administration, shall assemble a short dossier describing the teaching skills and achievements of the candidate and providing evidence/measures of highly effective teaching (including summaries of student evaluations), to be advanced to the Provost for review.
3. The School's RTP committee along with two (2) IRC faculty members shall evaluate all proposed multi-year contracts based on the above-mentioned criteria and make a recommendation to the Dean.

4. Evaluations of teaching performance at CU Denver or CU Anschutz are preferred; however, lacking that, evidence from teaching elsewhere may be submitted.
5. The Dean shall allocate multi-year positions on the basis of both seniority and qualification.
6. Multi-year contracts may be renewed upon de novo review of the candidate's dossier, review by the school's RTP committee along with two (2) IRC faculty members, and the Dean's discretion.

## **6. Annual Performance Evaluations**

**6.a. Annual Performance Evaluation for Instructor, CTT, and Research Faculty Series:** Evaluations of Instructors, CTT and Research Faculty shall be carried out according to applicable Regental, Campus, and SPA level policies. The supervisor of these faculty is responsible for evaluations. The IRC Faculty member's performance is also reviewed by SPA's Academic Personnel Committee using the criteria set forth in the SPA Annual Evaluation & Criteria Policy. These reviews and recommendations are provided to the Dean who determines the final annual merit rating. The performance evaluation provides the basis for individual performance ratings, merit, and other pay adjustments.

Performance criteria. Instructors and CTT Faculty in SPA typically will be evaluated primarily on their teaching performance, as assessed through the results of Faculty Course Questionnaires, review of syllabi and class assessment activities and results, classroom observations, and any other evidence of teaching performance deemed relevant by the APC. Evaluation of research and service will depend on specific assignments. Specific criteria for annual performance review are defined in the SPA Annual Evaluation & Criteria Policy.

### **6.b. Performance Evaluation for Lecturers:**

Lecturer faculty should be reviewed annually and must be reviewed, at a minimum, once every third year of employment (unless the primary unit determines that an earlier review is appropriate or necessary) based on their performance of assigned duties. Refer to the SPA Lecturer Handbook for more details.

## **7. Promotion Review Process and Criteria**

### **7.a. Process:**

Promotion within IRC Faculty titles/series is optional, and requests for promotion shall be submitted by the faculty member to the Dean by March 1 for consideration during the following academic year. IRC Faculty shall be considered for promotion according to the provisions of this section.

### **7.b. Criteria:**

**Instructor to Senior Instructor.** This promotion may be considered upon three years after attainment of the Instructor level, or earlier if the candidate meets the qualifications of the Senior Instructor title and approved by the Dean. The Instructor should be able to provide evidence of consistently successful teaching and meritorious leadership and service activities.

**Sr. Instructor to Principal Instructor:** This promotion may be considered upon attainment of the stated minimum qualifications for Principal Instructor in this policy, and typically requires at least two years of experience at the Sr. Instructor level.

**Assistant Professor to Associate Professor (CTT):** This promotion may be considered upon attainment of the stated minimum qualifications for Associate Professor CTT in this policy, and typically requires at least five years of experience at the Associate Professor level. The Assistant Professor CTT should be able to provide evidence of "highly effective teaching" as defined in CU Denver Policy 1027, and other activities, which shall depend upon the Assistant Professor's specific assignments but which generally will include evidence of consistently successful teaching, including positive student feedback, high-quality student assignments and assessments, student support and engagement, creating a class environment that builds positive rapport; demonstrating availability; maintaining student support post-

course; letters of recommendations; providing students with resources and information, etc. ; demonstrated high quality leadership and service to the School/University; and evidence of continued growth and engagement in research/scholarly activities in the field.

**Associate Professor to Full Professor (CTT):** This promotion may be considered at any time if the candidate meets the qualification criteria of the Professor CTT title as stated in this policy, and typically requires at least five years of experience at the Associate Professor level. The Associate Professor CTT should be able to provide evidence of outstanding achievement in teaching and other activities, which shall depend upon the Associate Professor's specific assignments but which generally will include a record that, as a whole, is judged to be excellent and which demonstrates (1) substantial contributions to student learning through teaching, student support and engagement; (2) substantial contributions to the School through leadership in teaching and service; and (3) a record that, since promotion to Associate Professor, indicates substantial, significant and continued growth in teaching and service; and (4) evidence of continued growth and engagement in research/scholarly activities in the field. Promotion to this level will generally be reserved for candidates who are truly outstanding.

**Assistant Professor to Associate Professor (Research):** This promotion may be considered upon attainment of the stated minimum qualifications for Associate Professor Research in this policy, and typically requires at least five years of experience at the Assistant Professor (Research) level. The Assistant Professor should be able to provide evidence of significant achievement in research and other activities, which shall depend upon the Assistant Professor's specific assignments but which generally will include evidence of high quality and reasonable quantity of research products, significant service to the community as an expert and/or analyst in public affairs, demonstrated service to the School/University, demonstrated fundraising and client development abilities, and demonstrated successful teaching.

**Associate Professor to Full Professor (Research):** This promotion may be considered at any time if the candidate meets the qualification criteria of the Research Professor title as stated in this policy, and typically requires at least five years of experience at the Associate Professor (Research) level. The Associate Professor should be able to provide evidence of outstanding achievement in research and other activities, which shall depend upon the Associate Professor's specific assignments but which generally will include a record that, as a whole, is judged to be excellent and which demonstrates (1) substantial contributions to the community through research and service in public affairs; (2) substantial contributions to the School through leadership, teaching, and service; and (3) a record that, since promotion to Associate Professor, indicates substantial, significant and continued growth in research, teaching, and service. Promotion to this level will generally be reserved for candidates who are truly outstanding.

## **8. SPA Review Committees for Promotion (and initial appointment to CTT)**

The SPA RTP Committee shall consider each request for promotion (and initial appointment to CTT, as required by Campus Policy 1022) and make a recommendation to the Dean. The RTP Committee shall follow the procedures and criteria set forth in the applicable sections of this policy. The Dean shall appoint an IRC faculty representative to serve on the RTP Committee for any appointment/promotion cases of IRC Faculty. No letters of external evaluation are required (although they may be submitted). IRC faculty promotion requests do not require review by the Dean's Review Committee.

## **9. Faculty Council Membership and Voting Rights**

The membership and voting rights of non-tenure track faculty are governed by the bylaws of the School of Public Affairs.

## **10. At-Will Employees**

IRC Faculty are at-will employees, and nothing in this document shall be construed as creating a contractual right to any procedure or outcome set forth herein, unless modified by a university-approved individual contract for a specific duration. IRC Faculty are not eligible for tenure.

## **11. Application of Other Non-Tenure Track Titles**

SPA recognizes that the Regents have defined other non-tenure track faculty titles other than those expressly covered by this document. At present, SPA also employs visiting scholars, scholars and practitioners in residence, and research associates. The terms and conditions of employment for these IRC Faculty are handled as follows:

- a. Research associates at SPA are engaged solely in research in connection with an affiliated applied research institute or center, with no teaching obligation. Subject to applicable university requirements, the hiring, promotion, evaluation, and termination of research associates is within the discretion of the director of the applied research institute or center in which the research associate is employed. In the event a research assistant or associate is hired in connection with a grant awarded to a faculty member, the hiring, promotion, evaluation, and termination of the research associate shall be within the discretion of the faculty member and the Dean, subject to applicable university requirements.
- b. The Dean may appoint appropriate persons to positions holding the title of visiting scholars and scholars-in-residence. These at-will positions are normally assumed to be for a limited period of time, regardless of performance.