



Faculty Affairs

UNIVERSITY OF COLORADO **BOULDER**

# Impact Report

2019-2024



PUBLISHED SPRING 2025

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# Letter from the Vice Chancellor



I am thrilled to present this report to share the impact of our efforts in the Office of Faculty Affairs (OFA) over the past five years. Building on a legacy of thoughtful leadership and stability in OFA, we have worked to enhance and expand our offerings to meet the evolving needs of CU Boulder's faculty community. Today, OFA continues to focus on supporting faculty at every stage of their careers. I'll mention a few noteworthy changes highlighted in these pages.

One of our first accomplishments was to go paperless, which we were able to do by the close of 2019. We couldn't have imagined how extra important that would be in 2020. While largely behind-the-scenes, this significant effort streamlined processes that had long been paper-based and reliant on outdated systems.

As for most of us, the pandemic presented unprecedented challenges for our office, but it also underscored the resilience and creativity of our faculty and the OFA staff. OFA worked to meet these challenges head-on, managing the Staff & Faculty Emergency Fund in concert with campus Human Resources, quickly enacting policies such as tenure clock stoppages, and implementing the Thrive Grant program to support those whose scholarly and creative work was disproportionately impacted. These measures reflected our commitment to faculty well-being during a time of grief and uncertainty.

We've also prioritized faculty involvement in shaping the programs offered through our newly-created Faculty Development and Support domain. By expanding faculty development offerings and engaging a growing team of faculty directors and fellows, we've tried to create additional leadership experiences and pathways for faculty. Our partnerships with campus units to co-sponsor events have further enriched the professional and social lives of faculty while fostering a spirit of collaboration. Another key evolution has been a shift in our approach to faculty relations. Moving away from a focus on investigating claims of faculty misconduct, we've embraced a philosophy centered on coaching, consulting, and providing comprehensive support. This model reflects our belief that faculty thrive when offered guidance and resources, from equitable recruitment practices to demystifying personnel processes to mentorship for navigating complex challenges.

Listening has been central to our progress. Through the establishment of an advisory board and regular networking sessions with associate deans, we've ensured that faculty voices are at the heart of our decisions. Faculty input has helped us identify gaps, such as the need for tailored opportunities for teaching and clinical faculty.

Against the backdrop of an uncertain future for public higher education, OFA's focus over the next five years will remain on advancing faculty success across all career stages while addressing priorities, such as ensuring scholar safety, enhancing public scholarship, and refining faculty policies to better support faculty. Together, we will face uncertainties and opportunities alike with the same spirit of discovery and community that defines CU Boulder.

**Michele S. Moses**  
Vice Chancellor and Senior Vice Provost  
for Faculty Affairs

# Faculty Affairs Overview

## Mission

*Supporting faculty from hiring to retiring.*

The Office of Faculty Affairs (OFA) supports faculty growth, development, excellence, equity, community, and success from recruitment to retirement. Through our work we advocate for, collaborate with, assist, advise, mentor, respect, value, promote, and celebrate the faculty of CU Boulder.

## Vision

*Diverse faculty, one community.*

Our vision is to create an inspiring and inclusive environment where faculty members are eager to work, grow, and build fulfilling careers. We strive to foster a culture that values faculty contributions, helps them to thrive, celebrates their achievements, and provides opportunities for professional development. By nurturing an atmosphere of trust, collaboration, and recognition, we aim to create a place where faculty members feel valued and supported. Together, we aspire to cultivate an exemplary workplace that attracts, retains, and nurtures scholar-teachers who are making a positive impact on teaching and learning, knowledge production and discovery, and the public good.

## Values

Our work at OFA is guided by and grounded in the following values:

- Empowerment:**  
 We are committed to faculty governance and empowerment and we help faculty to thrive and succeed by providing equitable support, resources, guidance, opportunities, and recognition and celebration of faculty work.
- Well-Being:**  
 We strive to promote a supportive work environment that encourages personal fulfillment, career satisfaction, professional growth, and a sense of place at CU Boulder.
- Community and Collaboration:**  
 We actively engage with faculty, academic units, and campus stakeholders to foster meaningful partnerships, share knowledge, and collectively address challenges and opportunities.
- Continuous Improvement:**  
 We value feedback, seek opportunities for growth, and proactively adapt to changes at CU Boulder and in the higher education landscape.



# Faculty Affairs Overview

## Domains

- **Faculty Personnel:**

We partner closely with schools, colleges, and other campus administrative units to support faculty as they navigate their career milestones and offer policy guidance and clarity to the campus community.

Domain functions include: Faculty appointment and offer letters; reappointment, promotion, and tenure processes; post-tenure review; faculty leaves and sabbaticals; and retirement.

- **Data & Impact:**

We partner with the Office of Information Technology (OIT) in stewarding the Faculty Information System (FIS), the system of record used to track and manage faculty information including key career milestones, professional activities, scholarly interests, and other important faculty data.

Domain functions include: Processing and reporting faculty personnel actions requiring approval by the provost, chancellor, president, and the University of Colorado Board of Regents; and providing assistance to campus constituents for annual merit reporting and CU Experts profiles.

