

To Faculty Council Members: Your critical study of these minutes is requested. If you find errors, e-mail immediately to Amy Barkley.

NOTE: Final revisions are noted in the following manner: additions underlined; deletions ~~over scored~~.

MINUTES
Faculty Council Meeting
April 5, 2022 – 4:00pm – Microsoft Teams

CALL TO ORDER

Chair Sue Doe called the meeting to order at 4:03 p.m.

Chair Doe reminded members of standard Teams etiquette. Requested members use the “raise hand” feature when they wish to speak. We will attempt to abide by the rules of discussion, which is one question at a time with one follow-up.

FACULTY COUNCIL AGENDA ITEMS:

I. FACULTY COUNCIL AGENDA – April 5, 2022

A. ANNOUNCEMENTS

- a. Next Faculty Council Meeting – May 3, 2022 – Microsoft Teams – 4:00pm

Chair Doe: Vice President Kauline Cipriani will be our guest at our next Faculty Council meeting to provide an update on the Office of Inclusive Excellence and their work. Expressed hope that we will also hear from our task forces around AUCC to get an update on their work.

Chair Doe: Thanked members that were able to attend the session last week for the Housing Task Force. We had a combined session with the Administrative Professional Council, and it was a newsworthy and helpful session. Asked members to reach out if they would like to see the recording or get more information.

B. MINUTES TO BE APPROVED

- a. Faculty Council Meeting – March 1, 2022

Chair Doe: Asked if there were any corrections to be made to these minutes.

Hearing none, minutes approved by unanimous consent.

C. UNFINISHED BUSINESS

D. CONSENT AGENDA

1. UCC Minutes – February 18 & 25, March 4 & 11, 2022

Chair Doe: We have University Curriculum Committee minutes as seen in the agenda packet. Asked if there were any items from these minutes to be pulled for further discussion.

Hearing none, University Curriculum Committee minutes approved by unanimous consent.

E. ACTION ITEMS

1. Election – Faculty Representatives to Standing Committees–
Committee on Faculty Governance – Steve Reising, Chair

Steve Reising: On behalf of the Committee on Faculty Governance, would like to move the nomination of faculty representatives to Faculty Council standing committees as listed in the agenda packet.

Chair Doe: Thanked Reising. Asked if there was any discussion of these nominees.

Chair Doe: Hearing no discussion, requested a vote in the chat using Microsoft Forms.

Motion approved.

2. Election – Faculty Representatives to the University Benefits
Committee – Committee on Faculty Governance – Steve Reising,
Chair

Reising: On behalf of the Committee on Faculty Governance, would like to move the nomination of faculty representative Amanda Wright to the University Benefits Committee. She will be replacing Bolivar Senior, who retired and did great service to the committee. There will be some other openings coming up. According to Section D, the term is four years, and we have four total faculty representatives on the University Benefits Committee. For those interested, we will be looking for some more names soon.

Chair Doe: Thanked Reising. This is an important committee to help us all understand our benefits. Since this is a University committee, it crosses all employee councils and we do have faculty representatives. Asked if there was any discussion about the nominee.

Chair Doe: Hearing no discussion, requested a vote in the chat.

Motion approved.

3. Proposed Revisions to Section E.2.2 of the Academic Faculty
and Administrative Professional Manual – Committee on
Responsibilities and Standing of Academic Faculty – Marie
Legare, Chair

Marie Legare: On behalf of the Committee on Responsibilities and Standing of Academic Faculty, would like to present this motion to accept these additions to the brand-new Section E.2.2 in for other faculty types on Extension faculty appointments. Rationale is clear. Commented that Vice President Blake Naughton is here, as well as Jennifer Martin, who holds both types of positions to help answer any questions that may arise.

Chair Doe: Reminded members that Vice President Naughton came to our meeting last month to present a discussion item around this proposal prior to this motion. This is something that has been in the works for a while. Asked if there were any questions regarding this proposal.

Chair Doe: Hearing no questions or discussion, requested a vote in the chat.

Motion approved.

