Faculty Handbook

For Tenured/Tenure-Track and Instructional/Research/Clinical Faculty

2019-20 Academic Year

CU School of Public Affairs
UNIVERSITY OF COLORADO **DENVER**

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Welcome from the Dean

Dear SPA faculty members,

We are looking forward to an exciting and productive academic year in 2019-20. SPA's programs and enrollments are strong, the Chinese ExMPA cohort is launching well, and we are pleased to be adding some new faculty members this year.

We are committed to supporting you — the lifeblood of our school. We want to provide as many resources as we can for you to succeed in your work with our students, in the research world and with our community partners. As you know from our retreat in late August, CU Denver's and SPA's strategic plans and priorities have recently been refined, and faculty are at the core of achieving those goals.

This handbook is the best single resource I have seen in my 16 years at SPA. Thanks to those who did the work to put it together, especially Associate Deans Kelly Hupfeld and Tanya Heikkila, Assistant Dean Kathy Kilpatrick, Chris Smith, Elizabeth Pae, Lauren Davis and Toula Wellbrook.

Thank you in advance for what I know will be a lot of impressive work from you all this year.

Best,

Paul Teske

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ABOUT SPA

ABOUT THE SCHOOL OF PUBLIC AFFAIRS

Our Mission

The School of Public Affairs (SPA) prepares the next generation of leaders in public service and criminal justice professions to solve society's most pressing problems. Working together, faculty, staff and students also conduct research that improves the quality of life and informs policy making and management in the public and nonprofit sectors.

Our 2017-20 Strategic Priorities

SPA educates exceptional leaders in public service.

SPA students receive a rigorous and relevant education that prepares them well for their future careers. Students are well-supported throughout their education and know that SPA is committed to their success. SPA proactively seeks out and supports diversity in its students as a central aspect of its mission, and partners with promising students to ensure that finances are not a barrier to completion. Upon graduation, students join a thriving network of alumni and professional partners.

SPA faculty and staff are excellent in their fields.

SPA is ranked in the top ten schools of public affairs at public urban research universities, with faculty and staff known for excellence, innovation and leadership. SPA faculty publish outstanding research that advances knowledge and the common good and provide engaging and challenging learning experiences for students. Staff are respected experts in their professions and provide personalized, high-quality service to customers inside and outside the school. Faculty and staff are leaders in service in the university, in professional associations and in the community.

SPA is a welcoming and inclusive environment and a great place to work.

SPA is a place that welcomes diverse viewpoints and experiences, builds respectful relationships and fosters understanding — both inside and outside the school. We build and support individual and collective capacity for excellence and growth, and faculty and staff view SPA as a great place to work. The school is well-managed and financially healthy, ensuring a sustainable future.

SPA is a valuable asset to the health of democracy and our quality of life.

SPA actively partners with professionals and policy makers to solve pressing public issues. Our deep relationships with alumni, community and professional partners, and scholars across the globe enhance student learning and extend SPA's impact beyond the school. The collective work of SPA faculty, staff, students and alumni strengthens respect for democracy, equity, inclusion and understanding in the greater community. Together, we are powerful agents for change.

Our 2017-20 Schoolwide Strategic Initiatives

◊ *Build and strengthen partnerships in the Colorado community.*
◊ *Increase visibility and impact of faculty and staff locally and nationally.*
◊ *Increase the retention and graduation of diverse students.*

People at SPA

Administration

Paul Teske
Dean

Tanya Heikkila
Associate Dean for Faculty Affairs

Kelly Hupfeld
Associate Dean for Outreach and Student Affairs

Kathy Kilpatrick
Assistant Dean of Administration and Finance

Faculty and Staff Directory

Parker Baxter
Scholar in Residence; Director,
Center for Education Policy Analysis
Room 525S
Ext. 5-0078

Monica Bies
Child, Youth and Family Specialist,
Center on Domestic Violence
Room 440B
Ext. 5-0243

Sebawit Bishu
Assistant Professor
Room 500N
Ext. 5-0148

Wendy Bolyard
Assistant Professor-Clinical Teaching
Track; BAPS Program Director
Room 500K
Ext. 5-0199

Shannon Collins
Campus Training and TA Program
Manager, Center on Domestic Violence
Room 440R
Ext. 5-2319

Deserai Crow
Associate Professor
Room 525V
5-0146

Jim Krugman
Practitioner-in-Residence

Shihao Dai
Program Coordinator & Teaching
Assistant
Room 440C
Ext. 5-0017

Mary Dodge
Professor
Room 500F
Ext. 5-2086

Lucy Dwight
Assistant Professor-Clinical Teaching
Track
Room 525N
Ext. 5-0076

Todd Ely
Associate Professor
Room 500T
Ext. 5-2152

Joan Fishburn
Alumni Relations & Career Services
Specialist
Room 525F
Ext. 5-0201

Rebecca Gianarkis
Recruiting & Admissions Coordinator
Room 525G
Ext. 5-2560

Lauren Goolsby
Director, Grants & Contracts
Room 500M
Ext. 5-2085

Angela Gover
Professor
Room 525M
Ext. 5-2474

Mary Guy
Professor
Room 525L
Ext. 5-2007

Jane Hansberry
Associate Professor-Clinical Teaching
Track; MPA Program Director
Room 525E
Ext. 5-0177

Randy Harrison
Lecturer; Senior Research Fellow
Room 440K
Ext. 5-2488

Tanya Heikkila
Associate Dean for Faculty Affairs;
Professor
Room 500G
Ext. 5-2269

Lori Hughes
Professor; MCJ Program Director
Room 525Y
Ext. 5-2989

Kelly Hupfeld
Associate Dean for Student Affairs &
Outreach
Room 500C
Ext. 5-2898

Sheila Huss
Senior Instructor; BACJ Program Director
Room 525P
Ext. 5-0526

Kathy Kilpatrick
Assistant Dean of Administration
and Finance
Room 500A
Ext. 5-2870

Nate Lambright Dale
IT Professional
Room 440U
Ext. 5-2211
Cell for emergencies only:
303-249-6816

Jessica LaRue-Briscoe
Administrative Assistant
Center on Domestic Violence
Room 440Q
Ext. 5-0084

Maria Limon
Rural Community Response Manager,
Center on Domestic Violence
Room 440S
Ext. 5-0241

Jody Maestes
Operations Coordinator
Room 550
Ext.-5-0018

Christine Martell
Professor
Room 500J
Ext. 5-2716

Emma Martz
Marketing &
Events Coordinator
Room 500Z6
Ext. 5-0016

Annie Miller
Senior Instructor
Room 440H
Ext. 5-0143

Hansen Millison
Undergraduate Academic Advisor
Room 525J
Ext. 5-5818

Robyn Mobbs
Senior Instructor; Shandong
Executive MPA Program Director
Room 525R
Ext. 5-0191

Elizabeth Pae
Human Resources Director
Room 500L
Ext. 5-0039

Barbara Paradiso
Director, Center on Domestic Violence
Room 440A
Ext. 5-2736

Mark Pogrebin
Professor
Room 500D
Ext. 5-2871

Geoff Propheter
Assistant Professor
Room 500Q
Ext. 5-0030

Callie Rennison
Professor
Room 500H
Ext. 5-2813

John Ronquillo
Assistant Professor
Room 500R
Ext. 5-0187

Mark Safty
Scholar in Residence, Wirth Chair
Room 500V
Ext. 5-0062

Antoinette Sandoval
Student Services and Diversity
Coordinator
Room 525D
Ext. 5-2487

Dawn Savage
Academic Services Manager
Room 525D
Ext. 5-2743

Nora Scanlon
Lead Academic Advisor &
Programs Coordinator
Room 525H
Ext. 5-0021

Lonnie Schaible
Associate Professor
Room 525K
Ext. 5-0041

Chris Smith
Executive Assistant to the Dean &
Faculty Affairs Administrator
Room 500B
Ext. 5-2074

Anthony Starke
Assistant Professor
Room 525Q

Scott Steinbrecher
Senior International Student
Programs Coordinator
Room 500X
Ext. 5-2755

Will Swann
Assistant Professor
Room 500U
Ext. 5-0147

Melissa Tackett-Gibson
Senior Instructor
Room 440J
Ext. 5-0175

Paul Taylor
Assistant Professor
Room 525T

Paul Teske
Dean & Distinguished
Professor
Room 500C1
Ext. 5-2805

Becca Tiell-Krekeler
END Violence School
Specialist
Room 440B
Ext. 5-0121

Lisa VanRaemdonck
Executive Director, SPA
Institute
Room 440F
Ext. 5-2494

Danielle Varda
Associate Professor
Room 500P
Ext. 5-2129

Dao Vue
Finance & Accounting
Manager
Room 500Z4
Ext. 5-0149

Chris Weible
Professor; PhD Program
Director
Room 500S
Ext. 5-2010

Toula Wellbrook
Director of Marketing &
Communication
Room 525C
Ext. 5-0174

Sandy Zook
Assistant Professor
Room 500MM
Ext. 5-0171

Room Extensions

4th Floor

4th Floor Fax
Room 440
Ext. 5-2054

440E Conference Room
Room 440E
Ext. 5-2024

450 Conference Room
Room 450
Ext. 5-0230

PhD Student Lab
Room 440M

5th Floor

500 Front Desk
Room 500
Ext. 5-2089

525 Front Desk
Room 525
Ext. 5-2228

5th Floor Front Desk Fax
Room 500W
Ext. 5-2229

Classroom 500
Room 500Y
Ext. 5-2069

deLeon Classroom
Room 525A
Ext. 5-0156

5th Floor Computer Lab
Room 500V-1
Ext. 5-2481

SPA Visiting Scholars
Room 440D
Ext. 5-2704

SPA Student Office
Room 500Z
Ext. 5-0150

Campus Extensions

Lawrence Street Center Security Desk
Ext. 5-6001

Facilities
Ext. 5-7777

Mail Services
303-556-3265

Auraria Campus Police
303-556-5000

Lynx Center
Ext. 5-3503

Auraria Library
Ext. 5-7700

Undergraduate Admissions
Ext. 5-2601

International Admissions
Ext. 5-2382

Financial Aid
Ext. 5-1850

Bursar Office
Ext. 5-1800

Registrar
Ext. 5-2600

Graduate School
Ext. 5-5969

Faculty and Staff Research & Teaching Interests & Skills

Name	Teaching Area & Concentration	Content Expertise	Professional Skills
Parker Baxter, JD Scholar in Residence Director, Center for Education Policy Analysis	Public Affairs	Education policy; law and public policy	Legal analysis
Sebawit Bishu, PhD Assistant Professor	Public Affairs	Public management; city management; representative bureaucracy; organizational culture; diversity and inclusion	Qualitative and quantitative methods
Wendy Bolyard, PhD Clinical Assistant Professor BAPS Program Director	Public Affairs	Higher education management	Research methods; business process mapping
Deserai Crow, PhD Associate Professor; Director, Emergency Management and Homeland Security concentration; Director, Disasters, Hazards, and Emergency Management concentration	Public Affairs; Environmental Policy, Management and Law; Emergency Management and Homeland Security; Disasters, Hazards and Emergency Management	Environmental policy and governance; regulation; science and technology policy; media coverage and public policy; climate change policy; risk and disaster policy	Qualitative methods; media analysis
Mary Dodge, PhD Professor	Criminology and Criminal Justice	White collar crime; policing; gender; courts and juries; medical fraud; juvenile justice; corrections; crime policy	Qualitative and quantitative methods: program evaluation; surveys; focus groups; interviews
Lucy Dwight, PhD Assistant Professor, Clinical Teaching Track	Criminology and Criminal Justice	Race/ethnicity and policy in the U.S.; urban issues; inequality	Quantitative research; survey research methods
Todd Ely, PhD Associate Professor Director, Local Government concentration Director, Center for Local Government	Public Affairs; Local Government	Public and not-for-profit financial management; education finance and policy; state and local government	Research design; quantitative methods
Angela Gover, PhD Professor On sabbatical during Spring 2020	Criminology and Criminal Justice; Gender-Based Violence	Intimate partner violence; domestic violence offender treatment; crime victimization with an emphasis on gender; the criminal justice system response to intimate partner violence	Applied research; survey development; community partnerships; program evaluation
Mary Guy, PhD Professor	Public Affairs	Public management with an emphasis on the human processes involved in public service delivery; gender issues and workplace diversity; public productivity and performance	Human resource functions; organization development