- **Development & Support:**

We help faculty envision, develop and sustain successful careers at CU Boulder; provide faculty with opportunities to engage with the campus community; and create a sense of place at CU Boulder.

Domain functions include: Mentoring; professional development workshops for early-career, mid-career, and teaching and clinical faculty; community-building initiatives; leadership development; and faculty relations.

- **Program Review:**

We support the program review processes administered by the Academic Review and Planning Advisory Committee (ARPAC). Through this work, we help academic units and programs reflect, re-conceptualize, and flourish, while fostering investment and improvement in academic programs.

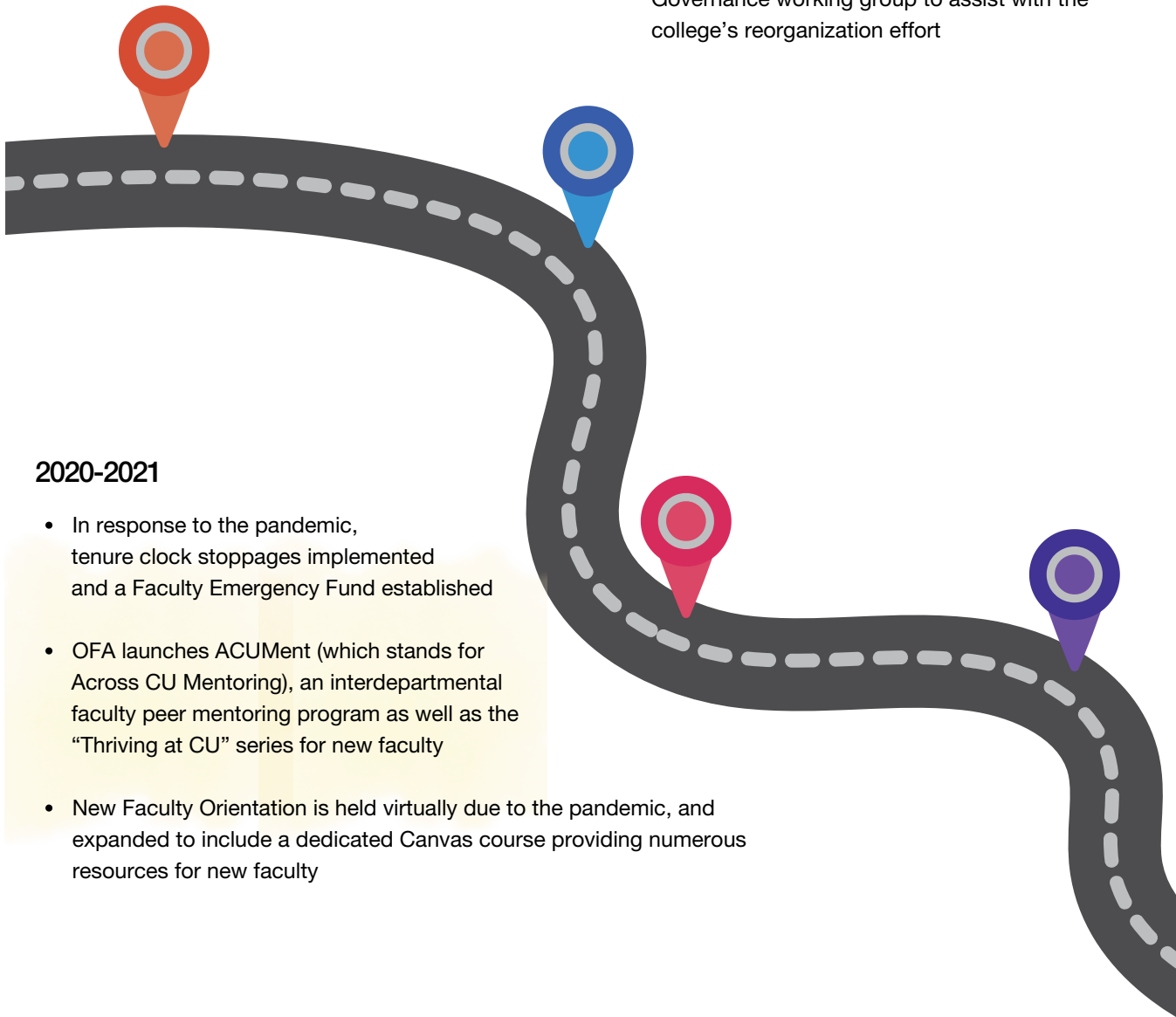
Domain functions include: Degree program reporting; facilitating unit goal-setting and external review processes; and providing administrative support to ARPAC.