Chair Doe: Thanked everyone for submitting their vote. Congratulated Vice President Naughton and the new Extension faculty. Thanked Vice President Naughton and the Committee on Responsibilities and Standing of Academic Faculty for all their work on this.

4. Proposed Revisions to Section E.2.1.3 of the Academic Faculty and Administrative Professional Manual – Committee on Responsibilities and Standing of Academic Faculty – Marie Legare, Chair

Legare: On behalf of the Committee on Responsibilities and Standing of Academic Faculty, move that Section E.2.1.3 be approved with the revisions noted. There were just a few revisions, but this is clarification to address the fact that contract faculty appointments could be offered at any time at the discretion of the department, which was not clearly worded before.

Chair Doe: We have a motion on the floor. Asked if there was any discussion of this motion.

Chair Doe: Hearing no questions or discussion, requested a vote in the chat.

Motion approved.

5. Proposed Revisions to Section E.2.1.4 of the Academic Faculty and Administrative Professional Manual – Committee on Responsibilities and Standing of Academic Faculty – Marie Legare, Chair

Legare: This is similar to the previous motion, but this one deals with continuing faculty. On behalf of the Committee on Responsibilities and Standing of Academic Faculty, move that the revisions to Section E.2.1.4 be approved for the Faculty Manual. This is clarifying and adding verbiage to address when continuing faculty appointments can be offered a contract.

Chair Doe: Thanked Legare. Asked if there was any discussion of this motion.

Chair Doe: Hearing no questions or discussion, requested a vote in the chat.

Motion approved.

6. Resolution on Academic Freedom – Anders Fremstad, College of Liberal Arts

Chair Doe: This resolution has been brought to us by a member. We will hear from them and entertain a motion to accept this resolution, which will require a second. Asked Anders Fremstad to present this motion. Thanked Fremstad for being here.

Anders Fremstad: This resolution came out of the fact that academic freedom is under threat at universities and school districts across the country. The AAUP has been tracking educational gag orders that would limit the conversations, discussions, and analysis we can have in the classroom. This resolution, together with colleagues from Faculty Council, affirms our commitment to academic freedom.

Fremstad: This was brought to our attention when CU-Boulder had a draconian measure discussed by their Board of Regents. Noted that it seems unlikely our academic freedoms will be restricted in the immediate future, and this measure at CU-Boulder ultimately failed. We think it is important to communicate ahead of time to folks who represent us on the Board of Governors that we are united in our defense of academic freedom against any encroachment from the Board of Governors, administrators, or politicians. We edited this with Faculty Council members.

Chair Doe: Might be interesting to know what was happening at CU-Boulder and what the Board of Regents was discussing.

Fremstad: They were supporting a measure that would prevent professors from broaching subjects that would make anyone feel uncomfortable based on their gender or race. That was the item that got the most pushback, and faculty at CU-Boulder came up with a similar resolution to express that they were united for academic freedom.

Brian Butki: Asked if Fremstad could provide more specifics about the things that are happening.

Fremstad: Following bills that are mostly not passing across legislatures that are similar to what the Board of Regents at CU-Boulder were considering. While this didn't pass in Colorado, they are passing in other places. Everyone has heard about schools banning books and preventing people from teaching certain things in classes. This resolution is to help express support of academic freedom across many organizations, as well as in support of our K-12 colleagues.

Chair Doe: Know there was a measure in New Hampshire where there was a \$500 payment for citizens who would report public school teachers who chose to speak about race or gender in their classroom. These things are not as far-fetched as you may think.

Sharon Anderson: Asked in the chat: Is there any possible backlash that we should prepare for?

Fremstad: We are essentially asking our University leaders to affirm their commitment to academic freedom. Feel many are in support of this and speaking clearly about where we stand makes it easier for them to speak clearly about where they stand. Think in some ways this gives them the power to do that. Do not think we will get in trouble with legislators or Board of Governors for passing this. Expressed hope that the Board of Governors and our University leadership will take note of this and know we stand united on this. The hope is that by passing this, we are preemptively dealing with anyone trying to score political points by suggesting something similar to what was considered by the Board of Regents.