Name	Teaching Area & Concentration	Content Expertise	Professional Skills
Jane Hansberry, PhD Clinical Associate Professor MPA Program Director	Public Affairs	Nonprofit & public sector leadership & management; organizational development and culture; arts management & cultural policy; grantmaking; facilitation and dialogue	Proposal writing & development; organizational development; facilitation & dialogue; local & regional government performance management
Randy Harrison, MPA Senior Fellow, SPA Institute	Public Affairs	Public-private partnerships; transportation; local government	Project management
Tanya Heikkila, PhD Professor Associate Dean for Faculty Affairs	Public Affairs; Environmental Policy, Management and Law	Environmental policy and governance; water resource management; oil & gas development; policy conflicts; collaborative institutions and inter-organizational coordination; comparative institutional analysis	Quantitative and qualitative methods
Lori Hughes, PhD Professor MCJ Program Director	Criminology and Criminal Justice	Street gangs, criminological theory, violence, juvenile delinquency	Social network analysis; quantitative methods
Kelly Hupfeld, JD Research Assistant Professor Associate Dean for Student Affairs and Outreach	Public Affairs	Education policy; management & organizational development; policy process; law and public policy	Legal research & analysis; policy audits; program evaluation; qualitative methods
Sheila Huss, PhD Senior Instructor BACJ Program Director	Criminology and Criminal Justice	Environmental justice; capital punishment; criminology	Research methods
Serena Kim, PhD Scholar in Residence	Public Affairs; Environmental Policy, Management and Law	Energy & environmental policy; urban infrastructure governance; drug policy; collective action; institutional economics	Policy analysis; quantitative methods; mixed methods; surveys; interviews; geospatial analysis; data mining
James Krugman Emergency Management Practitioner in Residence	Emergency Management	Emergency management; all-hazards management; natural disasters; forestry & natural resources	Incident command; operations management; training
Jason Machado, PhD Instructor	Public Affairs	Nonprofit management; advocacy; collaboration	Nonprofit formation; nonprofit board training; issue advocacy
Christine Martell, PhD Professor	Public Affairs; Local Government	Fiscal federalism; debt financing; building credit markets in developing countries; special districts; tax and expenditure limitations; budgets; policy	Primarily quantitative (regression, logit, probit, etc.)

Name	Teaching Area & Concentration	Content Expertise	Professional Skills
Annie Miller, PhD Senior Instructor	Public Affairs; Nonprofit Management; Homeland Security	Human trafficking; countering violent extremism policy and programs; nonprofit /public sector collaborations and networks; trauma-informed management theory	Community-based participatory action research; program evaluation; grant writing; qualitative and quantitative methods
Robyn Mobbs, PhD Senior Instructor Program Director for the Shandong Executive MPA Program	Public Affairs	Public health systems; health policy; organizational performance & effectiveness; organizational networks; collaborative governance; policy implementation	Network research; grant/project management; strategic planning; & proposal development
Barbara Paradiso Director, Center on Domestic Violence	Gender-Based Violence	Domestic & sexual violence; nonprofit management, leadership, governance, finance, coordinated community response; school & college interventions	Facilitation; training; focus groups; strategic planning
Mark Pogrebin, PhD Professor	Criminology and Criminal Justice	Corrections; prisons; deviance; police violence	Qualitative research methods
Geoffrey Propheter, PhD Assistant Professor	Public Affairs; Local Government	Public finance; property tax policy & administration; sports & public affairs; economic development; housing policy	Program evaluation; research design; quantitative methods
Callie Rennison, PhD Professor	Criminology and Criminal Justice; Gender-Based Violence	Victimization & victimology; crime trends; crime data; college student victimization; violence against women and other groups; Title IX & equity issues	Research methodology; quantitative analysis; measurement
John Ronquillo, PhD Assistant Professor	Public Affairs; Nonprofit Management	Nonprofit management; social entrepreneurship	Research methodology; social media analysis
Mark Safty, JD Wirth Chair in Sustainable Development	Public Affairs; Environmental Policy, Management and Law	Energy & sustainability law & policy; administrative law	Legal research & analysis
Lonnie Schaible, PhD Associate Professor Co-Director, Criminology and Criminal Justice Research Initiative	Criminology and Criminal Justice	Criminology; criminal justice; policing; law & social control; organizational impacts on individuals; comparative and cross-national criminology; socio-historical development of criminal justice systems	Quantitative methods & statistics; GIS/mapping & geostatistical analysis; program evaluation; law enforcement planning & operational analysis; problem-oriented & intelligence-led policing, community development and coordination
Denise Scheberle, PhD Professor, Clinical Teaching Track (online only)	Public Affairs; Environmental Policy, Management and Law	Environmental policy; public administration; federalism; intergovernmental relations	Qualitative methods

Name	Teaching Area & Concentration	Content Expertise	Professional Skills
Anthony Starke, PhD Assistant Professor	Public Affairs	Social equity; vulnerable populations; social policy; public service education	Qualitative methods
Scott Steinbrecher, MPA International Coordinator	Public Affairs	International programs & students; education	Capstone reader for international students
William Swann, PhD Assistant Professor	Public Affairs; Local Government; Environmental Policy, Management, and Law	Local government; public management; collaborative governance; urban sustainability and environmental policy	Quantitative methods; qualitative methods; research design
Melissa Tackett-Gibson, PhD Instructor	Criminology and Criminal Justice	Criminal justice organizations; nonprofit organizations; drug use & abuse; crime & media; delinquency	Qualitative methods; program evaluation
Paul Taylor, PhD Assistant Professor	Criminology and Criminal Justice	Policing; police use-of-force; decision-making; human error; systems thinking; risk management; police training	Research design; experimental methods; qualitative methods; interviews; case study research; practitioner access; police planning and policy
Paul Teske, PhD Dean, University Distinguished Professor	Public Affairs	Education policy; urban policy; regulatory policy	Economic analysis
Jamie Van Leeuwen, PhD Senior Fellow, SPA Institute	Public Affairs	Homelessness & housing policy; urban social problems; domestic & international poverty; public health	Qualitative methods
Lisa Van Raemdonck, MSW, MPH Executive Director, SPA Institute	Public Affairs; Local Government; Nonprofit Management	Public health; social work & social issues; diversity & inclusion; leadership; nonprofit management; association management; collaboration; public health structure & governance	Facilitation, training, strategic planning, practice perspective on practice-based research, survey design, policy development, communication and marketing
Danielle Varda, PhD Associate Professor Director, Nonprofit Concentration Director, CU Center for Network Sciences	Public Affairs; Nonprofit Management	Network leadership; collaborative governance; inter-organizational networks; public health systems & services research; nonprofit management; public management	Network analysis; systems evaluation; qualitative methods; research design
Chris Weible, PhD Professor; PhD Program Director; Co-Director, Workshop on Policy Process and Research	Public Affairs; Environmental Policy, Management and Law	Policy process; collaborative governance; science & technology policy; environmental politics	Quantitative methods
Sandy Zook, PhD Assistant Professor	Public Affairs; Nonprofit Management	Nonprofit management; international development; social entrepreneurship	Quantitative & qualitative methods; research design; evaluation

Our Programs and Initiatives

Undergraduate Programs

SPA offers the following **bachelor's degree** programs:

◊ *Bachelor of Arts in Criminal Justice*
  Faculty program director: Sheila Huss
  Advisors: Nora Scanlon & Hansen Millison

◊ *Bachelor of Arts in Public Service*
  Faculty program director: Wendy Bolyard
  Advisor: Hansen Millison

  Available concentrations:

  ◊ *Law Enforcement*
    Director: Sheila Huss

  ◊ *Nonprofit Management*
    Director: Wendy Bolyard

  ◊ *Victims and Victim Services*
    Director: Sheila Huss

SPA offers the following as **minors** to undergraduate degree-seeking students from other CU Denver schools and colleges:

  ◊ *Criminal Justice*

  ◊ *Law Enforcement*

  ◊ *Nonprofit Management*

  ◊ *Public Service*

  ◊ *Victims and Victim Services*

The following topics are available as certificates for undergraduate-level non-degree students:

  ◊ *Law Enforcement*
    Director: Sheila Huss

  ◊ *Nonprofit Management*
    Director: Wendy Bolyard

  ◊ *Victims and Victim Services*
    Director: Sheila Huss

Graduate Programs

SPA offers the following **master's degree** programs:

◊ *Master of Criminal Justice*
  Faculty program director: Lori Hughes
  Advisors: Dawn Savage (students with last names A-L) & Antoinette Sandoval (M-Z)

Available **concentrations**:

  ◊ *Crime Analyst*
    Director: Lori Hughes

  ◊ *Disasters, Hazards & Emergency Management*
    Director: Deserai Crow

  ◊ *Emergency Management & Homeland Security*
    Director: Deserai Crow

  ◊ *Gender-Based Violence*
    Director: Barb Paradiso

◊ *Master of Public Administration*

Faculty program director: Jane Hansberry
Advisors: Dawn Savage (A-L) & Antoinette Sandoval (M-Z)

Available **concentrations**:

  ◊ *Disasters, Hazards & Emergency Management*
    Director: Deserai Crow

  ◊ *Emergency Management & Homeland Security*
    Director: Deserai Crow

  ◊ *Environmental Policy & Management*
    Director: Tanya Heikkila

  ◊ *Gender-Based Violence*
    Director: Barb Paradiso

  ◊ *Local Government*
    Director: Todd Ely

  ◊ *Nonprofit Organizations*
    Director: Danielle Varda

Available alternative **formats**:

  ◊ *Accelerated MPA*

  ◊ *Executive MPA*

Qualified students can opt for the following pathway and dual degree programs:

◊ *Pathway BACJ-MCJ*

◊ *Pathway BAPS-MPA*

◊ *Dual MPA-MCJ*

◊ *Dual MPA-MS (Econ)*

◊ *Dual MPA-MURP*

◊ *Dual MPA-JD*

◊ *Dual MPA-MPH*

The following topics are available as **certificates** for graduate-level non-degree students:

◊ *Crime Analyst*
  Director: Lori Hughes

◊ *Disasters, Hazards & Emergency Management*
  Director: Deserai Crow

◊ *Emergency Management & Homeland Security*
  Director: Deserai Crow

◊ *Environmental Policy & Management*
  Director: Tanya Heikkila

◊ *Gender-Based Violence*
  Director: Barb Paradiso

◊ *Local Government*
  Director: Todd Ely

◊ *Nonprofit Organizations*
  Director: Danielle Varda

SPA offers the following **doctoral degree**:

◊ *Doctor of Philosophy in Public Affairs*
  Faculty program director: Chris Weible

  Advisors: Dawn Savage (A-L) & Antoinette Sandoval (M-Z)

