

**University of Colorado at Denver and Health Sciences Center
Downtown Denver Campus**

Graduate School of Public Affairs

BYLAWS

**Approved by a two-thirds vote of the GSPA Faculty Council
on February 8, 2006.**

The Graduate School of Public Affairs (GSPA) is a multi-disciplinary professional School devoted to educating leaders in public service. GSPA was recognized as an independent School on both the Denver and Colorado Springs campuses of the University of Colorado in 1972. Initially, the Schools on both campuses offered the Master of Public Administration degree. In 1997, the two Colorado Springs and Denver campuses agreed to consolidate the School, and since that time they have operated as one. Today, both the Denver and Colorado Springs campuses also offer a Master of Criminal Justice degree; additionally, a PhD in Public Affairs program is offered at the Denver campus. The School also houses Centers and an endowed chair (the Wirth Chair) that serve as organizing entities for academic and applied research, as well as high-profile community service and leadership programs.

I. PREAMBLE ¹

GSPA is organized and its affairs are conducted in accordance with the Laws and Policies of the Board of Regents of the University of Colorado, the University of Colorado System, the University of Colorado at Denver and Health Sciences Center (UCDHSC), and the Downtown Denver campus of UCDHSC.

GSPA is the only public School in Colorado authorized to offer graduate professional degrees in public administration, public affairs, and criminal justice. Nationally ranked for excellence, it offers programs at the University of Colorado at Denver and Health Sciences Center's Downtown Denver Campus, at the University of Colorado at Colorado Springs, to Western Slope students in Grand Junction, and to students around the globe through its online masters-level courses. The School offers three degrees: the Master of Public Administration (MPA), the Master of Criminal Justice (MCJ), and the PhD in Public Affairs.

¹ Reference: 1. Laws of the Regents, <http://www.cu.edu/regents/Laws/laws.html>; 2. Regent Policies, <http://www.cu.edu/regents/Policies/>; 3. Regent Law 4, Organization of Academic Units: Part A, Colleges and Schools, <http://www.cu.edu/regents/Laws/Article4A.htm>; 4. CU System Administrative Policy Statements, <http://www.cusys.edu/policies/>; 5. HSC Policies, <http://www.uchsc.edu/policies/>; 6. Downtown Denver campus Policies, <http://www.cudenver.edu/Resources/Policies+and+Procedures/default.htm>

The mission of the Graduate School of Public Affairs is to improve the quality of public service in Colorado and beyond. To achieve this mission, the School has set the following objectives:

- **Build educational and research excellence**, establishing GSPA as the best school of public affairs in its region and as a top-ranked, nationally recognized institution;
- **Focus on solving pressing public problems**, both by developing students' problem-solving skills and engaging GSPA's community in research and action that addresses important societal issues;
- **Strengthen GSPA's contribution to successful student career development;**
- **Serve all of Colorado, the Mountain West, and the global community.**

II. THE FACULTY²

The general faculty of GSPA includes all individuals holding faculty titles as designated by the Board of Regents. Faculty governance is conducted in the Faculty Council. The Dean calls and presides at the meetings, generally held on a specified day monthly. The calendar for Faculty Council meetings is established in August of each academic year.

A. Powers

1. Jurisdiction—In general, the faculty takes the lead in decisions about academic matters, including School policy relating to teaching and teaching loads, curriculum, research, and other academic matters. In general, the faculty originates academic policy and standards, assists in the selection and evaluation of faculty, establishes the policies and procedures for faculty appointment and review, and participates in the establishment and review of budget policies.
2. Role—The roles of the faculty are laid out in the Laws of the Regents, Section 5.E.5.

B. Voting Members

1. Ranks eligible to vote and on which issues—the following persons have voting rights in Faculty Council meetings: all tenure-track and tenured faculty; individuals holding research faculty appointments; individuals holding clinical faculty appointments; and scholars in residence. On matters relating to faculty personnel review and on all matters pertaining to Reappointment, Tenure and Promotion Policies, only tenure-track and tenured faculty will vote. Other individuals may be requested by the Dean to attend Faculty Council meetings.

² Reference: 1. Regent Law 5, Faculty: <http://www.cu.edu/regents/Laws/Article5.html>; 2. Regent Law 4, Organization of the Academic Units, Part A, Colleges and Schools, 4.A.4, Faculty Membership, 4.A.5, Faculty Powers, <http://www.cu.edu/regents/Laws/Article4.html#4>; 3. System APS, Family Medical Leave for Faculty and Unclassified Staff, <http://www.cusys.edu/policies/Personnel/fmla.html>; 4. System APS, Military Leave Policy for All Exempt Employees Including Faculty, <http://www.cusys.edu/policies/Personnel/militaryleave.html>; 5. System APS, Parental Leave for Faculty, Officers, and Exempt Professionals, <http://www.cusys.edu/policies/Personnel/parentalleave.html>

For further information about the conduct of and voting procedures in Faculty Council meetings, see Section IV.B.