# Milestones 2019-2024

## 2019-2020

- OFA is organized into four domains: Faculty Personnel, Development & Support, Data & Impact, and Program Review
- OFA's digitization project is completed, allowing OFA to shift from fully paper-based to paperless operations
- The Faculty Affairs' Advisory Board (FAAB) is established to advise OFA on faculty-related topics and issues
- The Academic Leaders Institute (ALI) competency model was developed and faculty development programs expanded significantly
- OFA assumes administrative support for the CU Boulder Retired Faculty Association and the Faculty of Color & Friends campus affinity group
- The Vice Chancellor for Faculty Affairs chairs the College of Arts & Sciences' Shared Governance working group to assist with the college's reorganization effort



## 2020-2021

- In response to the pandemic, tenure clock stoppages implemented and a Faculty Emergency Fund established
- OFA launches ACUMent (which stands for Across CU Mentoring), an interdepartmental faculty peer mentoring program as well as the "Thriving at CU" series for new faculty
- New Faculty Orientation is held virtually due to the pandemic, and expanded to include a dedicated Canvas course providing numerous resources for new faculty

# Milestones 2019-2024

## 2021-2022

- OFA partners with campus HR to co-develop the emergency leave program and additional supports for faculty affected by the Marshall Fire
- OFA partners with Academic Affairs and Strategic Relations & Communications (SRC) to develop a webpage dedicated to the themes of academic freedom and scholar safety
- OFA supports the Boulder Faculty Assembly (BFA) with revising the Professional Rights & Responsibilities of Faculty (PRR) document to bring it to alignment with updated campus policy and contract changes
- OFA assumes programmatic support for the Faculty Leadership Institute (FLI), with a focus to developing the leadership skills of associate professors and associate teaching professors

## 2022-2023

- OFA establishes regular networking meetings for the associate deans for faculty affairs
- OFA expands services for teaching & clinical faculty, appointing its first Faculty Fellow in this area
- OFA formalizes its faculty community-building efforts, which are open to all faculty, including Faculty SPACE and programming for the Faculty of Color & Friends campus affinity group, international faculty and women+

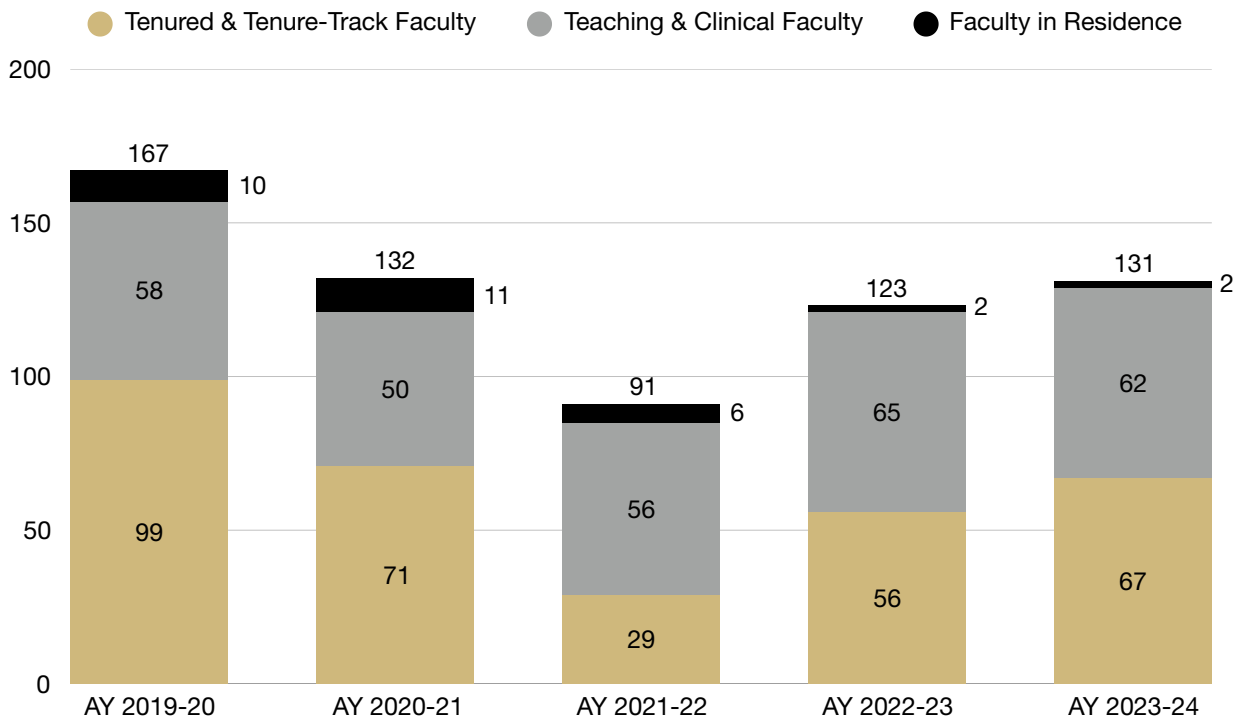
## 2023-2024

- OFA co-leads CU Boulder's participation in the APLU Aspire Institutional Change (IChange) Network, focused on retaining our amazing faculty
- The Vice Chancellor for Faculty Affairs is named as executive sponsor of the Faculty of Color & Friends campus affinity group
- OFA establishes CU 101 staff orientation and refresher session, in response to the 2023 Employee Engagement Survey
- OFA oversees major redesign of the academic program review process

# Faculty Snapshot

The Faculty Snapshot section provides an overview of key data and trends related to the faculty at CU Boulder. This section highlights metrics such as faculty composition, achievements, and contributions, offering a comprehensive look at the individuals who drive our academic mission.