Continuing & Professional Education Programs

◊ *Certified Nonprofit Professional*
  Director: Wendy Bolyard

◊ *Certified Public Manager*
  Director: Randy Harrison

◊ *Colorado Education Policy Fellows*
  Director: Peter Huidekoper

◊ *Education Systems Leadership & Policy Institute*
  Director: Parker Baxter

◊ *Leadership Programs*

  ◊ *Denver Community Leadership Forum*
    Director: Lisa Van Raemdonck

  ◊ *Network Leadership Training Academy*
    Director: Danielle Varda

  ◊ *Rocky Mountain Leadership Program*
    Director: Lisa Van Raemdonck

Institute, Centers and Research/Outreach Initiatives

◊ *SPA Institute*
  Director: Lisa VanRaemdonck

◊ *Center for Education Policy Analysis*
  Director: Parker Baxter

◊ *Center for Local Government*
  Director: Todd Ely

◊ *Center on Domestic Violence*
  Director: Barb Paradiso

◊ *Center on Network Science*
  Co-Directors: Robyn Mobbs & Danielle Varda

◊ *Criminology and Criminal Justice Research Initiative*
  Director: Lonnie Schaible

◊ *Summer Institute in Education Systems Leadership and Policy*
  Director: Parker Baxter

◊ *Wirth Chair in Sustainable Development*
  Director: Mark Safty

◊ *Workshop on Policy Process Research*
  Co-Directors: Tanya Heikkila & Chris Weible

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ADMINISTRATIVE SERVICES

- *Office Management, Facilities & General Administration*
- *Human Resources Policies & Procedures*
- *Finance & Accounting*
- *Grants & Contracts Procedures*
- *Technology & Information Management*

Administrative Services at SPA

The administrative staff at SPA (the "A-Team") is here to help you with a variety of issues, including faculty compensation, office management, travel and procurement, and grant submission and administration. This section will introduce you to each administrative area and provide an overview of current policies and procedures. Kathy Kilpatrick, Assistant Dean of Administration and Finance, leads the A-Team.

Office Management, Facilities & General Administration

Jody Maestas, Operations Coordinator, is responsible for the following areas:

◊ Assistance to reserve rooms for meetings

◊ Access for faculty, staff and students to 4th and 5th floors

◊ Support with issues related to copying, printing, telephony and faxing (e.g., copier codes, toner cartridge replacement, phone extensions, voice mail and long-distance codes)

◊ Support with facilities issues (e.g., lightbulb replacement, temperature setting issues, building repairs, etc.)

◊ Office furniture requests

◊ Key requests

◊ Help in purchasing office supplies

◊ Projects/tasks for work-study students

Submit the SPA Workorder form to request assistance.

Human Resources Policies & Procedures

Human resources in higher education is complex, and it involves keeping abreast of constant changes in policies and procedures. Whenever you have questions about CU Denver and SPA HR policies and procedures, contact Elizabeth Pae, Director of Human Resources, at elizabeth.pae@ucdenver.edu.

UCDAccess Portal & CU Resources

The CU Resources section of the UCDAccess Portal is your one-stop shop for all employee self-service actions and training resources. In the portal, you can:

◊ Update your address and your emergency contact information

◊ View and compare available benefits and enroll during the annual open enrollment period

◊ View paychecks and tax information

◊ Submit travel expenses for reimbursement

◊ Access Skillsoft and other CU training resources

Faculty Compensation Policies & Procedures

A number of complex policies and procedures pertain to your compensation as a faculty member on the CU Denver campus. Please become familiar with the Denver Campus Faculty Compensation Policy to avoid any issues with being paid correctly and on time.

9-Month vs. 12-Month Pay

Faculty annual pay is based on the traditional nine-month academic year. You can elect to receive your pay over nine months (the default) or over 12 months. Contract pay election changes are permitted once each year. SPA HR will circulate the contract pay election form to you each spring, and you will have the opportunity to request changes prior to June 1 each year.

For more information, visit the university's faculty payroll website.

Rules and Limitations for Additional Compensation during the Academic Year

In most cases, faculty are paid for the workload set forth in your offer letter and paid out over the nine-month academic year. Under limited circumstances, you may be eligible for additional pay, but only with prior approval from the Dean's Office and after submitting the required HR forms.

Below are the types of allowable additional compensation during the academic year. Please remember that the sum of all additional compensation paid during each academic year from these three sources is limited to 10% of your academic year salary.

◊ **Teaching overloads:** includes courses outside your regular teaching load, the development of new curricula, the development of a course compensated by CU Online, agreeing to take on additional students beyond a course cap, etc.

◊ **Compensation for additional service:** refers to service activities well above and beyond the typical faculty service expectations, such as serving as a program director.

◊ **Compensation related to awards:** refers to one-time monetary awards, such as those awarded for merit in teaching, research or service, or awarded under a pre-approved recognition program.

Your pre-approval process for additional compensation due to teaching overloads and service activities involves the following steps:

◊ Submit a SPA Workload Adjustment Form that has been signed by the initiating faculty member and the Program Director for review by SPA HR for eligibility and for approval by the Associate Dean of Faculty Affairs.

◊ Submit a DDC Faculty Additional Pay Pre-Approval Form that includes the type and dates of work performed, reason for additional pay and evidence of prior approval.

Payments for completed work that has been approved for additional pay are paid out in the month following the completion of the activity.

Rules and Limitations for Summer Pay

A separate summer appointment letter from the Dean is required for you to undertake research, teaching or service during the summer months: June, July and August. Please note that your monthly summer salary cannot exceed one-ninth of your AY base salary and that your total summer compensation is capped at three-ninths of your AY base salary.

If you are approved to receive summer pay, SPA HR and Grant staff will contact you in April to confirm your activities. In May, you will receive a summer pay letter that sets forth the terms of your summer pay.

Compensation for Work from External Sources

The "One-Sixth Rule" allows faculty to receive additional remuneration from external sources (such as funds generated from consulting) provided the income-generating activities do not exceed one-sixth of your total time and effort. There is no cap on the *amount of pay* from external sources, just on the *amount of time and effort* you are allowed to spend on these activities. You must receive pre-approval from the Dean and complete the Declaration of Outside Consulting Form to activate the one-sixth rule. If other consulting opportunities arise during the academic year, please submit a new form prior to starting the work.

Faculty Funds

In certain limited circumstances, it may be possible to put additional funds into your professional development, travel or other accounts, or to use them for other purposes. Talk to Elizabeth or Kathy about your options.

Benefit Elections and Resources for Benefit Questions

Your total compensation goes beyond the number on your paycheck. The University of Colorado provides generous benefit programs, including health, life, dental, vision, retirement contributions and other insurance options that add to your bottom line. Learn more about your total compensation with the resources below:

◊ Benefits 101

◊ Total Compensation Calculator

You may enroll in benefits during the Open Enrollment period, which occurs in April of each year. Once you have elected your benefits for the year, you can only change those benefits outside of the Open Enrollment period if you have a qualifying life event, such as birth or adoption of a child, or marriage or divorce. Learn more information about your benefits. Employee Services administers all benefits for the university and can answer any questions about your benefits. Contact Employee Services at 303-860-4200.

University Training and Professional Development Resources

Skillsoft

The UCD Access Portal has resources for mandatory and optional trainings. All faculty must complete the following trainings in Skillsoft:

◊ Preventing Harassment and Discrimination

◊ Fiscal Code of Ethics

◊ Information Security and Privacy

You can access additional trainings on a variety of topics — including courses in information technology, business skills and stress reduction — by browsing the Library in Skillsoft. You can also view the campus HR website for a list of upcoming trainings.

LinkedIn Learning

The online learning and professional development platform, Lynda.com, has been upgrade to LinkedIn Learning. LinkedIn Learning retains popular Lynda.com features, while delivering a more personalized learning experience, helping employees learn new skills or refine current skills with greater ease. Despite the name change, all employees will still be able to connect to professional growth opportunities through the employee portal.

Colorado State Employee Assistance Program (C-SEAP)

C-SEAP offers professional assessment, referral and short-term free confidential counseling services to State employees (including CU Denver employees) with work-related or personal concerns, as well as a resource for supervisors and managers seeking individual managerial consultation, work-group organizational development, assistance with conflict resolution, or help with resolution of work-place traumatic events.

Contact C-SEAP at 303-866-4314 or 1-800-821-8154.

Hiring a Student Employee

Receiving support from a student employee is a mutually beneficial relationship between you and the student. Please refer to SPA's GA/TA/RA Appointment Policy to determine which employee type to request based on your needs. (Please note that lecturers are not eligible to request GA/TA/RA appointments.)

To request a student worker, please complete the Student Employee Request Form. It is the requesting faculty member's responsibility to identify the particular graduate student they wish to serve as the GA/TA/RA. All student employee request forms must be received by the Dean at least one month prior to the beginning of the semester in which a GA/TA/RA is requested to serve. You will be notified by SPA HR whether the Dean has approved your request.

Students wishing to be considered to serve as a GA/TA/RA should submit a resume and cover letter to SPA HR. The student's information will be added to the shared drive. Faculty can use this part of the shared drive as a resource for finding potential assistants.

Supervising a Student Employee

If your request for a student employee is granted, you and the student will sign a Student Employment Agreement setting forth your respective responsibilities. Before your student employee begins the work, please make sure you are familiar with the policies and procedures in the University's Student Employment Handbook.

Hourly employees are required by federal law to take a 30-minute unpaid break during each consecutive 5-hour stretch that they work. These breaks cannot be taken at the beginning or end of a shift, so please keep this in mind as they are clocking in/out and completing their timesheets.

If your student is scheduled to work outside of normal business hours (before 8 a.m. or after 5 p.m.), please be sure that they list the duties performed after hours in a note in the comments section of their timesheet (e.g., "assisted with setup for evening SPA event").

If you have questions about hiring or supervising a student employee, please contact spa.courses@ucdenver.edu.

Student Employee Payroll

Your student employee is paid on a bi-weekly basis, based on a timesheet that they submit and that you approve. Please become familiar with this process so that your student can be paid on time.

> **STEP 1:** Review the Timesheet Deadlines Calendar (available on the shared drive in the Human Resources folder) to view the pay period

dates, timesheet deadlines and pay days for the upcoming semester.

STEP 2: Students will track their time using the PDF timesheet during each pay period. After their last shift of the pay period, the student will submit their timesheet to you and you must review and electronically approve it.

If you have any trouble setting up or using your e-signature to approve the time sheet, or you have questions on how to submit it, please email spa.hr@ucdenver.edu.

Anticipate the amount of lead time you will need to review and approve your student's timesheet and develop a timesheet submission and approval schedule that meets the payroll deadline.

(Consider having your student submit their timesheet on the Friday prior to the Monday deadline to give you the weekend and all of Monday to e-sign it.)

STEP 3: Supervisors must submit their students' signed timesheets to spa.hr@ucdenver.edu by the Timesheet Deadline for processing.

Faculty & Staff Searches

Serving on a search committee is an important service to SPA. Learn more about serving on a search committee, and note that all search committee members must complete search committee training in Skillsoft prior to starting the search.

The Dean will appoint a chair/co-chairs for a faculty search committee and solicit volunteers from among the faculty to serve on the committee. Generally, the search process takes place during the fall semester with the committee identifying one to three candidates who are invited to campus to make a presentation to SPA faculty and staff. SPA faculty and staff will discuss the candidates and provide feedback to the Dean at the faculty meeting following the interviews. The Dean will then make an offer to the top candidate, typically in December or early January.

SPA HR uses a variety of search options to attract qualified staff talent to best support the school. Most often, the hiring authority and the supervisor of the position being recruited will invite both faculty and staff to serve on a staff search committee. The committee is responsible for establishing a diverse and qualified applicant pool and will forward the most qualified candidates as finalists.