2. Voting rights/privileges for tenured administrators—All administrators in the School who hold the faculty ranks listed above have voting privileges on the faculty council. The Dean will vote only in the case of a tie vote.

C. Teaching Schedules

1. Academic Year—The normal teaching load for tenured faculty in the Graduate School of Public Affairs is four courses or 12 credit-hours per academic year. Tenure-track (but untenured) faculty teach four courses or 12 credit hours per academic year. Depending on performance of faculty members and needs of the School, the Dean can negotiate additions or subtractions from this load with individual faculty members.
2. Summer—Full-time faculty may choose to teach “on load” during the summer, or they may teach for additional compensation at the School’s normal rate of compensation. Summer teaching opportunities will depend on curricular needs and budget constraints.
3. Course release policy—Course releases may be provided in the following circumstances:
 - Program Directors receive release time for their service, as negotiated with the Dean.
 - Research grants and contracts can provide course release, pending approval by the Dean.
 - Other exceptional commitments or assignments can merit course release, pending approval by the Dean.

D. Ethical Action: The faculty and staff of the School should at all times exhibit ethical behavior. For guidance in specific instances, faculty can turn to the American Association of University Professors’ *Statement on Professional Ethics* (found at <http://www.aaup.org/statements/Redbook/Rbethics.htm>).

III. SCHOOL ADMINISTRATION³

A. Dean

1. Authority and Responsibilities
 - a. General—As required by the Board of Regents, the Dean shall be the principal administrative officer of the School on both the Downtown Denver and Colorado Springs campuses, and the presiding officer for Faculty Council meetings.
 - b. Specific—Consistent with Board of Regents Policy, the Dean shall be responsible for the following: enforcement of admission requirements

³ Reference: Regent Law 4, Organization of Academic Units: 4.A.2, Deans, <http://www.cu.edu/regents/Laws/Article4A.htm>

(delegated to the Program Directors); the efficiency and effectiveness of program direction by the Program Directors; budgetary planning and allocation of funds; faculty assignments and workloads; curriculum planning (delegated to the Program Directors); and academic advising accountability and reporting (delegated to the Associate Dean). The Dean's responsibilities also include maintaining clear planning priorities (embodied in a strategic plan); management of external affairs and relations: fundraising activities and priority-setting in the School; oversight of sponsored programs and grants; and other duties. The Dean supervises the faculty, all program directors, center directors, associate and assistant deans, and other School staff, except where such responsibility has been delegated.

B. Associate Dean

1. Role and function—The Associate Deans (on the Downtown Denver and Colorado Springs campuses) provide broadly defined administrative support to the School, as required by the Dean.
2. Qualifications—The Associate Deans will hold faculty rank (tenured or tenure-track, research faculty, or clinical faculty appointments).
3. Selection and appointment—Associate Deans are appointed by and serve at the discretion of the Dean. Associate Deans hold at-will appointments.
4. Authority and Responsibilities -- The Associate Deans serve as GSPA's representative to the campus-wide Associate Deans' Council/Academic Support Group, and are responsible for managing grievance processes, the annual merit review process, the selection of representatives to internal and campus-wide committees and other projects as assigned by the Dean. In the absence of the Dean or as otherwise delegated, the Associate Deans may sign grant proposals, student forms and similar documents.
5. Performance review—Associate Deans in tenure-track or tenured positions will undergo normal faculty academic review procedures and normal exempt personnel review processes each year. Associate Deans holding other faculty ranks undergo exempt personnel review.

C. Executive Committee

1. Membership—The Executive Committee is comprised of the Dean, the Associate Dean, and the Directors of all academic programs and centers.
2. Role and Responsibilities—The Executive Committee reviews issues facing the School, discusses pending decisions, reviews the agenda for upcoming faculty meetings, and makes recommendations to the Faculty Council.
3. Meetings—This Committee meets monthly during the academic year, unless there is no pending business. The Dean calls the meetings and sets the agenda.

D. Staff and Student Employees

1. Role and function generally—Staff members support the academic, research, and community service mission of the School.
2. Qualifications—Qualifications are enumerated, as appropriate, during search processes, in formal position descriptions, and in performance review documents.
3. Selection and appointment—Search committees use defined search processes to identify, interview, and recommend candidates to the Dean, who makes final hiring decisions.
4. Authority and Responsibilities
 - a. General. Staff responsibilities and authority are defined in formal position descriptions.
 - b. Budgetary. The School's Fiscal Manager (the Assistant Dean for Finance and Administration), Associate Dean, and Center Directors have direct responsibility for managing budgets, and all are accountable to the Dean of the School.