## New Faculty



## AY 2019-24 Faculty Hires by Rank:

Tenured & Tenure-Track Faculty

322

Teaching & Clinical Faculty

291

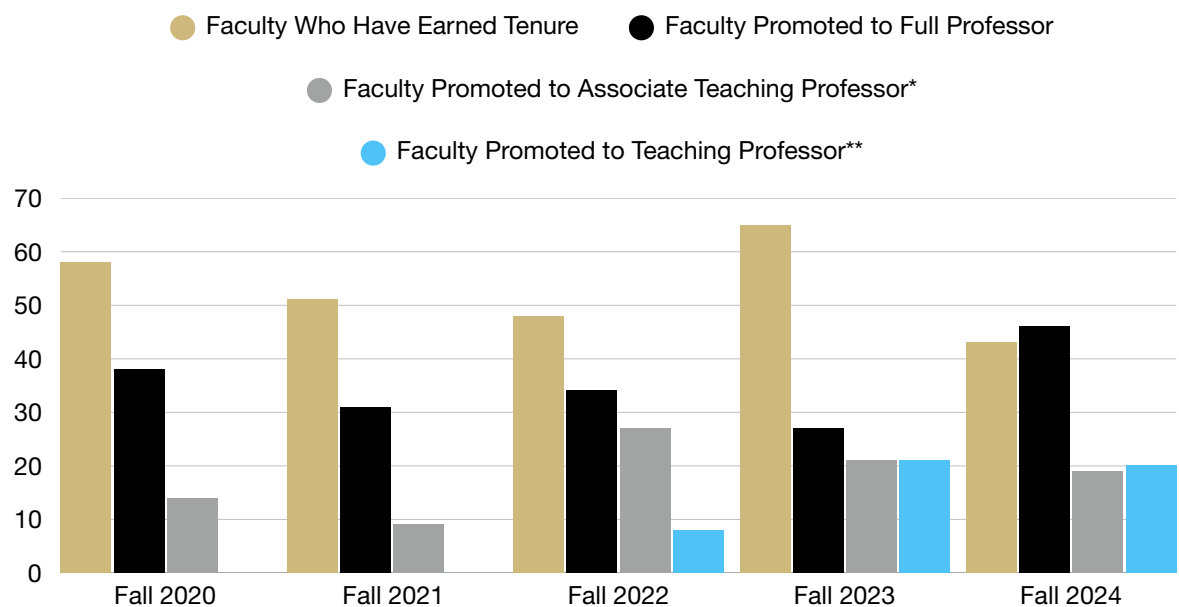
Faculty in Residence

31



# Faculty Snapshot

## Tenure and Promotion



### AY 2019-24 Tenure and Promotion Counts:

Faculty Who Have Earned Tenure

265

Faculty Promoted to Full Professor

176

Faculty Promoted to Associate  
Teaching Professor\*

90

Faculty Promoted to Teaching  
Professor\*\*

49

*\*The promotion of part-time teaching faculty during this AY 2019-24 time period was managed by the schools and colleges.  
\*\*The "Teaching Professor" title and promotion pathway was instituted at CU Boulder in 2022.*

## Sabbaticals

Academic Year (AY)	Number of Sabbaticals Taken
2023-24	124
2022-23	159
2021-22	132
2020-21	90
2019-20	105

AY 2019-24 Total  
Number of Sabbaticals

610



# Faculty Snapshot

## Faculty Report of Professional Activities (FRPA)

Each year, faculty document their activities through the FRPA, which collects information on their research and creative work, teaching, librarianship, leadership, and service. It also gathers details about scholarly their expertise, international work, and other profile information to support campus and departmental needs, including website content, grant reporting, media requests, and program planning.

### Summary of Reported Faculty Activity for CY 2019-23\*:

Teaching Activities	Scholarly Works	Creative Works
107,247	59,518	5,510
Service Activities	Honors and Awards	
102,151	8,543	

*\*The FRPA reporting cycle aligns with the calendar year, running from January 1 to December 31.*

## Faculty Personnel Actions

Since 2022, OFA processes about 1,200+ faculty personnel actions each year, including those stated previously as well as reappointments, post-tenure reviews, faculty leaves, retentions, resignations, and retirements. Approximately 90% of these actions require approval and must be reported to the provost, chancellor, president, and the University of Colorado Board of Regents for final authorization.

By the numbers...

Year	Number of Personnel Actions
2023	1,260
2022	1,203
2021	898
2020	939
2019	1,004

CY 2019-23 Total  
Number of Personnel Actions

5,304

# Program Review

## Academic Review and Planning Advisory Committee (ARPAC)

Since 1981, CU Boulder has employed procedures to assess academic programs, identifying strengths and weaknesses while offering options for improvement. The review process, led by ARPAC and supported by OFA's program review team, involves over 70 academic units in a seven-year cycle. As much as possible, program reviews are grouped around shared strategic interests and concerns. CU Boulder academic units are grouped into seven major aggregations, including: Arts and Humanities, Physical Sciences and Mathematics, Engineering and Applied Science, Biological and Environmental Sciences, Social Sciences, Professional Schools, and the Division of Academic Affairs.

By the numbers...