Typically, hiring authorities do not serve as search committee members. This is structured so the

search process will avoid inadvertent bias and yield the greatest diversity of candidates.

Finance & Accounting

Dao Vue is SPA's Finance and Accounting Manager. Please contact him at dao.vue@ucdenver.edu for questions related to this section.

Professional Development Funds

SPA makes funds available for your professional development. The funds expire, and any unused balance will be forfeited after the given deadlines. Examples of how professional development funds may be used are listed below. Please note that this list is not all inclusive and that each category might have restrictions.

◊   Memberships
◊   Conference registrations
◊   Conference travel expenses
◊   Educational books
◊   Workshop registrations
◊   Trainings

Each quarter, you will be provided with a customized report outlining your available professional development funds and the deadline by which you must use the funds or forfeit them. The sources of these funds vary depending on your activities, and these funds are accounted for on speedtypes. It is your responsibility to review your reports and verify that your expenses have been charged correctly.

Booking Travel & Travel Reimbursement

The university pays for most expenses incurred by employees who travel for university business. The trip must have a bona fide business purpose, and in order for expenses to be reimbursed, they must comply with the university's policies and guidelines. You may apply for a University Travel Card and use it to pay for travel expenses, or you may pay for travel expenses using your own personal forms of payment and seek reimbursement after the trip.

Below are some of the guidelines that you should follow when traveling on university business. For a more complete list of travel/reimbursement policies, please visit the University's travel policy page. If you are traveling on grant funds, please

see the section on 'Grants & Contracts Procedures' for additional information.

Booking Your Travel

Prior approval is required for all university travel. Before making travel arrangements, please complete the SPA Travel and Procurement Authorization form. When a trip is approved, Dao will provide you with the speedtype to use for expenses related to your trip.

Airfare

The university requires that employees book airfare through Christopherson Business Travel (the university's designated travel agent) or directly through through the Concur travel and expense system located on UCDAccess. If you choose to purchase airfare from an outside vendor (i.e., Expedia, Priceline, United, Southwest, etc.), you must obtain a comparison quote from Christopherson Business Travel prior to your trip to receive full reimbursement for your airfare. Additionally, the comparison quote must be for the same flights that you are purchasing.

> **Christopherson Business Travel**
> Toll Free Phone: 1-855-462-8885
> Local Phone: 303-694-8744
> Fax: 303-741-6329
> Email: cutravel@cbtravel.com
> Emergency after hours: 1-800-954-0023 (Must reference service code VP-JOO after 5:30 p.m. and during weekends)
> International After Hours: 682-233-0916 (Must give ID Code VP-JOO (letter O, not Zero)

Car Rental

To ensure that your rental car is covered under the university's rental car insurance policy, car reservations should be arranged with the approved university travel agency or state approved car rental vendors. View the list of vendors and the corporate rate code.

Lodging

Lodging can be arranged independently from the approved travel agency. The university allows for the cost of a standard room, and the cost should be reasonable and/or necessary.

Per-Diem

Meal receipts are not required. You will be reimbursed the respective per-diem rate for the destination city. If the meeting/conference/workshop provides meals during your time there, the university will not reimburse for those meals. View the list of cities and their respective per-diem rates.

Travel Reimbursement

During your trip, make sure to obtain and retain receipts for lodging, trains, taxis, baggage fees and other university-business-related expenses you have incurred. The receipts must show whom you paid, what you paid for and how you paid for it. You will be reimbursed using Concur.

Receipts

Please submit your itemized receipts (with proof of payments) and the conference/meeting/workshop agenda to the SPA Workorder form.

When you combine personal travel with your business travel, you are required to reimburse CU for the difference in airfare if extended days result in an increase in airfare. An airfare quote must be obtained and submitted with your reimbursement claims.

Purchasing & Reimbursements

If you need to purchase office supplies, books and other non-travel expenses, please submit the SPA Workorder form. SPA's A-Team works hard to ensure that you have the items you need when you need them. The A-Team takes advantage of discounted pricing due to the university's price agreements with vendors.

If you make a purchase with your own funds, the university will reimburse you for any business-related, out-of-pocket expenses that you incur. Please note that you have 90 days from the date of the purchase to be reimbursed tax-free. Please submit your reimbursement request using the SPA Workorder form.

See the section on 'Technology & Information Management' for information on purchasing technology equipment and products

Grants & Contracts Procedures

Sponsored Projects

When you apply for and/or receive funding from external sources in which research or services are being completed, you are participating in a sponsored project. Lauren Goolsby, Director of Grants and Contracts for SPA, assists all faculty in applying for and managing their research activities listed below. Contact Lauren at lauren.goolsby@ucdenver.edu.

Pre-Award

The time period prior to a project being awarded is considered the pre-award stage. All proposals are required to be routed through the Office of Grants and Contracts (OGC) prior to submission to receive institutional review and approval. Please notify Lauren to discuss deadlines and requirements as soon as you think you will develop a proposal.

In general, OGC requires all proposals to be routed at least 12 business days prior to the sponsor deadline. Routing is completed in the InfoEd system and the components must include:

◊ Detailed budget

◊ Budget narrative

◊ Sponsor's request for proposal (RFP) and/or application instructions

◊ All form sets required by the sponsor

◊ All other documents that must be submitted to the sponsor

◊ Bio sketches, current and pending support, etc.

If there is a subcontractor, the proposal must also include a subcontract commitment form as well as the following:

◊ Subcontract detailed budget

◊ Budget narrative

◊ Scope of work

For submission of the proposal, OGC requires the final proposal four (4) business days prior to the sponsor deadline to submit.

Post-Award

Once a project is funded, it moves to the post-award stage. Please notify Lauren of any awards so that you may begin the award and project setup process. OGC will complete a legal review and execute all award documents. **Do not sign any award documents until they have been submitted to and reviewed by the OGC.**

When the award is fully executed, a speedtype will be created to track all project-related expenses. Work with Lauren to ensure that all personnel effort setup has been appropriately charged to your project. (See the 'ePER' section below about certification of effort.) All project-related travel and purchases must be approved through a request in the SPA Workorder form.

Principal Investigators (PIs) have a fiscal responsibility for all expenses charged to their projects. Lauren will send monthly financial reports to all faculty with funded projects. It is these faculty members' responsibility to review each report and to verify that transactions are appropriate and correct. To ask questions and to provide corrections to the reports, contact Lauren at 303-315-2085.

Billing/Invoicing

OGC will handle all project-related invoicing and deposits unless the project is reimbursed based on deliverable completion. If your project does require invoicing based on deliverables, you must notify Lauren when the task is completed, so that she can generate an invoice to send to the sponsor.

Project Close Out

The first day after the end-date of a project marks the beginning of the close-out stage. Project close out includes final invoicing and reporting. Expenses cannot be charged to a project after the end-date; therefore, it is imperative that all project-related expenses are booked prior to this date. PIs should monitor your project balances at least 90 days prior to the end-date to determine whether a no-cost extension should be requested from the sponsor. Learn more about grants and contracts.

Auxiliary Contracts

Auxiliary revenue, or fee-for-service (FFS) contracts, are for providing consulting services to external sources when the work is not research related. Please discuss this type of work with Lauren to determine if the work can be considered FFS and to obtain the template for the contract. These contracts are also reviewed and executed by OGC.

Colorado Institutional Review Board

The Colorado Multiple Institutional Review Board (COMIRB) is the administrative body established to protect the rights and welfare of human research subjects. If any of your work involves human subjects, the PI must notify Lauren and work with COMIRB to receive approval. [Learn more about COMIRB](#).

Electronic Personnel Effort Report (ePER)

If you are working on a sponsored project, you are required to certify your effort on that project. Certification provides assurance to the sponsor that the effort being put into a project matches the effort paid by grant funding. Project employees are required to certify their electronic Personnel Effort Report (ePER) at the end of each semester (fall, spring and summer). Any questions regarding certification of ePERs can be directed to Lauren Goolsby at 303-315-2085. [Learn more about ePERs](#).

Conflict of Interest Disclosure

All faculty who conduct research are required to complete an annual Conflict of Interest (COI) disclosure so that the university can assess potential conflicts and take appropriate steps. [Learn more about COI](#).

Technology & Information Management

Nate Lambright Dale is SPA's IT Professional, and he supports faculty in the areas of computer ordering and set-up, system and device troubleshooting, hardware and software requests, and support for SPA classrooms. For support, please submit a ticket through the [SPA Workorder Form](#), or contact Nate at nathaniel.lambrightdale@ucdenver.edu.

Technology Purchasing and Selection

The university provides you with technology hardware and software to enable you to carry out your duties. The hardware and software remain the property of the university while you are employed at SPA and must be returned to SPA upon the conclusion of your employment. This includes IT purchases made with professional development funds, grant funds or contracts with external funding sources.

Full-time faculty members are issued computers that follow a replacement cycle of three to five years as needed, and as resources allow. Whenever new computers and/or software are purchased for you, they will be procured from university-approved vendors and will follow the configurations determined by the university. At SPA, the standard hardware configuration is a Dell desktop or laptop, monitor, keyboard and mouse. The standard software configuration is the Microsoft Windows operating system and Microsoft Office Suite.

Configurations that exceed the going-market-rate of the SPA standard configuration (including Apple hardware, additional software applications, etc.) can only be accommodated with the Dean's approval. You must submit a written request that includes the justification or need for the hardware/software that supports the direct/indirect SPA missions related to teaching, research or service.

You may also request to use your professional development or grant/contract funds to cover the additional costs. Use of grants/contracts funds will require approval of the SPA Grants and Contracts Manager. Use of professional development funds will require approval of the Dean and must comply with any rules/restrictions of those funds.

All technology purchases must be pre-approved and made by the A-Team to ensure compliance with university vendor contracts.

CU Online and Canvas Support

For support for online and hybrid courses, please contact CU Online. The CU Online Helpdesk is available from 7 a.m. to 7 p.m. and can be reached via email at cuonlinehelp@ucdenver.edu or by calling 303-315-3700. For Canvas technical support, contact Canvas directly at support@instructure.com or by calling 855-631-2250.

Office of Information Technology (OIT)

OIT provides support for university-wide technology, such as networks, Microsoft Office systems, portals, website management, etc. [Visit OIT's website](#) for a full list of services. For immediate assistance, contact them by phone at 303-724-4357, or visit their homepage for other contact information, including a self-service portal.

Classroom and AV Support

As discussed above, set-up and support for SPA classrooms is provided by SPA. Support for other CU Denver classrooms is provided by the Office of Information Technology's Academic Technology and Classroom Support division. You can request additional AV equipment, audience response technologies such as clickers, and arrange for live streaming, among other things. Generally, services provided by OIT that are course-related are free (although there are exceptions).

If you are teaching in an Auraria classroom, there will be instructions in the room about how to use the equipment already in place, along with a phone number to call if you need assistance.

Working Remotely

Faculty often work from home or while traveling. You can access your work folder by installing VPN on your home desktop or laptop. For instructions, visit the OIT webpage on VPN and working remotely.

Passwords

Your username and password are the same for applications across the CU system, from your email account to your access to university portals. To change or update your password, go to OIT's password webpage. You can also change your password directly from your computer using CTRL-ALT-DEL.

Outlook

Please use your university email account when communicating via email about university business, and ask your students to do so as well.

Faculty are also encouraged to keep their calendars on Outlook to make scheduling easier. Having your calendar on Outlook allows other SPA faculty and staff to see when your calendar is open, making it much easier to schedule meetings. (This type of access only shows up as blocks of time shown as available and not available, and does not list any details about your schedule, such as the purpose of meetings or appointments.) This also allows faculty and staff to send meeting and event invitations that will go directly on your calendar if you "accept" them in Outlook.