- c. Supervisory. Staff and the Associate Dean have supervisory responsibilities as assigned by the Dean.
5. Performance review—Designated supervisors will complete staff performance reviews annually and will conduct periodic reviews as required for classified employees.

IV. COLLEGE/SCHOOL DECISION MAKING⁴

A. Process—Faculty decisions regarding those areas of faculty responsibility--- academic matters including teaching, research, and academic ethics--- are made in the Faculty Council, unless delegated to committees, as generally described in Section II above.

B. Faculty Meetings

1. Number and frequency of meetings—Faculty Council typically meets monthly during the academic year, but it must meet at least four times annually on regularly scheduled dates. Additional meetings may be called by the Dean as needed.
2. Timelines and requirements for calling meetings—Meetings are scheduled at the beginning of the Academic Year, and that schedule is published to the faculty.
3. Quorum requirements—Faculty Council votes require a quorum of 50% of the members.
4. Agenda—The Associate Dean prepares the agenda for Faculty Council meetings after consultation with the Dean and the Executive Committee. In the week prior to each meeting, a proposed agenda is circulated, and faculty members can request additions to the agenda. Faculty members shall receive notice no less than 48 hours prior to a Faculty Council meeting of any proposed action regarding changes to these Bylaws, academic degree programs, or Policies and Procedures for Faculty Evaluation. Such notice shall include the text of those proposed changes.
5. Method of voting—Majority votes determine most decisions in the Faculty Council; proposed changes in bylaws or in RTP rules can be enacted only with a supermajority of two-thirds of the tenured and tenure-track faculty present at the meeting or providing a written proxy delivered to the Dean. In

⁴ Reference: 1. Regent Law 4, Organization of Academic Units: 4.A.2, Deans; 4.A.4, Faculty Membership; 4.A.5, Faculty Powers; <http://www.cu.edu/regents/Laws/Article%204B.htm>; 2. Regent Law 10, Nondiscrimination, <http://www.cu.edu/regents/Laws/Article10.html#10.A.1>; 3. Regent Policy 10, Nondiscrimination, <http://www.cu.edu/regents/Policies/Policy10.html>; 4. System APS, Faculty Recruitment and Hiring, <http://www.cusys.edu/policies/Personnel/facrecruit.html>; 5. System APS, Affirmative Action, Title IX, and Section 504 Programs, <http://www.cusys.edu/policies/Personnel/affirmaction.html>; 6. Procurement Policies, <http://www.cu.edu/psc/policies/>; 7. Employee Payroll Policies, <http://www.cu.edu/pbs/payroll/policies/>; 8. Controller's Policies, http://www.cu.edu/System_Controller/pol-pro.htm; 9. System APS, Propriety of Expenditures, <http://www.cu.edu/policies/Fiscal/propexpend.htm>; 10. System APS, Bank Accounts and Investments, <http://www.cu.edu/policies/Fiscal/bankaccount.html>; 11. System APS, Expense Allowances and Business Expense Reimbursement, <http://www.cu.edu/policies/Fiscal/expenseallow.html>

other matters, majority votes may be taken in person or by written proxy delivered to the Dean. In cases in which decisions must be made before the next scheduled meeting, votes may be cast electronically, although every effort will be made to call a special meeting for discussion and votes.

6. Minutes and Reporting—Minutes are taken at each Faculty Council meeting. These minutes are circulated to the faculty for review for accuracy.
7. If either procedural confusion or a divergence of views regarding the decision process arises in the course of discussing a proposed action item on the Faculty Council agenda, resort shall be made to the use of *Robert's Rules of Order* [latest edition] to govern decision making procedures.

C. Standing Committees

1. General—The School has six standing committees: the MPA Committee, the MCJ Committee, the Ph.D. Committee, the Executive Committee, the Budget Committee, and the Reappointment, Tenure and Promotion (RTP) Committee. The Program Directors chair their respective committees and select their members, and the School's Budget Priorities Committee representative chairs the Budget Committee and, in consultation with the Dean and the Fiscal Manager, selects its members. The Dean chairs the Executive Committee. The Executive Committee is comprised of the program directors, the Associate Dean, and center directors. The Chair of the RTP Committee is elected by secret ballot to serve a two-year term.
2. Curriculum Committee—The Faculty Council serves as the Curriculum Committee for the School.
3. Student Appeals Committee—This committee is appointed on an ad hoc basis, when the need arises.
4. Faculty Appeals Committee—The Executive Committee serves as the Faculty Appeals Committee.