Chair Doe: Thanked Fremstad. Asked if there were any questions or comments.

Chair Doe: Hearing none, requested a motion on this item.

Fremstad: Move that we resolve and reaffirm our commitment to academic freedom at CSU-Fort Collins.

Andrew Norton: Second this motion.

Chair Doe: Thanked Fremstad and Norton. Requested a vote in the chat.

Motion approved.

F. PROVOST/EXECUTIVE VICE PRESIDENT REPORT – Provost Mary Pedersen

Chair Doe: Indicated that Provost Mary Pedersen is traveling today, so Vice Provost Susan James is here with us to provide a report.

Vice Provost Susan James: First update is where we are on the Academic Master Plan and process. Commented that there is a [website](#) on the Courageous Strategic Transformation website that has been updated on this. Encouraged members to go there if they have not recently.

Vice Provost James: We have essentially completed phase one and phase two, and reports on those phases are up on the website. Dr. Linda Nagel, who is the chair of the Academic Master Plan Advisory Committee, and Dr. Linda Dalton, our planning consultant, have led all the forums and meetings up to this point. We have also consulted with many internal and external experts, including our state demographer, Elizabeth Garner, who spoke to us about how the population demographics are changing in Colorado and about how college students and people coming to us for education is going to be changing.

Vice Provost James: We are now entering phase three, where we are drafting aspirations and strategies to go with the Academic Master Plan. We are still continuing to gather feedback, which will lead us into the summer where we will be trying to complete phase four, which is drafting our enrollment targets in our action plans and prioritizing action plans.

Vice Provost James: We will continue to have broad engagement with the CSU community. There are two more opportunities coming up this month. The first is on April 19th at noon which will focus on core themes and our student demographics. The second is on Wednesday, April 20th at 4:00pm that will focus on aspirations and upscaling.

Vice Provost James: As Chair Doe mentioned, you will be getting an update from the AUCC 1C Task Force about what is going on. The transition does begin this coming fall and to facilitate that shift, all the AUCC 3E courses have been moved into the 1C category by the Registrar's Office. This includes education abroad as well as existing veteran service waivers. Communication about this went out yesterday to Deans, department chairs, and our advising networks. The task force is working to finalize criteria and learning outcomes for 1C. Completion of course approvals will occur through the academic year 2024-2025.

Vice Provost James: The Advance at CSU team has a website with more information on it that can be accessed through the Provost's website. We held a promotion and tenure forum with the Advance team on March 24th that was well-attended. The recording from this forum, as well as the slides, are posted on the website. We are also working on FAQs from the forum. The Advance at CSU is also kicking off its faculty equity advocates program, and a call for advocates can also be seen on the website. Encouraged members to apply for that.

Vice Provost James: Something we have been talking a lot about is investing in our workforce. The state is providing a 3% increase for state classified employees and the President has incorporated a 3% salary adjustment for graduate students in the proposed budget. For faculty and administrative professionals, we are beginning a comprehensive evaluation of our market competitiveness. This is being done under a broadly scoped workforce investment initiative that will launch in the new fiscal year. This is a top priority for Courageous Strategic Transformation.

Vice Provost James: We have completed a comprehensive evaluation of the market competitive salaries for our faculty, both on the tenure-track and off. We used the College and University Professional Association for HR (CUPA) data, which is a good data set because it is large and includes R1 public peers. There are nuances we will look for with specific departments and units. We are also working on a comprehensive analysis of administrative professional salaries and to start setting governance rules for how to set salaries. Believe this will be discussed more at the Faculty Council Executive Committee meeting next week.