University Computing & Technology Guidelines

All users of the University network (e.g., faculty, staff and students) have the shared responsibility to use these resources in an efficient, ethical and legal manner. The university provides access to IT resources in support of official university business and may revoke access privileges for reasons deemed appropriate by the Chief Information Officer (CIO) as specified by APS 6005 - IT Security Program.

Related policies:

◊ University of Colorado Administrative Policy Statements (APS) 6001: Providing and Using Information Technology

◊ CU Denver Campus Level Policy: Acceptable Use of Information Technology Resources

3

STUDENT AFFAIRS
&
STUDENT SERVICES

- *Recruiting & Enrollment*
- *Academic Advising*
- *Program & Student Support*
- *Career Services & Alumni Relations*
- *Campus Resources for Students*
- *Students with Disabilities*
- *Student Conduct Issues*
- *Academic Integity*
- *Student Privacy & FERPA*
- *Marketing, Communication & Outreach*

Student Affairs & Student Services

The Student Affairs team at SPA handles recruiting and enrollment, academic advising, program and student support, career services and student conduct issues. SPA's Student Affairs team can also help with connecting students to campus and community resources. Associate Dean Kelly Hupfeld (kelly.hupfeld@ucdenver.edu) oversees Student Affairs and is responsible for issues involving student conduct, and can provide guidance on handling situations involving distressed and disruptive students and violations of academic integrity.

Recruiting & Enrollment

Rebecca Gianarkis is SPA's Recruiting and Admissions Coordinator. SPA actively recruits for all of its degree programs, and faculty participation is really valuable in encouraging prospective students to come to SPA. See the text box (opposite) for ways that faculty can help with recruitment.

Academic Advising

Every student at SPA is assigned a staff advisor who is the student's main point of contact for frontline advising on topics such as degree and program requirements, course selection, and university and school resources. Students are also encouraged to choose a faculty advisor who can help guide more specific academic and career choices. If a student has a question that you don't feel comfortable answering, please refer them to their academic advisor:

Dawn Savage
Advisor and Academic Services Manager
Advises graduate students with last names beginning with A-L and student honor societies
dawn.savage@ucdenver.edu

Antoinette Sandoval
Student Services Coordinator
Advises graduate students M-Z
antoinette.sandoval@ucdenver.edu

Nora Scanlon
Lead Academic Advisor and Programs Coordinator
Advises BACJ students
nora.scanlon@ucdenver.edu

Hansen Millison
Undergraduate Academic Advisor
Advises BACJ and all BAPS students
hansen.millison@ucdenver.edu

Scott Steinbrecher
Coordinator of International Student Programs
Advises SPA graduate international students
scott.steinbrecher@ucdenver.edu

The generic email address for any advising questions or referrals is spa.advising@ucdenver.edu, and it is checked regularly by staff.

Program & Student Support

Our academic advisors also provide program support in a variety of ways. For example, advisors consult with faculty program directors and sit in on program committee meetings to provide information and advice on program decisions. Advisors are often involved in revising academic policies and handbooks.

SPA College Success Classes

College Success courses, with a UNIV 1110 or 1111 designation, are offered to first-time freshmen through CU Denver's First Year Experiences programs. SPA has developed College Success classes tailored to our students and taught by SPA advisors. We strongly encourage our first-time freshmen to enroll in these.

SPA Mentoring Program

This program matches interested faculty and staff with undergraduate students who have requested a mentor. You can be paired with an individual student, or you can mentor a small group. Contact Nora Scanlon if you are interested in participating.

SPA Academic Support Programs

SPA students can self-enroll in a Student Resources Canvas site, maintained by SPA, that houses a wide variety of resources. SPA also provides in-house writing support and statistics tutoring for students, as well as referrals to campus academic support

Ways Faculty Can Help Recruit New Students to SPA:

◊ *Have ready an "elevator speech" about SPA and bring marketing materials with you when you speak to community groups or guest lecture in classes.*

◊ *Use SPA-branded templates for your presentations.*

◊ *Tell your friends and neighbors about SPA.*

◊ *Volunteer to teach sample classes to prospective students visiting campus.*

◊ *Volunteer to talk to a prospective student whose interests lie in your areas of research.*

◊ *Encourage talented current students to apply to SPA's graduate/PhD programs.*

◊ *Immediately connect interested prospective students to SPA staff for follow-up.*

◊ *Share ideas for recruiting new students to specific programs with SPA recruiting staff. (Contact Rebecca Gianarkis, Recruiting and Admissions Coordinator.)*

What can you do to help a student who is **struggling academically?**

◊ Hold office hours and encourage students to meet with you.

◊ Refer students to Jennifer Hooker, SPA's Academic Support Coordinator, at jennifer.hooker@ucdenver.edu.

◊ Suggest that students explore campus resources, such as the Writing Center and the Learning Resource Center.

◊ Let the student's advisor know that the student needs additional help.

What can you do to help students in their **career searches?**

◊ Invite practitioners to speak in your class so students can be exposed to different careers paths.

◊ Introduce a student to someone in your professional network for an informational interview.

◊ Ask practitioners in your network if they would be interested in hosting internships or capstone projects.

◊ Share open positions you hear about with Joan Fishburn, SPA Career Services Specialist, so that she can publicize them to our students.

programs. During the 2019-20 academic year, Jennifer Hooker will be providing writing support to students, and faculty may refer students directly to her at jennifer.hooker@ucdenver.edu. K.D. Park is available to provide statistics support to students. Refer students to her at kyudong.park@ucdenver.edu. Advisors are also familiar with academic supports.

Career Services & Alumni Relations

Undergraduate and graduate students and alumni may request assistance with career placement, including advice on job searches, reviewing resumes, finding internships, and introductions

to SPA alumni and contacts in the professional community. Joan Fishburn, Alumni Relations & Career Services Specialist, is SPA's primary contact for career services and alumni relations. Please let Joan know if you hear any news about SPA alumni so that she can update our alumni database.

Campus Resources for Students

CU Denver has a wide variety of support services for students, including mental health counseling, tutoring supports, financial aid counseling and a food bank. View this guide of Campus Resources for students.

Students with Disabilities

CU Denver students with diagnosed disabilities are entitled by law to receive reasonable accommodations necessary to allow them to meet the learning objectives of the class. Depending on the specific disability, these accommodations may mean extra time on assignments or tests, use of assistive technology, note-taking assistance, service animals, etc.

The following are some frequently asked questions about serving students with disabilities.

How do I know what accommodations to provide for a student with a disability?

The student will provide you with a letter from the campus Office of Disability Resources and Services (DRS) that lists the accommodations that have been approved for the student. It is the student's responsibility to obtain this letter and to make sure it is updated for the current semester.

What if the student doesn't have an accommodations letter from DRS?

You are not under any obligation to grant a request for accommodations if you do not receive the DRS letter, or if the student has a letter but it is not for the current semester. You may choose to grant the requested accommodation, but keep in mind that you must be fair to all students in your class.

Sometimes students will request extensions on assignments or other accommodations due to an unexpected short-term medical issue rather than an ongoing disability. These types of requests are subject to the university's Student Attendance and Absences Policy. Contact Kelly Hupfeld if you have questions about which policies apply to a given situation in your class.

A student in my class just let me know that they have a disability, and we are halfway through the semester. What should I do?

Students with disabilities are not required to declare their disabilities, and sometimes students whose disabilities are not visible think they can make it through a class without accommodations … until they encounter problems. Direct the student to the Office of Disability Resources and Services so that appropriate accommodations can be determined. If the student returns with an accommodations letter and you are able to accommodate them, do so. However, some accommodations require a great deal of advance notice. Refer to this chart from DRS for appropriate advance notice for a variety of accommodations.

I think a student may have a disability, but they haven't said anything. How can I help them?

To protect student privacy, it's best not to single out individual students for suspected disabilities. However, make sure that all of your students are aware of the Office of Disability Resources and Services at the beginning of the semester, and provide periodic general reminders if you think there are students in the class who would benefit from working with DRS.

I have a student in my class who provided me with an accommodations letter allowing extended time for assignments, but the student is now several weeks late with multiple assignments. When am I allowed to grade these assignments down?

Extended time on assignments is a common accommodation. Generally, students with this accommodation are permitted 3-5 additional days, and no more, but sometimes a student will think that they don't need to meet any deadlines, even revised ones. When a student provides you with a letter granting this type of accommodation, make sure that you and the student are both on the same page with how much extra time is allowed and what happens if the deadline is not met.

I have a student in my class who is entitled to alternative test formats. How does this work?

DRS will provide the alternative test format and administer the test. The student is responsible for giving you a Test Accommodation Form prior to the test. You fill out the required faculty information, and the student will return it to DRS. Staff will administer the exam according to your instructions.

I have a student in my class who is entitled to be assigned a note-taker. What should I do?

Some students have disabilities that interfere with their ability to take notes. In this case, you can ask if any other students in the class will volunteer to share their notes. Alternatively, if you have prepared detailed notes of each lecture, you can share those with the student. If you can't find a way to accommodate the student in either of those ways, contact DRS for options.

Do I have to allow an animal in my class?

Yes, if the animal is a service animal specifically trained to perform tasks to support a person with a disability. No, if the animal is simply there to provide emotional support for the student, or if the animal is a service animal but is not reasonably well-behaved. Contact DRS for more information.

I don't understand how to provide the accommodations listed in the accommodations letter. What should I do?

Contact Kelly or the Disability Resources and Services Office.

A student in my class has provided me with an accommodations letter and all accommodations have been provided, but I don't think the student will be able to meet the learning objectives even with accommodations. What should I do?

You are under no obligation to give the student a passing grade – accommodations are intended to allow the student to access the course at the same level as other students, but do not guarantee that the student will receive a good or even passing grade. In certain cases, for example if the student has experienced worsening disability symptoms that have interfered with their class performance despite their best efforts, you may want to encourage the student to talk to their advisor about whether the student would be eligible for a medical withdrawal.

Other questions about serving students with disabilities? Contact the Disability Resources and Services Office or Kelly.

> **Office of Disability Resources and Services**
> Student Commons Building, Suite 2116
> 303-315-3510

Student Conduct Issues

Students at CU Denver are bound by the CU Denver Student Conduct Code, which prohibits obviously disruptive behaviors such as physical assault, but also prohibits broader behaviors with negative consequences such as "abusive behavior" (defined as verbal abuse, threats, intimidation or other behavior causing severe emotional distress), "bullying" (defined as severe aggressive behavior likely to intimidate or intentionally harm, control, or diminish another person physically or mentally), and disruption or interference with university activities.

In the classroom, your students are expected to refrain from behavior that "a reasonable individual would view as interfering" with the normal operation of your class. You are entitled to direct them to stop this behavior or leave your class; if they do not comply, that is a separate violation of the conduct code because students are required to comply with the direction of university employees who are performing their duties. Coming to class under the influence of alcohol also violates the conduct code, as does recording a person without their permission when the recording is unreasonable and causes substantial emotional distress.

In many cases, students who are disruptive simply may not realize that their behavior is not appropriate, and the problem can be resolved through a quiet conversation with the student. (View the university handout on Disruptive Students.) However, if the student does not curb his or her behavior, or you would like support in handling the situation, please contact Kelly and/or the Office of Student Conduct.

Academic Integrity

Unfortunately, sometimes students cheat. This may involve activities like lifting content from another source without proper citation, submitting a paper for your class that was already submitted in a previous class or fabricating sources.