Academic Year (AY)	Number of Units/Programs Reviewed	External Reviewers Hosted
2023-24	13 support offices across the Division of Academic Affairs	2
2022-23	7	17
2021-22	N/A*	N/A*
2020-21	10	22
2019-20	12	27

*\*No reviews took place in AY 2021-22 due to a hiatus granted by CU System Office.*

Each review includes the unit's goal-setting exercise, an ARPAC discovery process, external reviews, ARPAC evaluation, and follow-up reporting. Reviews result in recommendations for program development and changes aimed at maintaining high-quality, efficient programs aligned with the university's mission.

### Review Process Redesign

In AY 2023-24, the provost tasked the ARPAC co-chairs with redesigning the program review process to enhance efficiency, minimize time commitments, and simplify workflows. Incorporating insights from 17 university reviews and feedback from CU Boulder academic leaders and faculty, the updated cycle now follows a 12-month timeline, with final ARPAC reports focused on strengths, challenges, opportunities, and recommendations.



# Faculty Development

## New Faculty Orientation

OFA warmly welcomes all new CU Boulder tenured and tenure-track faculty, teaching and clinical faculty, and faculty in residence through its annual New Faculty Orientation (NFO) programming.

Held the week before the fall semester begins, NFO provides an opportunity for new faculty to connect with campus resources, build community, and gain insights into the university's mission and culture, helping to set the stage for a successful start to their CU Boulder journey.

By the numbers...

Academic Year (AY)	New Faculty
2023-24	131
2022-23	123
2021-22	91
2020-21	132*
2019-20	167

*\*The 2020 NFO was conducted virtually in response to distancing measures necessitated by the COVID-19 pandemic.*



## Thriving at CU

Launched in AY 2020-21, the Thriving at CU workshop series supports tenure-track, teaching, and clinical faculty during their first three years at CU Boulder. These monthly sessions provide an opportunity to connect with peers, gain valuable insights, and address questions in a supportive and engaging environment. Topics include navigating the first year, handling classroom challenges, accessing resources for research and creative work, mentoring students, fostering community through identity and governance, and prioritizing wellness.

## Thriving at CU

Average Number of Participants  
Per Workshop

17

# Faculty Development

## ACUMent - Across CU Mentoring

Launched in AY 2020-21, ACUMent offers three types of mentoring programs for faculty at all career stages including pre-tenured faculty, teaching and clinical faculty, or tenured associate professors:

- **Mentor-Mentee Matches:**

A mentor is matched with 1-2 mentees outside of their academic unit.

- **Peer Mentoring Circles:**

Groups of 5-7 faculty members provide mutual mentoring through a self-sustaining community around focused discussion and interests or a common career stage/experience.

- **Peer Coaching:**

These are typically single coaching sessions that last about 1-2 hours, although the duration of coaching may vary depending on the subject area, faculty interest, and goal of the coaching sessions. Each session is led by 1-3 experts and whatever number of faculty are interested in a particular subject/topic.

## ACUMent ACROSS CU MENTORING

By the numbers...

Academic Year (AY)	Mentors	Mentees
2023-24	34	33
2022-23	30	63
2021-22	8	17

Within the AY 2021-24 timeframe...

13	11	4
Returning Mentors	Returning Mentees	Mentees Becoming Mentors

## Writing Groups

OFA supports faculty writing by making it social—from providing opportunities to write in the same (physical or virtual) space as others, to connecting faculty who want to hold one another accountable for meeting their writing goals, to matching faculty across units who are looking for substantive feedback on their work, to creating fora for discussing the writing process and its challenges.

By the numbers...

Academic Year (AY)	Number of Writing Circle Participants
2023-24	32
2022-23	36

As of Fall 2024, OFA organizes two kinds of writing groups to match faculty across campus who seek peer support for the writing process, including semester-long Writing Circles and one-day Writing Sprints.

# Faculty Development

## Academic Leaders Institute (ALI)

ALI offers competency-based training to support the successful preparation of faculty for leadership roles. Developed through an iterative process with CU Boulder academic leaders, the ALI Competency Model was finalized in 2018 and identifies 11 key competencies that are critical for effective leadership. Since then, ALI has offered a range of orientation programs and training workshops designed to help faculty cultivate these competencies, equipping them with the skills necessary to thrive in leadership positions within the university.

ALI begins each academic year with its signature New Academic Leaders Orientation and annual Academic Leaders Mini-Conference. Topics covered at these events include the Professional Rights and Responsibilities (PRR) document, faculty retention, undergraduate student success, and the changing landscape of higher education.



Within the AY 2019-24 timeframe...

### New Academic Leaders Orientation:

285

Participants

74

Facilitators

6

Topics

### Academic Leaders Mini-Conference:

301\*

Participants

36

Facilitators

5

Themes

By the numbers...

Academic Year (AY)	Number of Workshops	Number of Participants
2023-24	15	266
2022-23	17	287
2021-22	18	205
2020-21	18	188
2019-20	11**	98

\*The 2021 Mini-Conference was cancelled in response to precautionary measures necessitated by the COVID-19 pandemic.

\*\*4 additional workshops were cancelled in response to precautionary measures necessitated by the COVID-19 pandemic.