Vice Provost James: With this approach, at this point it does not appear we will have a salary exercise for administrative professionals or faculty, but that any money that had been available there will be pooled with a newly dedicated base budget to begin our first phase of competitive salary increases. This will begin early this next fiscal year. This approach would allow for a pool of funds to launch the initiative and start pulling up faculty and administrative professional salaries that are below market competitiveness. We will continue to promote salary equity for all employees. Communication will be coming out in the coming weeks. The President's Office, in coordination with the Provost's Office and Office of the Vice President for Human Resources, is developing principles for what salaries to adjust the next fiscal year and then the funding that will be needed to address those. We are trying to do this in a deliberate and comprehensive fashion and develop principles that will guide all units as they work on raising our salaries to be

more competitive. Reminded members that the budget has not yet been approved, so we will not have specific information for a bit. We are also waiting to see what happens with the state in their budget allocation for us.

Vice Provost James: The next update is on the Dean searches. The Warner College of Natural Resources is conducting virtual interviews with semi-finalists from April 7th to 13th, with three to five finalists being brought to campus shortly after this. The search of the Dean for the College of Veterinary Medicine and Biomedical Sciences is right behind that timeline by about a week.

Vice Provost James: Wanted to give an update on the CCAF Task Force recommendations. Chaired the 2021 CCAF Task Force along with Alex Bernasek, and we had picked up with the non-tenure track faculty task force from the year prior had left off with the recommendations. There was a report that came out, as well as a SOURCE article. We are continuing to try to implement some of the things that Dr. Adrianna Kezar helps us understand and work on and the changing national landscape for non-tenure track faculty. We are working on a new equity workload task force, which is based in part on national resources through the American Council on Education. We are in the process of inviting people to participate. We are also continuing to work with colleges to understand what a joint faculty and administrative professional appointment looks like. We also have a new project manager in the Provost's Office, Jessica Watkinson. One of her main tasks is working to enhance our communication plan.

Vice Provost James: Had previously mentioned the tenure and promotion forum of the Advance team. Happy to come to departments to answer questions about tenure and promotion. The Advance team will continue to work on things like tenure and promotion, as well as faculty hiring, so you will be hearing more on this. One of the recommendations from the CCAF task force was to do a better job onboarding continuing, contract, and adjunct faculty, and we are trying to onboard all faculty together. We started the process last year and will continue to refine.

Vice Provost James: Noted that professional development funds are available to continuing, contract and adjunct faculty that are available every year. We did not do a great job of communicating these, so we just sent another communication about this and have extended the deadline for faculty to apply.

Vice Provost James: For enrollments for this coming fall, applications for incoming students are at nearly 102% of our goal at this time and we are on track to have the largest first-year incoming class in CSU history. Provided brief updates on application data from the Office of Admissions.

Vice Provost James: Last Saturday, the Office of Admissions had its biggest event of the year, with more than 1,800 admitted students and their guests attending to explore campus and to choose CSU. Choose CSU offers a way for admitted students to explore campus and help with their decisions on colleges and majors. There have been several of these Saturday Choose CSU events, but this past Saturday was the largest group to attend.

Vice Provost James: The Celebrate! CSU award ceremony has grown over the years, which is great, but it has grown beyond the capacity to acknowledge all the award winners in a single event. The Provost's Office will hold a separate, private luncheon to recognize recipients for

distinguished teaching and scholarship, faculty excellence, service, advising, and leadership-related awards on behalf of the academic enterprise. There will be a full list of award recipients in SOURCE on Friday, April 15th, and all the other Celebrate! CSU award recipients will be announced in SOURCE on Monday, April 11th.

Vice Provost James: Directed members' attention to the Provost's [addendum](#) posted in the chat for additional information on other units.

Chair Doe: Thanked Vice Provost James. Asked if there were any questions.

Moti Gorin: Have a question about the AUCC 1C transition. When this was initially approved, was under the impression that this committee or group would be looking at existing courses and then deciding which of those would qualify for this new category. Have heard that they are creating new courses, but this report indicates that they are also going to be assessing existing courses to see what qualifies. Asked for clarification.

Vice Provost James: Understanding is that it will be all the above. Think they will look at existing courses, but also opening the door for new courses.

Dean Benjamin Withers: Commented in the chat that College of Liberal Arts chairs are meeting with members of the task force on Friday, so chairs will have up-to-date info after that.