If you discover evidence that a student has plagiarized or otherwise cheated in your class, you may impose any consequence that you believe is appropriate, ranging from an admonishment up to and including giving the student a failing grade for the class. Some options for consequences in between these two alternatives include:

◊ Giving the student a failing grade for the assignment only

◊ Allowing the student the opportunity to redo the assignment or retake the test but grading the results down

◊ Requiring the student to submit a written essay on the type of plagiarism he or she has committed

While plagiarism is very serious, in most cases it is unintentional. Many students simply do not know what plagiarism is or how to properly cite their sources. For this reason, faculty often use their discovery of unintentional plagiarism to create a learning opportunity for the student so that it won't happen again.

If you do decide to impose a penalty, you must advise the student in writing and allow him or her an opportunity to explain or dispute the charge. In addition, please let Kelly know so that we can keep a central record of violations and take appropriate action if we have repeat offenders.

Student Privacy & FERPA

Student educational records are protected by the federal Family Educational Rights and Privacy Act (FERPA). In general, you should assume that any information related to a student is confidential, and you may not disclose this information to anyone who does not have a *legitimate educational interest* in it. UCLA provides helpful advice to faculty on how FERPA affects classroom communications and assignments:

◊ Do not place graded, identifiable student work in the hallway or an unmonitored area for students to pick up.

◊ Do not post or display grades — either publicly or to other students — in print or electronic form if grades are linked to a student ID number, name or other identifier. For larger classes, grades can be posted for exams only if a unique ID or number is used that is known only to the instructor and a student.

◊ Avoid requiring students to post identifiable homework assignments or projects in a publicly accessible online forum (e.g., Facebook, YouTube, and other social media spaces).

◊ Instead of requiring students to participate in a publicly accessible online blog, allow students to opt out, create a private blog or consider using the campus learning management system.

◊ If Doodle or a similar system is used to solicit or share calendar or schedule information, create a private poll so student information is not disclosed to other students.

◊ Obtain consent from students before sharing any of their personal information — biographical or academic — with other students, faculty or others.

◊ Do not circulate or post a class roster of student names or one that includes photographs or student ID numbers.

◊ The cloud computing environment offers many handy and inexpensive applications. However, placing any information about students on a website not under contract with the university may raise FERPA issues. Make the use of these sites optional, or allow students concerned about privacy to provide their information to you in a secure manner.

◊ In letters of recommendation, faculty, teaching assistants and readers can discuss their personal observations, but they should not disclose information from student records, such as grades, without the student's consent.

You may share a student's information with other CU Denver personnel who have a *legitimate educational interest* in the information. For example, you may share relevant information about a student with the faculty program director, the student's advisor, a campus office that is supporting a student or your teaching assistant. You may not share student information with a parent unless the student has consented.

For more information, including the requirements for obtaining student consent and additional exceptions to the presumption of confidentiality, visit CU Denver's Office of the Registrar's policies page.

Marketing, Communication & Outreach

Effective external marketing, communication and outreach begin with effective internal communication. Information sharing is critical! Effective communication also depends on understanding your audience's informational needs, developing clear and consistent messaging to meet those needs, adapting the tone of the messages to suit your target audiences, and being

consistent in how you brand your communication. Familiarize yourself with how the CU Denver brand and SPA brand can complement each other.

A great way to promote SPA is through telling our stories. If you would like to promote student and alumni success stories, as well as your own, contact:

> Toula Wellbrook
> Director of Marketing and Communication
> toula.wellbrook@ucdenver.edu
> 303-315-0174

Targeting Your Audience

SPA communicates with a multitude of audiences, including those listed below. The contact information for various audience segments is stored in a variety of databases and accessible through specific software applications. The desired audience segments will typically dictate which software application can be used to reach them.

If there is a particular audience with whom you would like to communicate, please contact Toula to discuss the availability of the data you seek. Additionally, as you grow your own network of contacts, please consider sharing those contacts with Lisa VanRaemdonck and Joan Fishburn for placement in SPA's internal community partners database.

Audiences

◊   Current students

◊   Prospective students

◊   Alumni

◊   Faculty

◊   Staff

◊   Donors

◊   Friends of SPA

◊   Community partners

◊   Prospective and current capstone and internship partners

◊   Local, state and federal government employees

◊   Nonprofit employees

◊   Peer institutions

◊   Peers in SPA disciplines

◊   Membership organizations

◊   Media

Channels

A number of communication channels are managed centrally, by University Communications, on behalf of CU Denver. Additionally, SPA manages its own communication channels. If you have ideas for content that could potentially be shared via the channels listed below, please contact Toula to discuss.

UComm Channels

CU Denver Today

This online newsroom is updated daily, with regular news roundups emailed to subscribers within the CU Denver community. Submit content for CU Denver Today.

CU Denver Social Media

The content for CU Denver's official social media accounts is managed by Matt Kaskavitch, Digital Engagement Strategist. Social Media:

Review the CU Denver | Anschutz Medical Campus Social Media Guidelines.

Social Media Accounts

> Facebook @UCDenver: facebook.com/UCDenver
>
> See UComm's Best practices for Facebook.
>
> Twitter @CUDenver: twitter.com/cudenver
> See UComm's best practices for Twitter.
>
> Instagram #CUDenver: instagram.com/cudenver
>
> LinkedIn: linkedin.com/school/university-of-colorado-denver
> See UComm's best practices for LinkedIn.
>
> YouTube: youtube.com/user/UCDenverVideo

SPA Channels

Website
publicaffairs.ucdenver.edu

The SPA website is the world's window into SPA and our most important marketing and student recruitment tool. The website was redesigned during the 2018-19 academic and was launched in March 2019.

Faculty & Staff SPA e-Newsletter

This monthly e-newsletter serves as a means to share good news, important updates, upcoming events and more to all SPA faculty and staff. Faculty are invited to submit content targeted to faculty and staff at any time to spa.communications@ucdenver.edu.

Student SPA e-Newsletter

This e-newsletter serves as a means to share good news, important updates, upcoming events and more to all SPA students. The newsletter also serves as a student retention tool, by providing an opportunity to reinforce important messages and calls to action that are critical to student success and retention. The newsletter will be sent on a monthly basis from August to May each year. Faculty are invited to submit content targeted to students at any time to spa.communications@ucdenver.edu.

SPA Social Media Accounts

Social media provides an opportunity for two-way communication with those who choose to engage with SPA via our accounts listed below. If you have ideas for social media campaigns that are aligned with SPA's strategic goals, please contact Toula to discuss options. Review SPA's Social Media Guidelines.

Facebook

CU Denver School of Public Affairs
@CUDenverSchoolofPublicAffairs:
facebook.com/CUDenverSchoolofPublicAffairs

Criminal Justice Program
@UCDCrimProgram:
facebook.com/UCDCrimProgram

Center on Domestic Violence
@CDVDenver: facebook.com/CDVDenver

LinkedIn

linkedin.com/school/university-of-colorado-denver-school-of-public-affairs/

Marketing Cloud

This tool, part of the university's eComm suite of tools, enables SPA to design and launch email campaigns that can be targeted to SPA audience segments that are affiliated with CU Denver (e.g., faculty, staff, students, alumni). Contact Toula for more information or for assistance with marketing to these audiences.

MailChimp

This third-party tool enables SPA to design and launch email campaigns that can be targeted to SPA audiences that are not contained in any CU Denver databases (e.g., community partners, mailing list subscribers for SPA events, etc.). Contact Toula for more information, or for assistance with marketing to external audiences.

Media Relations

SPA works closely with Meme Moore, Media Relations Manager for CU Denver, so that our faculty, staff and students can have the opportunity to comment to the media on topics of interest and relevance to SPA and to the consumers of the various media outlets. Having our faculty mentioned in the media raises the profile of the research that our faculty undertake and therefore raises the profile of the school and its centers and institutes.

Please consider registering your interest in being contacted as a subject matter expert by the media. Making yourself available to respond to media requests on short notice helps to establish good working relationships with journalists. Occasionally, journalists may contact you directly. When this happens, please notify Toula, who can partner with Meme to provide media training upon request.

Photography & Video

Requesting Photography & Video

Neither CU Denver nor SPA employs an in-house photographer. If you have photography needs, please contact Toula Wellbrook to discuss options. Depending on the intended use of the photos, hiring a professional photographer may be an option. Schedule permitting, Toula may also be able to take photographs on site, typically during business hours. Your help will be requested to obtain the appropriate permissions to photograph subjects and to use their images in SPA publicity.

CU Denver provides an in-house video production service for a fee. If you are interested in producing a video, please contact Toula to discuss options. Please also keep in mind that permission must be obtained to film on the CU Denver campus, as well as for filming subjects and using their images in SPA publicity.

Submitting Photography, Video & Text

If you intend to submit photos or videos that you have taken or that have been provided to you, or if you intend to submit any copy that has been written by someone other than you for inclusion in any SPA digital or print communications, please be sure to obtain permission from the subjects and authors beforehand. By submitting content to Toula for the purposes of publishing it in SPA channels, it will be implied that you have obtained the necessary permission prior to submitting. Be sure to use the CU Denver Model Image Release Form.

Events

Emma Martz
Marketing and Events Coordinator
emma.martz@ucdenver.edu
303-315-0016

Hosting events provides an ideal opportunity to engage with our SPA audiences; however, a well-executed event requires a tremendous amount of advance planning and responsibility for compliance with university policies. Event planning entails many steps, including:

◊ establishing the purpose of the event, event partners or sponsors, the target audience and an idea of how many guests you expect to attend

◊ specifying an event budget and speedtype, with an understanding of the appropriate way to pay for, account and procure products and services with appropriate approval

◊ knowing the start and end times for the event and booking the location

◊ establishing a means to manage event registration and using approved means of accepting payments for tickets or donations (if relevant)

◊ developing messaging to entice the target audience to attend the event and turning the messaging into a communications plan to reach your target audience (and to invite media, if relevant)

◊ creating your guest list and determining the best channels for reaching your invited guests (if government officials are among your invited guests, being sure to refer to CU's Guidelines on Inviting Government Officials to Campus)

◊ developing event programming and considering the roles and needs of all participants of the event, including attendees, emcees, speakers, facilitators, volunteers, vendors, journalists, etc.

◊ planning the event logistics, like parking, room set-up, IT set-up, materials to be handed out during the event, catering and photography

◊ understanding university policies around purchasing and serving alcohol, if relevant

◊ developing a plan to further engage your attendees after the event

◊ evaluating the success of the event and participating in a post-event debrief

This is not an exhaustive list of steps involved in event planning, but merely a guide. If you are considering planning an event, please contact Emma Martz for assistance as early as possible. In the event that she is not available to manage your event, she will be a great resource for ensuring that you understand CU Denver processes and policies around hosting events, and she can provide best practices, checklists, contact information for vendors and more. If you would like assistance with the messaging and publicity for your events, please contact Toula Wellbrook or Emma Martz.

4

FACULTY AFFAIRS

- ◆ *Annual Evaluations*
- ◆ *Annual Salary Increases*
- ◆ *Faculty External Consulting & Work*
- ◆ *Tenure, Promotion & Reviews*
- ◆ *Faculty Mentoring & Professional Development*
- ◆ *Faculty Sabbatical Leave*
- ◆ *Research*
- ◆ *Teaching*
- ◆ *Leadership & Service*

Faculty Affairs

Faculty Affairs at SPA is responsible for policies and procedures governing the development, evaluation and promotion of SPA's regular faculty, both tenured/tenure-track (TTT) faculty and instructional/research/clinical (IRC) faculty. Faculty Affairs is also responsible for supporting faculty members in fulfilling their research, teaching and service obligations, and for administering programs and policies such as sabbaticals and award programs. Tanya Heikkila is the Associate Dean for Faculty Affairs, and Chris Smith is the Faculty Affairs Administrator.