# Faculty Development

## Leadership Development Programs

The Leadership Education for Advancement Promotion (LEAP) program offers a two-day, skills-based workshop for pre-tenured faculty that includes sessions on time management, career development, and cultivating leadership skills presented by tenured faculty, administrators, and professional staff. Held twice a year in January and May, the LEAP workshop is intended to provide participants with a greater understanding of the structure and processes of the campus, and to connect participants with the broader campus community, ensuring that they are not alone in navigating the tenure path.

### History

LEAP began at CU Boulder in 2001, funded by a \$3.5 million National Science Foundation (NSF) Institutional Transformation Grant and \$900,000 in campus support. Since then, LEAP has become an institutional mainstay for early-career faculty at CU Boulder, and its programming is overseen and managed by OFA.

*\*In 2020 and 2021, LEAP workshops were only held in January 2020, December 2020 and April 2021 due to disruptions caused by the COVID-19 pandemic.*



By the numbers...

Year	Number of Participants
2024	36
2023	38
2022	37
2021*	21
2020*	34
2019	30

### Faculty Leadership Institute (FLI)

Developed in 2013 out of a BFA initiative, FLI is a program that helps identify, foster, and support emerging leaders as they prepare to further their leadership trajectory. FLI offers each cohort the opportunity to engage with campus leaders in targeted discussions regarding current campus issues and build leadership skills on a monthly basis. A group of 12-15 faculty members are chosen to make up the new leadership class each year.

Since its inception, FLI has had over 150 fellows, many of whom have gone on to assume high-profile campus leadership roles, including Boulder Faculty Assembly (BFA) chair, dean of undergraduate education, faculty athletics representative, college deans and associate deans, and department chairs.

### Excellence in Leadership Program (ELP)

Hosted by the CU System Employee Services Office, ELP provides an exceptional opportunity for faculty and staff from the four CU System campuses and System office to become effective leaders. ELP fellows participate in a nine-month (August–April) program designed to broaden their understanding of the University of Colorado and to develop the skills necessary to be successful leaders.

In partnership with campus HR, the Office of Faculty Affairs has supported program participation by more than 200 CU Boulder faculty and staff since 2002.

# Faculty Development

## Faculty SPACE

Shared Perspectives and Community Engagement or SPACE, hosts monthly community-building events for faculty throughout the academic year. These events, held at various locations across CU Boulder, offer opportunities for faculty to connect over breakfast, lunch, happy hour, or campus walks.

### History

SPACE was created by faculty who participated in the 2016–17 Faculty Leadership Institute (FLI), a faculty-led initiative focused on learning about campus operations and how to drive meaningful change. The initiative grew from a desire to strengthen the faculty community and since 2022, SPACE has been managed by OFA to ensure its continued success.

### Special thanks to our SPACE co-sponsors:

- Office of the Chancellor
- Office of the Provost
- College of Arts & Sciences
- College of Engineering & Applied Science
- College of Media, Communication & Information
- Leeds School of Business
- University Libraries
- College of Music
- Facilities Management
- Fiske Planetarium
- Research & Innovation Office
- Center for Teaching & Learning
- CU Museum of Natural History
- CU Art Museum
- Department of Physics
- Department of Environmental Studies
- Department of Chemical & Biological Engineering

By the numbers...

Academic Year (AY)	Number of SPACE Events	Number of Participants
2023-24	8*	208
2022-23	9	141

*\*One additional SPACE event was cancelled due to weather-related campus closure.*



# Faculty Development

## Community-Building Initiatives

Besides SPACE, OFA also supports community-building efforts for faculty of color, international faculty, and women+ faculty through targeted events and networking opportunities.

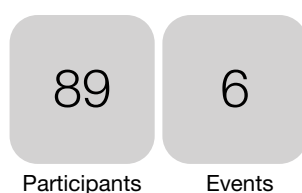
Since AY 2019-20, OFA has also administratively supported the Faculty of Colors & Friends campus affinity group, organizing at least one event per semester. These initiatives create spaces for faculty to connect, share experiences, and build supportive professional relationships, fostering an inclusive and collaborative environment for all faculty members.

By the numbers...

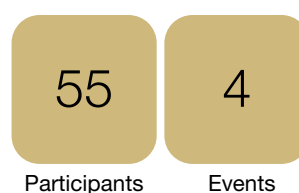
### Faculty of Color & Friends (AY 2022-24)



### International Faculty (AY 2022-24)



### Women+ Faculty (AY 2023-24)



## CU Boulder Retired Faculty Association (UCBRFA)

The UCBRFA was established in 2020 to facilitate successful retirement experiences for current and soon-to-be retirees, and to encourage retired faculty members to remain actively involved in academic, educational, scholarly, and cultural activities on the Boulder campus. The association is supported by OFA and funded by the Office of the Chancellor, the Office of the Provost, and is closely allied with the BFA.

Since January 2021, the UCBRFA has:

- Organized more than 30 seminar presentations featuring CU's distinguished professors and faculty experts.
- Awarded 10 research grants totaling more than \$20,000.
- Held business meetings and luncheons with campus leadership to foster collaboration and engagement among the CU Boulder retired faculty community.



# Faculty Development

## Grant Programs

### Growth Grants for Tenured Associate Professors

Growth Grants provide funding for projects that will assist in advancing the careers of tenured associate professors on the CU Boulder campus. Multiple awards are given each year in amounts up to \$12,000 each.