Chair Doe: There will be new courses proposed that will fit into the 1C, but also existing courses that can be worked into 1C or moved to another part of the core. There are a variety of solutions available. The task force is creating the content criteria expectations that will match the objectives of the 1C proposal. Their work is reflective of a significant amount of research they did around the programs around the country that have similar courses and similar requirements in their curriculum. The criteria is under discussion right now. Task force members are taking that out to the leadership in the colleges and having discussions.

Gorin: Asked: Will the criteria that this group develops be subject to Faculty Council approval?

Chair Doe: The criteria that is being developed by the task force is being reviewed by the Provost's Office and is being proposed in front of a variety of different entities, including the University Curriculum Committee. This is not to say that it won't be shared, and Faculty Council will have an opportunity to look at it next month.

Antonio Pedros-Gascon: Wanted to transmit a possible concern from department regarding sense that there may an extremely Anglo-centered approach, in which English is the main language of courses and that courses not taught in English won't be well-received. Want to be aware of some sensitivity issues.

Pedros-Gascon: Thanked Vice Provost James for willingness to start work around workloads and salaries. In addition to discussion around salaries, would like a discussion around issues like equity of teaching loads. Expressed hope that discussions can happen for units where this needs to be addressed.

Vice Provost James: We will be having conversations about two different things here. One will be about workforce investment and competitiveness of our salaries, keeping a focus on equity of salaries. The other thing will be the workload. We are trying to do this for the whole University. Workloads vary within colleges, even within departments, so they can begin the work. We plan to start by talking to areas where they are already starting to tackle this.

Pedros-Gascon: To address this issue, we need money transferred to the Deans office. Am sure the discussion can happen within college, but without money for support, hard to make it happen.

Vice Provost James: That is true in a lot of units. The workloads are very much related to budget and all the budgets are different. The new budget model will work on this in the long-term, but it doesn't mean we can't start working on the equity and the transparency earlier.

Norton: Wondering, as the salary competitive study is finished, if a dashboard or site is being considered where faculty and staff can go to look at where their salary sits within the national competitive model that is being used.

Vice Provost James: We have not had that conversation, but this is a good idea. Will bring this to the team. It is all based on public data.

Mary Van Buren: First question is about the Academic Master Plan and phase four with enrollments. Asked: Is there an intention to increase enrollments overall or to target specific demographic groups?

Vice Provost James: It is about establishing enrollment targets, so it's not just to generally increase enrollments, but to be deliberately strategic about enrollments and the way we think about enrollments. We want to look at the students who are enrolling and capacity for enrollment and where we need to manage enrollment more.

Van Buren: Second question is about the standards for salaries of non-tenure track faculty. Asked: How would they go about doing that?

Vice Provost James: Right now, we are using CUPA data from public R1 universities. In some units it is a better comparison than others, because there are more nuances to continuing, contract and adjunct faculty than tenure-track in terms of different types of appointments and other things. Essentially, we are starting with a broad look and then we will work with the Deans on the nuanced comparisons, but we will do this for all faculty.

Chair Doe: Asked for clarification on raises. Understand there is a 3% raise plan for state classified and graduate students. Asked: There is no salary exercise for faculty and administrative professionals, correct?

Vice Provost James: That is understanding at the current time, yes.

Chair Doe: Asked: Is there any way the final budget from the state would influence that?

Vice Provost James: Yes. The budget is not finalized yet. It does not look like we will be increasing residential tuition, but there is still a possibility of an increase in non-resident tuition, which would have a big effect. The problem is that we try to make these decisions early enough to run them through finance and payroll. Part of the thinking is that we need to focus on a pool capital for base budget that we will be able to use for faculty and administrative professional competitiveness beginning early next fiscal year. Details are still being worked out. We are already setting funds aside for this, we just don't know how big that fund will get. Those will be based budget funds, which means you can use them for salary increases. Human Resources and leadership can work together to understand priorities and principles on which we would use that pool of money to start making faculty and administrative professional salaries more competitive.

Marni Berg: Asked: For those set to be promoted, will this affect them?