Annual Evaluations – All Regular Faculty

All faculty housed at SPA are evaluated annually on their performance in the prior academic year based on merit criteria adopted by the faculty and contained in SPA's "Policies, Procedures, and Criteria for the Annual Performance Evaluation of Faculty" (recently approved by a vote of SPA Faculty in June 2019). The university requires faculty to complete the online Faculty Report of Professional Activities (FRPA), which provides the main framework for reporting accomplishments in research, teaching and service. SPA eFRPA guidance is available.

In addition to the FRPA, faculty also submit an updated CV and a self-evaluation. These documents are uploaded to a shared Faculty Affairs folder for review by the APC and the Dean. The due date for these materials varies depending on the university's schedule, but is typically early/mid January. Exact due dates each year will be communicated to faculty via email from the SPA Faculty Affairs Associate Dean and/or Administrator.

Academic Personnel Committee (APC)

The Academic Personnel Committee advises the Dean on annual faculty performance ratings to be made by the Dean, using FRPAs and faculty self-evaluations. Upon completion of the annual evaluation of its colleagues, the APC submits a report to the Dean on each TT and IRC faculty member, assessing each faculty member's performance. A copy of this report is simultaneously delivered to the faculty member.

The APC shall consist of three tenure-track faculty members, including at least one tenured faculty member. Additionally, the APC shall include at least one instructional/research/clinical (IRC) faculty member for the purposes of evaluating the professional performance of IRC-track faculty.

All faculty will be eligible to serve on the APC on a rotating basis. During the spring term of each academic year, the members of the Academic Personnel Committee (APC) shall be selected for the upcoming academic year. The Dean's Faculty Affairs Administrator will maintain a record of the rotation order. Refer to the policy for more detailed information.

Final action on all academic personnel matters and annual salary increments in SPA rests with the Dean, prior to subsequent action at the campus and university levels.

Annual Salary Increases

Merit

Merit is the primary basis for all salary increases at University of Colorado. Peer evaluation of faculty performance in the areas of teaching, research/creative work, and leadership and service forms the basis for merit increases. Salary adjustments or increases that take into account market, career, equity or structural factors must be simultaneously based on merit. Every year the Dean receives an analysis from the university that flags salary variances and informs these adjustments. Raises are also contingent on the availability and size of the "raise pool" authorized by the state legislature and the Regents each year. Due to all of these factors, it is not unusual for faculty salaries to differ.

Salary Equity Increments

The university is committed to equity for minorities and women and has followed a practice of periodic reviews of the salary profiles of these groups compared to others. Each campus also now has a process for reviewing the salary grievances of individual faculty members to ensure equitable evaluation of merit.

Faculty External Consulting & Work ("One-Sixth" Rule)

With prior written approval by the Dean, faculty members can receive additional remuneration from sources outside the university, provided the activities generating the income do not exceed one-sixth of their time and effort.

The Declaration of Outside Consulting Form should be completed for pre-approval of your outside consulting pay. If other consulting opportunities arise during the academic year, please submit a new form prior to starting the work.

Related Policies & Information:

◊   Regent Policy 5E: Additional Remuneration for Consultative Services

Tenure, Promotion and Post-Tenure Reviews: Tenure-Track Faculty

Related Policies & Resources:

◊   University of Colorado Regent Laws & Policies
◊   University of Colorado Administrative Policy Statements
◊   University of Colorado Faculty Handbook
◊   CU Denver Campus Level Policies
◊   Strategies for Success
◊   SPA Policies, Procedures, and Criteria for the Evaluation and Development of Tenure-Track and Tenured Faculty.

The Seven-Year Tenure Clock

The normal process for a new assistant professor to receive tenure takes seven years:

◊   First, the faculty member receives a four-year initial contract as an Assistant Professor. During the fourth year, the faculty member will undergo a Comprehensive Review.
◊   If the Comprehensive Review is successful, the faculty member receives a three-year re-appointment. In the third year of that re-appointment, the faculty member goes through the Promotion (to Associate Professor) & Tenure Review.
◊   If granted Tenure & Promotion, the faculty

member is then eligible for Sabbatical Leave (half-year leave at full-pay or a full-year leave at half-pay). A faculty member is eligible for sabbatical after completing six years of full-time service throughout their tenure at CU.

◊   If the Comprehensive Review or Promotion & Tenure Review are unsuccessful, the faculty member will receive a one-year/terminal-year appointment.

◊   After tenure, a faculty member must undergo a Post-Tenure Review at least every five years (the Dean can request one at any time for a faculty member).

◊   In addition to the reviews listed above, a faculty member goes through an annual review process each year by completing the Faculty Report of Professional Activities (FRPA).

Allowable Adjustments/Deviations from the "Normal" Cycle

◊   Upon hire, a faculty member can request a "Prior Service Agreement." This grants the faculty member one to three years of credit towards tenure and shortens the initial four years by the number of years requested.

◊   A faculty member can be hired as either Associate Professor or Professor with Tenure, but they must still undergo a "Hire with Tenure Review" at CU prior to hire.

◊   A faculty member can request a "Tenure Clock Stop" for a leave of absence. The tenure clock can only be stopped in one-year increments, even if the leave of absence is shorter than one year. This will move all of the reviews by one-year.

◊   A faculty member can choose to go up for tenure review early, which will adjust the review schedule as well.

Please see the Timeline Table for Reviews.

Promotion Reviews: IRC Faculty

Policies and procedures that pertain to this section were recently approved by a vote of the faculty on April 30, 2019.

◊   SPA Policies, Procedures, and Criteria for the Evaluation and Development of Instructional, Research, & Clinical (IRC) Faculty

Faculty Mentoring & Professional Development

SPA offers support and guidance for faculty to advance their professional skills and knowledge. As part of professional development, tenure-track faculty prepare professional plans — at least one pre-tenure and one every five years thereafter for post-tenure review. SPA also encourages IRC faculty members to develop professional plans. SPA faculty also are encouraged to support each other in mentoring by seeking both formal and informal mentorship from colleagues and by serving as mentors to colleagues, particularly when interests align.

Please see the SPA Professional Development and Mentoring Policy.

Faculty Sabbatical Leave

SPA General Procedures/Timelines for Sabbatical Applications

Related Policies:

◊ Regent Policy 5-A: Approval of Sabbatical Assignments
◊ University of Colorado APS 1024 Approval of Sabbatical Assignments

Related Forms:

◊ Sabbatical Application
◊ Post-Sabbatical Leave Report

Eligibility

Tenured faculty members who have completed six years of full-time active service are eligible for a sabbatical leave. Periods of time on leave of absence are not considered active service and do NOT count towards the six years of service. Faculty who are retiring or resigning are not eligible, as the policy states that you must return for at least one full-time year of service following the sabbatical.

Timeline

All sabbaticals must be fully approved through the Board of Regents prior to the effective date of the sabbatical leave. Sabbaticals will not be retroactively approved under any circumstances.

October

By the end of October, the Dean's Office will notify faculty members who are eligible for sabbatical in the following academic year, explaining how to apply, defer or waive their sabbatical. This notification will include all applicable deadlines.

December

Faculty members are to notify the Dean's Office, in writing, of their intent to apply for sabbatical and whether they plan for a one-semester or full-year sabbatical; or the faculty member must notify the Dean's Office, in writing, of their intent to waive or defer their sabbatical for the following academic year. These notifications are due by December 15.

January

Sabbatical requests are due to the Dean's Office by end of the third week of January. The Dean will review all sabbatical requests. There are occasions when the school will not be able to let every faculty member take sabbatical when he or she is first eligible, due to the needs of the school. Below are a few factors that the Dean will consider when deciding which sabbatical requests will be approved.

◊ Whose research best supports a sabbatical?
◊ Whose application is the most convincing, including whether external funding is a factor?
◊ Would important courses go untaught if one is approved over another?
◊ Were the results from the last sabbatical satisfactory?
◊ Faculty seniority.

February

Sabbatical requests are due to the Office of Academic Affairs in early February (specific dates are set each fall prior). The Provost reviews applications and forwards them to the Board of Regents for final approval.

May/June

Sabbatical requests appear on a Regent's Agenda in May/June for final approval. Upon approval, Academic Affairs notifies the faculty member and the Dean.

The September after returning from Sabbatical

A Post-Sabbatical Leave Report is due to the Dean's Office. A specific due date will be set each year, and the faculty member will be notified of this due date.

Changes/Cancellation/Postponement

Significant changes to a sabbatical plan require that the sabbatical application be re-submitted for approval at all levels. This includes a change to the length of sabbatical or focus/topic of research and/or funding sources. For a change in date only, a written notice must be provided to the Dean's Office who will notify the Office of Academic Affairs.

Research

SPA Research Resources

SPA encourages junior faculty members to meet with Associate Dean Tanya Heikkila to discuss their anticipated research program and to participate in SPA's Faculty Mentoring Program. As covered in the Administrative Services section, Director of Grants and Contracts Lauren Goolsby is available to support faculty with the administrative aspects of research grants and sponsored projects.

SPA Faculty Incentive Program

Subject to available funds, SPA makes small research grants available to faculty members on a competitive basis. Contact Tanya for more information.

CU Denver Research Resources

Office of Research Services

The [CU Denver Office of Research Services](#) (ORS) is the faculty development component of the Office of the Vice Chancellor for Research and Creative Work. ORS provides faculty development resources targeted at enhancing faculty research and creative work.

Additionally, ORS has discretionary funding to encourage and support creative activities on the downtown campus. They are committed to awarding such funds to increase faculty productivity and to enhance CU Denver's reputation. Funds include:

- Large Grant Funding
- Small Grant Funding
- New Faculty Funding
- Travel-Related Funding
- Publication Funding

Creative Research Collaborative (CRC)

The CRC provides funds for interdisciplinary research teams to develop research proposals during the course of a fellowship year.

Office of Research Development and Education

Housed within ORS is the [Office of Research Development and Education](#) (ORDE). ORDE is a faculty resource for information and resources related to obtaining external support for your research and teaching activities.

Auraria Library

Tom Beck, the librarian assigned to support SPA faculty, can be reached at thomas.j.beck@ucdenver.edu.

Undergraduate Research Opportunity Program (UROP)

The [UROP program](#), housed in the Office of Undergraduate Experiences, provides funds for undergraduates to engage in research under the mentorship of a faculty member.

Opportunities for Applied Research

CU Denver is a public urban research university, and faculty are encouraged to connect their research with real-world issues in the state. The university has several initiatives intended to connect faculty with local priorities:

City Center

This office is the coordinating point for connecting faculty expertise with issues in Denver and surrounding areas, and administers programs like Hometown Colorado.

Data to Policy

This initiative, run through the Auraria Library, connects CU Denver faculty and courses with local datasets.

Applied Research at SPA

SPA's Institute and applied research centers provide additional opportunities for faculty interested in applied research:

◊ SPA Institute
  Director: Lisa VanRaemdonck

◊ Center for Education Policy Analysis
  Director: Parker Baxter

◊ Center for Local Government
  Director: Todd Ely

◊ Center on Domestic Violence
   Director: Barb Paradiso

◊ Center on Network Science
   C0-Directors: Robyn Mobbs and Danielle Varda

◊ Criminology & Criminal Justice Research Initiative
   Director: Lonnie Schaible

◊ Wirth Chair in Sustainable Development
   Director: Mark Safty

◊ Workshop on Policy Process Research
   Co-Directors: Tanya Heikkila and Chris Weible

If you have students who are interested in working on a specific local research project with you and would like to earn credit, you may request permission from the Dean to open a Field Research course. Keep in mind that you will need to provide sufficient academic content and contact hours to warrant providing academic credit for completion of the course.