D. Ad Hoc Committees

1. General—Ad Hoc Committees are appointed as needed to complete specific tasks. Included is the Academic Personnel Committee, appointed annually to assist in the faculty merit review process.
2. Search or Recruiting Committee(s)—Faculty Search Committees are appointed by the Dean
 - a. Role and function—Faculty Search Committees prepare and place advertisements for openings, actively search for appropriate candidates for faculty positions, set criteria for the review of submitted applications, review applications, recommend candidates for campus interviews to the Dean, and interview candidates selected for campus visits. Search committees, with input from the Faculty Council, forward a list of acceptable candidates to the Dean, who makes the hiring decision and negotiates the terms of the contract with potential faculty members.

E. Fiscal Matters—The Dean is responsible for fiscal decision making in the School. At the beginning of each Academic Year, the Fiscal Manager presents a budget to

the Faculty for review and comment. All financial documents are held in the office of the Fiscal Manager, and they are available for faculty review upon request. The Budget Committee reviews the School's budget and fiscal situation periodically and can request a meeting to do this at any time.

V. Annual Evaluations, Ratings, and Salary Recommendations⁵

These policies are enumerated in the GSPA Rules for Reappointment, Promotion, And Tenure (attached).

VI. Primary Unit RTP Committee And Dean's Advisory Committee⁶

All policies and procedures for appointment of and processes followed by the School's primary unit RTP committee and the School's Dean's Review Committee are laid out in the GSPA rules for reappointment, tenure and promotion (attached).

VII. Sabbaticals⁷

The School's sabbatical policies are fully consistent with the Regents' Policies and with campus policies regulating the use of sabbaticals.

⁵ Reference: 1. System APS, Compensation Principles and Policy for Faculty, <http://www.cu.edu/policies/Compensation/compfac.html>; 2. System APS, Annual Merit Adjustments for Faculty, <http://www.cusys.edu/policies/Personnel/annmerit.html>; 3. System APS, Performance Ratings for Faculty, Officers, and Exempt Professionals, <http://www.cusys.edu/policies/Personnel/perfratings.html>; 4. System APS, Multiple Means of Teaching Evaluation, <http://www.cusys.edu/policies/Personnel/teacheval.html>; 5. Regent Policy 4.B: Faculty-Course Evaluation, <http://www.cu.edu/regents/Policies/Policy4.html#4-B>; 6. System APS, The Professional Plan for Faculty, <http://www.cusys.edu/policies/Personnel/plan.html>; 7. System APS, Differentiated Annual Workloads for Faculty, <http://www.cu.edu/policies/Personnel/annworkloads.html>; 8. System APS, Post-tenure Review Policy, <http://www.cusys.edu/policies/Personnel/posttenure.html>

⁶ Reference: 1. Regent Laws, Appendix A: The Standards, Processes, and Procedures Document, <http://www.cu.edu/regents/Laws/AppendixA.html>; 2. System APS, Procedures for Written Standards and Criteria for Pre-Tenure Faculty, <http://www.cusys.edu/policies/Personnel/critpreten.html>; 3. System APS, The Professional Plan for Faculty, <http://www.cusys.edu/policies/Personnel/plan.html>; 4. System APS, Differentiated Annual Workloads for Faculty, <http://www.cu.edu/policies/Personnel/annworkloads.html>; 5. System APS, Multiple Means of Teaching Evaluation, <http://www.cusys.edu/policies/Personnel/teacheval.html>; 6. Regent Policy 4.B: Faculty-Course Evaluation, <http://www.cu.edu/regents/Policies/Policy4.html#4-B>; 7. System APS, Post-tenure Review Policy, <http://www.cusys.edu/policies/Personnel/posttenure.html>

⁷ Reference: Regent Policy 5, Faculty: 5A, Approval of Sabbatical Assignments, <http://www.cu.edu/regents/Policies/Policy5A.htm>

VIII. AMENDMENTS TO THE BY-LAWS⁸

- A. Regular review, if any, of Bylaws—The Associate Dean will review the bylaws annually and will suggest changes to the Faculty Council. Such changes will be discussed in the full Faculty Council and are passed upon a vote of at least two-thirds of the Council in regular session. Any faculty member can also propose changes to the Bylaws, and such changes shall require a favorable vote of two-thirds by the Faculty Council. Any changes to the GSPA Rules for Reappointment, Tenure and Promotion approved by the Faculty Council will automatically become part of the GSPA Bylaws.

Adopted: [date]
Amended: [date]
Revised: [date]
Amended: [date]

APPENDICES

Student Information

- *Master of Public Administration Handbook*
- *Master of Criminal Justice Handbook*
- *Ph.D. in Public Affairs Handbook*

Faculty Information

- *Policies and Procedures for Faculty Evaluation*

⁸ Reference: Regent Law 4, Organization of Academic Units: Part 4, Organization of the Colleges and Schools, <http://www.cu.edu/regents/Laws/Article%204B.htm>