Vice Provost James: The promotion raises are always there. For all faculty at all stages of those bumps, those 10% bumps are secure.

Chair Doe: Asked if there were any other questions. Hearing none, thanked Vice Provost James.

G. REPORTS TO BE RECEIVED

1. Faculty Council Chair Report – Sue Doe

Chair Doe: Have served on the Teaching Continuity and Recovery Team for the past two years, and this group has worked to address the teaching and learning needs of the pandemic period. This group is finalizing its work and preparing a final report.

Chair Doe: Wanted to thank the members of the AUCC 1C Task Force. These are all faculty that have put a considerable amount of time into attempting to be good stewards of this significant curriculum change. They have proceeded with great care and deliberation. We will be hearing more from this group in May. There has also been a core curriculum group headed by Norton, and this group has been imagining on what role the faculty might be playing in the thinking about the core curriculum in the years to come and imagining what undergraduate education might look like. May hear from them in May as well.

Chair Doe: Expressed appreciation for members' feedback and participation in two different surveys. One was for the University Grievance Officer, and the report on that feedback is being finalized by the Executive Committee. We will share some insights as we are able. One of the things that came out of this professionalized survey is the considerable amount of education about what the grievance process is and what services are offered by the University Grievance Officer. Thanked Richard Eykholt for his work as the University Grievance Officer and Institutional Research and the Institute for Research in the Social Sciences for their willingness to do the analysis. The Presidential survey closed last week and hopefully we will be able to share some broad findings from that survey as well. We want to be mindful of any Human Resources rules about what can be shared.

Chair Doe: Have been meeting about every other week with Provost Pedersen and Vice Provost James. Would be happy to field any questions directed for the Provost's Office. Encouraged members to reach out with any questions and will bring these to those meetings.

Chair Doe: The leadership of the three employee councils have been meeting regularly in an attempt to coordinate our efforts and share ideas. The leadership has sent forward a request to the President's Office and our Courageous Strategic Transformation leadership team for faculty and administrative professionals and state classified involvement in the Courageous Strategic Transformation process moving forward. We want to continue to coordinate around these efforts and around other efforts such as affordable housing and concerns we all share about compensation. We have also met with the Multicultural Staff and Faculty Network leadership, and they are eager to collaborate with us.

Chair Doe: Reminded members that Vice President Cipriani will be joining us at our next meeting as our guest for our discussion. Asked if there were any questions.

Rest of Chair's report can be found [here](#).

2. Board of Governors Report – Melinda Smith

Unable to attend – no report at this time.

H. DISCUSSION

1. Athletics Report and Updates – Athletic Director Joe Parker & Shane Kanatous, Chair Committee on Intercollegiate Athletics

Athletic Director Joe Parker: For seven years, we have operated under a five-word mission: to educate, engage and excel. Thanked faculty and everyone who is part of the entire enterprise for what you do to help us fulfill the first part of our mission. We feel it is a huge obligation on our part to help our students plug into every opportunity to have a comprehensive experience here at CSU. The second part of our mission is to engage, which we do by giving people an opportunity to experience CSU through our athletic programs. The final piece is to excel, and our attitude is that this is a competitive space, and we want to approach everything with excellence.

Athletic Director Parker: Want to start with success stories of our athletes. In fall of 2021, fifteen of our sixteen teams posted a 3.0 GPA or better. In spring 2021, we had four teams with a GPA of 3.5 or better, and it was the same in the fall. The entire athletic department term GPA has been over a 3.0 for the past five semesters, and the entire department cumulative GPA has been over a 3.0 for over sixteen semesters. Expressed appreciation for the work of Albert Bimper and the Student Athletes Support Services unit for what they are doing.