Since 2007, more than 200 tenured associate professors have benefited from this program, using the funds to enhance their research, creative work, and professional development.

*\*No Growth Grants were awarded in 2020 due to disruptions caused by the COVID-19 pandemic.*

By the numbers...

Award Year	Number of Grant Recipients
2024	10
2023	8
2022	9
2021	9
2020*	N/A
2019	9

### Faculty Success Grants for Pre-Tenured Faculty

Faculty Success Grants support pre-tenured faculty at CU Boulder who wish to participate in the National Center for Faculty Development and Diversity (NCFDD)'s Faculty Success Program.

The 10-week program is designed to help faculty establish sustainable writing habits, manage their time effectively, and achieve greater clarity and productivity in their academic careers. These grants make it easier for early-career faculty to access the program's resources, fostering their professional growth and long-term success.

By the numbers...

Award Year	Number of Grant Recipients
2024	6
2023	5
2022	6
2021	6
2020	11
2019	10





# Faculty Development

## Professional Development Workshops

OFA also offers various professional development workshops for CU Boulder's tenure-track and faculty who specialize in teaching and clinical education, including:

- Annual informational sessions with the Vice Chancellor on the comprehensive review, promotion, and tenure (CRPT) processes, held each March.
- Faculty development workshops throughout the academic year on topics such as effective time management, making the most of sabbaticals, and managing one's online presence and public scholarship.
- In the AY 2022-23, OFA appointed its first Faculty Fellow for Teaching and Clinical Faculty Development to advocate for and support CU Boulder's teaching and clinical professors, offering meaningful, tailored opportunities for professional development.

Average annual attendance at the CRPT informational sessions

35

### Faculty development workshop metrics (AY 2019-24)

450+

Participants

37

Number of Workshops

12

Topics

### Teaching and clinical faculty workshop metrics (AY 2022-24)

160+

Participants

16

Number of Workshops

5

Community of Practice Events

## NCFDD (formerly National Center for Faculty Development & Diversity)

Founded in 2010, NCFDD is the leading provider of professional development in higher education, supporting faculty members, postdocs, and graduate students in making successful transitions throughout their careers.

OFA oversees CU Boulder's NCFDD institutional membership, enhancing faculty development by promoting its resources alongside campus-based initiatives. Since 2020, membership has grown from 780 to over 1,100 campus community members. Each year, an average of 170+ participants join NCFDD's 14-Day Writing Challenge, and about 15 faculty members complete the Faculty Success Program annually.





# Faculty Development

## Faculty Testimonials

Faculty testimonials provide valuable insights into the impact of OFA's programs, highlighting their effectiveness in supporting professional growth and enriching the faculty experience at CU Boulder. The following is a sampling from AY 2019-24:

### On ACUMent (Across CU Mentoring):

"I'm so grateful to be a part of this program. My mentor has been lovely—accessible, supportive, and provides an important perspective on the institution outside of my department. Thank you!"

"Joining this program was one of the best professional development decisions I have made since joining CU."

### On OFA's leadership programs:

"I think it is really important for young faculty to take ownership of CU's strategic direction from the system level to the campus level to the department level, and this workshop seemed like a good way to start thinking about that."

"This is extremely enlightening and invaluable orientation that all FACULTY should attend. I don't know why I waited so many years to learn about this."

"I believe that the relationships built during our training and participation in FLI activities are the most valuable aspect of FLI because it helped to expand not only my knowledge of how certain activities unfold in different units but it also helped to expand my circle of contacts, colleagues, friends, and potential future collaborators."

"The most satisfying and productive aspects, in my opinion, have been direct discussions with campus and CU system leadership."

### On OFA's faculty development workshops:

"I am really impressed by how I felt like I was in a workshop. Zoom was used in a way that allowed this training to feel interactive, even though we were not physically in one room. The switching between slides, video, activity, breakout rooms was great! Well done."

"I found this presentation well-organized and informative. I cannot think of how it could be done differently or better."

"You are all doing such an amazing job with these trainings! Incredible, informative, and helpful! Many many thanks!!"

I do very much appreciate these sessions. If nothing else, it's important and reassuring to see a human face behind "the institution," and to witness an ethic of transparency with response to a process that would otherwise seem opaque.

### On New Faculty Orientation:

"I really enjoyed today and wanted to say thank you for being so welcoming."

"Thank you for the enthusiasm and care!"

"The resources fair during lunch was very helpful. I love the idea of the Canvas site—great way to get resources to new faculty."

# Faculty Development

## Faculty Awards

OFA administers the annual Provost's Faculty Achievement Awards, which recognizes and celebrates the research, scholarship, and creative work of CU Boulder's faculty members. There are two sets of awards: One to recognize the work and promise of pre-tenured faculty, and the second to recognize the accomplishments of recently tenured associate professors. From AY 2019-24, only 25 pre-tenured faculty and 23 tenured faculty have received this award.



## Award for Outstanding Faculty Mentoring

Established in AY 2022-23, the Award for Outstanding Faculty Mentoring recognizes and honors faculty who go above and beyond in guiding and advocating for their colleagues, strengthening collaboration and excellence across the university.