Teaching

Teaching Loads, Overloads & Buyouts

The standard full-time teaching load for tenure-track/tenured faculty is four (4) courses per year (2:2). For IRC faculty, the load varies based on job title/rank. Refer to the SPA Policies, Procedures, and Criteria for the Evaluation and Development of Instructional, Research, & Clinical (IRC) Faculty for detailed information on IRC faculty teaching loads. For any changes to the teaching load (i.e., offload, buyout or overload) a faculty member must complete the Load Adjustment Form and obtain approval prior to any changes.

Related Policies & Information:

◊ CU Denver Administrative Policy #1006-Faculty Compensation

◊ SPA Policies, Procedures and Criteria for the Evaluation and Development of Instructional, Research, & Clinical (IRC) Faculty

Resources for Course Planning and Improvement

SPA and the university offer many resources, listed below, for faculty interested in improving their teaching. If you need specific assistance or have an idea for a SPA teaching brownbag topic, contact Tanya.

◊ SPA Teaching Resources Canvas site
◊ Center for Faculty Development
◊ Strategies for Success

Teaching Evaluation

SPA faculty are evaluated on their teaching annually and as part of the tenure process. Faculty Course Questionnaires (FCQs) filled out by students are part of this evaluation, as are syllabi reviews, evidence of instructional improvement activities and other factors. Contact Tanya for more information.

Related Policies & Information:

◊ Multiple Means of Teaching Evaluation Policy – University APS 1009

◊ Teaching Consultations via Center for Faculty Development

◊ Teaching Observations via Center for Faculty Development

Course-Related Logistics

For questions or any logistical issues related to courses, please contact spa.courses@ucdenver.edu.

Course Assignments, Scheduling and Locations

Access the University Academic Calendar to view term dates, holiday closures and add/drop deadlines.

Course assignments are generally made one year in advance. At the start of each academic year, the SPA Course Coordinator will reach out to all tenure-track and IRC faculty to collect course teaching preferences for the following year on behalf of the program directors. The program directors and the SPA Course Coordinator will set the course rotation for the following academic year, placing all tenure-track and IRC faculty before assigning any courses to lecturers. While all efforts are made to accommodate faculty preferences, this is not always possible. In the semester prior to your scheduled course, the SPA Course Coordinator will email you to collect any necessary information to finalize your course schedule.

All course locations are determined by the Campus Rooming Coordinator. If you have an issue with your classroom assignment, please contact spa.courses@ucdenver.edu.

Classroom Facilities Help

SPA Classrooms
303-315-2089

CU Buildings
CU Building, Business School, LSC
303-315-7777

Auraria Buildings
North Classroom, King Center, Plaza:
303-556-4296

Course Canvas Sites

Each semester, your Canvas site will be automatically made available for you to begin prepping. If you do not see your Canvas shell on your dashboard at the time of student registration, please email spa.courses@ucdenver.edu.

NOTE: Student rosters will automatically be imported from CU SIS to Canvas; however, when students drop the course, Canvas does not automatically remove them. If you see a student on your Canvas shell who is not on your official roster in CU SIS, please email spa.courses@ucdenver.edu to request for the student to be removed from your Canvas site.

Ordering Books

The priority deadline to order your textbooks for each term is, in general, one month prior to the opening of registration (e.g., April). You will receive an email from spa.courses@ucdenver.edu to alert you of the deadline, and you will receive periodic reminders from the bookstore. We ask that you please be sure to submit your textbook orders by the priority deadline so that students have time to search for discounted options, if needed, or to prepare for any advanced readings, if applicable.

To place a textbook order with the Tivoli Bookstore:

◊ Visit http://ahec.verbacollect.com/session/selfassign
◊ Enter your CU Denver email address (this will send a link to your email account)
◊ Follow the link in your email to view your courses, enter your textbook information and submit.

If you are having trouble accessing your courses, please email spa.courses@ucdenver.edu or contact our bookstore representative for further assistance.

To order a Desktop Copy of your textbook:

STEP 1: We ask that you first refer to the Publisher Contact List to determine whether the publisher of your book has a partnership with CU Denver. If the publisher for your texts appears on this list, please complete the Desk Copy Request Form (see Appendix 19) and email it to the appropriate

Publisher contact. The book will be sent at no cost to you; however, it generally takes a few weeks for delivery, so we recommend ordering early.

STEP 2: If the publisher of the selection you are using does not appear on the Publisher Contact List, you may submit a Purchase Request Form for SPA to buy the book on your behalf from SPA funds*. Submit your request via the SPA Workorder form.

Only required classroom texts will be paid by SPA. Books for personal enrichment or supplemental materials should be purchased using either personal or professional development funds.

Submitting Syllabi

All faculty and lecturers should use the University Syllabus Template as a guide to build your course syllabi. In each syllabus, faculty should list the appropriate competencies that will be covered in your course. Contact the faculty program director if you have any questions about this.

Each semester, the SPA Course Coordinator will let you know the syllabi submission deadline with months of advance warning. Please submit all syllabi to the course coordinator by the deadline.

Course Caps and Waitlists

If your course has a waitlist, the SPA Waitlist Guidelines give you options about whether or not to take on additional students. Contact spa.courses@ucdenver.edu if you have questions.

Faculty Course Questionnaires

Faculty Course Questionnaires (FCQs) are administered online to your students near the end of the course. You will be contacted by the Boulder FCQ office with administration dates, and the survey links will be sent automatically to your roster. The questionnaire form is available to view online. Your FCQ results and student comments will be made available online as soon as they have been processed.

Please encourage students to fill out the FCQs. Their feedback will be important for your evaluations, and your ratings will generally benefit from a high response rate rather than responses that are limited to a handful of students.

Students generally appreciate the opportunity to provide a mid-course evaluation to faculty, which helps faculty to understand what is working and what is not. In face-to-face classes, you can ask students to write

or print out anonymous suggestions for improving the class. In online classes, the mid-course evaluation will be administered to students by CU Online, and you do not need to take any extra actions.

Grade Submission

All grades MUST be submitted through the UCD Access Portal, as they do not auto-import from Canvas. Any grades submitted only to Canvas are not considered official and will not appear as complete with the registrar.

How to submit your grades:

◊ Log on to UCD Access Faculty Portal and click on the Faculty Tab (upper left corner), then select Faculty Center in the yellow box.

◊ Select 'My Schedule,' and your grade roster(s) will appear on the left side of the page, next to your class roster(s).

◊ Enter grades into grade roster and click 'save,' in the top left corner.

◊ Once you have inputted your grades, you must update the approval status to "Approved" if you are the primary instructor or "Ready to Review" if you are a TA.

◊ See the Grading Instructions for further assistance.

To change a grade, please refer to the Grade Change Process.

Supervising Independent Studies

Independent study courses allow students the opportunity to explore content beyond the current curriculum that closely relates to student interests. The student is guided and monitored by a faculty mentor during the independent study. Independent studies are available in all of SPA's degree programs under the following course numbers:

◊ BACJ – CRJU 4840

◊ BAPS – PUAD 4840

◊ MPA – PUAD 6840

◊ MCJ – CRJU 6840

◊ PhD – PUAD 8840

SPA's Guidelines for Independent Study Courses establish eligibility and procedures for independent studies. To be eligible for a SPA independent study, the student must:

◊ be enrolled as a SPA student, or, if the student is enrolled in another CU Denver unit, have the written permission of the other unit;

◊ for SPA students, have successfully completed at least three SPA courses (this requirement may be waived with program director approval);

◊ have earned at least a 2.5 GPA for undergraduate students or a 3.0 GPA for graduate students in their studies so far; and

◊ have the permission of the faculty member who will be supervising the independent study.

Faculty requirements for supervising an independent study are:

◊ SPA appointment as a tenured, tenure-track, clinical teaching track, research track, instructor or senior instructor status;

◊ SPA appointment as a lecturer or other faculty category, with the permission of the program director; and

◊ capacity and intent to provide direct oversight of the independent study to ensure that it warrants academic credit.

The subject of the independent study should meet the following requirements:

◊ Address content that falls within the discipline of public affairs or criminal justice and that is not covered by a regularly scheduled course in the program; and

◊ Require the student to engage in a course of study equivalent to a regular course in the program in terms of academic rigor and work required.

The student and the faculty member should agree in advance on meeting times, readings and other assignments, the amount of time the student is expected to put in per week (typically 8-10 hours per three credits), the expected product/s (such as one or more papers or other projects), and grading criteria. Independent study expectations must be confirmed in a written syllabus for the independent study and in the Special Processing Form described below. Depending on the difficulty and complexity of the project, the faculty may determine that the independent study warrants anywhere from one to six credits, although three is typical.

No more than six graduate credit hours of independent study may be applied toward

a graduate degree, and no more than three undergraduate credit hours of independent study may be applied toward an undergraduate degree.

CU Denver requires students to complete a Special Processing Form before they can enroll in independent study courses. This form is available from SPA advisors and must be submitted before the semester add/drop deadline.The Special Processing Form, which must be signed by the participating faculty member, must contain a description of the project, the expectations for a paper or other project outcome, and the number of hours to be devoted to the independent study by the student each week. Consistency is expected between the information contained in the Special Processing Form and in the syllabus for the independent study.

Supervision of independent studies generally does not warrant additional compensation for regular faculty, although exceptions may be made under unusual circumstances that require a significant amount of additional work by the supervising faculty member. Lecturers who agree to supervise an independent study may receive an honorarium.

Serving as a Capstone Second Reader

You are likely to be regularly asked to serve as a second reader on MPA or MCJ capstone projects — SPA students complete 50 to 70 capstones per semester.

The second reader is part of the project panel that includes the first reader (the capstone instructor) and the capstone client. The second reader is expected to have some expertise in the area of the capstone project and provides feedback to the student throughout the semester on the design and execution of the project and iterative report drafts. The second reader is also present at the final project presentation. The typical SPA faculty member serves on one to five capstones per semester; program concentration directors always serve as second readers on capstones in their concentrations.

Capstone projects are hugely meaningful to students and provide an opportunity for SPA faculty to interact with external community partners. For these reasons, second readers are expected to provide timely feedback for students and to be mindful of client impressions of SPA.

Developing New Courses and Programs

All new courses and programs must be approved through the University Curriculum Committee, in addition to the approval process within SPA. Contact Associate Deans Kelly Hupfeld or Tanya Heikkila for more information.

For assistance in developing a new study abroad course, contact Assistant Dean Kathy Kilpatrick.

Leadership & Service

Faculty members are expected to contribute toward service activities that support the School's mission. These include: (a) consistent and competent participation on committees at the school level (at least one per year); (b) regular attendance at formal SPA or University events; (c) consistent and competent service on University or institutional committees (at least one per year); and (d) disciplinary service, which may include but is not limited to reviewing papers for professional conferences or academic journals, serving on committees for disciplinary organizations or societies, or serving as an officer for a professional society.

The process for requesting and assigning committees begins in the spring semester, when faculty members complete a committee request form that is submitted to the Dean's Office (March/April). The Associate Dean and the Faculty Affairs Administrator will review these sheets and the needs of SPA and try to match faculty with the committees requested. Some committees are assigned based on job responsibilities (i.e., academic program directors will lead their program committees and also serve on the Executive Committee), and some roles will require a vote by the faculty (RTP Chair).

Please note that it may not be possible to match up everyone's top preferences, especially because some committees require members to have specific qualifications, and we have a limited number of faculty. Faculty will be assigned to at least one internal SPA committee and one external (Campus/University/System-Level) committee. Faculty will receive an email confirming their committee assignments in May of each year.

Related Forms and Information

◊   [Current List of Faculty Committee Assignments](#)
◊   [SPA Faculty Committee Request Form](#)
◊   [Description of Faculty Committees](#)