Mentoring is a proven way of creating an inclusive and welcoming environment for faculty, and these individuals exemplify the qualities and contributions that make CU Boulder a place where faculty want to build their careers and thrive. Only 9 faculty members have been honored with this award.

*From the first row, left to right:*

*Corey Neu, Lucy Pao, Divya Vernerey, Eric Frew, Mileidis Gort, Christine Macdonald, Deepti Misri, Mithi Mukherjee, Anu Sharma*



# Faculty Engagement and Leadership



Since AY 2019-20, OFA supported more than 20 faculty fellows and directors, each bringing unique expertise and making significant contributions to OFA's initiatives and programs. A key part of this approach is its collaborative model, which involves these faculty leaders in all stages of OFA's programming, from conceptualization and planning to implementation and refinement. By integrating faculty voices in decision-making, OFA ensures that its initiatives remain responsive to the evolving needs of the faculty community while fostering a culture of shared governance and collective investment in faculty development. These roles also help faculty cultivate essential leadership skills, positioning them for broader influence within and beyond the university.

As of AY 2023-24, several former faculty directors and fellows have gone on to assume prominent campus leadership roles, including as Boulder Faculty Assembly (BFA) chair, college deans and associate deans, department chairs, and associate chairs.

OFA continues to expand its leadership pathways, recently adding faculty director roles focused on public scholarship, faculty policies and procedures, and restorative justice. These additions reflect a broader commitment to supporting faculty in shaping institutional policies, academic culture, and community engagement, while strengthening a leadership pipeline that promotes faculty-driven initiatives and empowers faculty to lead meaningful institutional change and advance their professional growth.

*OFA would like to acknowledge the service and contributions of the following faculty members:*

- Alaa Ahmed
- Francisca Antman
- Leilani Arthurs
- Robin Bernstein
- Samuel Boyd
- Joëlle Cruz
- Mona El Helbawy
- Mimi Engel
- Michael Fergusson
- Patrick Ferrucci
- Jennifer Fluri
- Harsha Gangadharbatla
- Donna Goldstein
- Martha Hanna\*
- Daryl Maeda
- Merinda McLure
- Shelly Miller
- Mithi Mukherjee
- Elias Sacks
- Anu Sharma
- Anna Spain Bradley\*
- Lev Szentkirályi
- Karen Tracy\*
- Nathalie Vriend

*\*These faculty have retired from or left CU.*



# Our People

## Staff

### **Michele S. Moses**

Vice Chancellor and Senior Vice Provost for Faculty Affairs

### **Maribeth Van Haute**

Operations and Budget Manager

### **Suzanne Soled**

Assistant Vice Provost for Faculty Development and Support, Director of Faculty Relations

### **Burke Hilsabeck**

Assistant Director of Faculty Relations

### **Ayelen Costa**

Program Coordinator

### **Zaya Daniel**

Program Assistant

### **Cholpon Minbaeva**

Director of Faculty Data and Impact

### **Carolyn Tir**

Director of Faculty Personnel

### **Kim Overmier**

Faculty Lifecycle Operations Specialist

### **Sam Hertenstein**

Program Director for Academic Review and Strategic Planning

### **Emmanuel Melgoza Alfaro**

Web Content Manager

### **Ka Yong Kleiner**

Director of Strategic Initiatives

## Faculty Directors and Fellows

### **Sam Boyd**

Faculty Fellow for Faculty SPACE

### **Joëlle Cruz**

Faculty Fellow for Thriving at CU and Liaison to Faculty of Color & Friends Affinity Group

### **Michaele Ferguson**

Faculty Fellow for Women+ Faculty, Writing Circles, and Across CU Mentoring (ACUMent)

### **Patrick Ferrucci**

Faculty Director for Faculty Policies and Procedures

### **Jennifer Fluri**

Faculty Director for Academic Leadership and Restorative Practices

### **Merinda McLure**

Faculty Director of Academic Leadership Development

### **Elias Sacks**

Faculty Director for Public Scholarship

### **Anu Sharma**

Faculty Fellow for Faculty Leadership Institute (FLI)

### **Lev Szentkirályi**

Faculty Fellow for Teaching and Clinical Faculty Development

### **Nathalie Vriend**

Faculty Fellow for Leadership Education for Advancement and Promotion (LEAP) and International Faculty

# Our People

## Graduate Student Assistants

**Annie Gentry**

Graduate Assistant, Marketing

**Darshan Vijayaraghavan**

Graduate Assistant, Data and Impact

**Ramya Mummuderlapalli Krishnaiah**

Graduate Assistant, Data and Impact

## Faculty Affairs Advisory Board (FAAB)

**Arthur Aguilera**

Assistant Professor, University Libraries

**Jonathan Skinner Thompson**

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**Karen Bailey**

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**Kristie Soares**

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**Edward Chuong**

Assistant Professor, Molecular, Cellular and Developmental Biology

**Annika Socolofsky**

Associate Professor, Music

**Young Min**

Assistant Teaching Professor, Program for Writing and Rhetoric

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**Shawhin Roudbari**

Associate Professor, Environmental Design

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**Vanessa Santiago Schwartz**

Assistant Teaching Professor, Education

**Andrew Young**

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# Contact Us

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