Athletic Director: There have been recent questions about the transition of the football staff from Addazio to Jay Norvell, who was hired on December 7th. These decisions are never taken lightly. A lot of decisions are driven by the employment agreement that the head coach has signed, and we do our best to make sound financial decisions for the institution. The buyout of Addazio's

contract went from \$5.5 million to \$3 million in a 24-hour period. Noted that the \$3 million buyout is mitigated. Addazio is employed right now as a coach at Texas A&M. Norvell had an employment agreement with Nevada, and we had an obligation to manage that buyout. He really wanted this opportunity, so he agreed to take on some of that obligation himself. We have paid the entire buyout to Nevada which was just under \$2 million. Norvell signed a promissory note that obligates him to pay just under \$1.4 million over the next five years to reimburse the institution for a portion of the buyout. We also had severance for the coaching staff who were employed under the umbrella of football and Addazio, so we made a commitment to pay them three months' severance, which was about \$870,000 and that was also mitigated as people found employment. There were reports that this transition cost \$6 million, but right now it is at \$3.2 million and that is an obligation of the Athletics department.

Athletic Director Parker: Reminded members that we operate two separate and distinct financial organizations in athletics. We have operations of the department and then the stadium operations. This decision was made to indicate to the campus community that there was no direct institutional support and no student fees used to finance the stadium project. Explained the budget of the Athletics department.

Athletic Director Parker: In FY21, we held athletic events without the benefit of fans and the financial support of people buying tickets. At CSU, we are fortunate that we made a strategic decision to prioritize our workforce and talent and we didn't move towards furloughs, layoffs, or salary reductions. When FY20 finished, we took less than what was budgeted or planned for athletics, which allowed the University to take \$3.4 million to use on other campus expenditures. We did have a significant impact on our self-generated revenues that we were able to mitigate. We were anticipating a loss of \$18 million but kept it to \$16 million and we were able to raise \$2 million as part of a relief effort associated with the pandemic.

Athletic Director Parker: When you look at the scope of athletic spending here at CSU against the entire institutional budget, it is not a very big spend. In FY 20, we had \$22.1 million for direct institutional support, but that is against \$1.1 billion for the entire institution. There are tuition and fees that are an expense to athletics, but the revenue recorded transfers to the greater University. Directed members' attention to pie charts on slides to clarify expenses.

Athletic Director Parker: A lot of focus is on football. We could get football to cash-flow positive if it was the only sport we were trying to house in athletics. We want to create a broad-based experience and there are fifteen other programs that do not produce a positive cash-flow. If you look at football versus all other programs, football was just under \$11 million in the negative. Explained expenses and revenues for the programs as listed in the slide.

Athletic Director Parker: In the past year, we were able to draw fans back up and invite people back into our facilities to create the sense of community around athletics. At the first home game this year, we hosted a Faculty and Staff Appreciation Day and had over 3,000 people take part in that. We have also partnered with UC Health and our basketball team through our Camp Cancer Warriors games that bring a lot of awareness to cancer and the work being done by UC Health to help people navigate those health challenges.

Athletic Director Parker: Another huge celebration was having our men's basketball program sell out five straight crowds at Moby Arena in the final games of season. We have never sold out five games in the history of the program, so that was another great point of pride. Our athletic department hosted over 1,100 students and families from Poudre School District and Thompson School District as part of our annual football, volleyball, and basketball education day promotion. Finally, the department hosts over 1,200 youth athletics students at events for city of Fort Collins to our Junior Rams partnerships, where we work to connect community to campus.

Chair Doe: Thanked Athletic Director Parker. We have about 20 minutes for questions.

Gorin: Thanked Athletic Director Parker for the presentation. One of the justifications you hear for sports programs that lose money is that in the broader scheme of things, they actually make money because people around the country and the world come here for school via the sports and you get higher enrollment. Wondering if there has been a study or analysis that has been or could be done to see what kind of broader economic implications the sports program has for CSU. This could help so you can show that even if you are losing money, there will be data showing we get a certain number of students because having a sports program attracts a certain number of students. Wondering if there is a way to get those numbers.

Athletic Director Parker: Don't believe we have an immediate way to do that. We could look at campus resources to try to conduct that kind of research and analysis. Know there are a lot of companies in the sports marketing space that would do that kind of assessment at a cost. Indicated the type of exposure getting to post-season play does for a school. Will leave it up to others to find the resources and interest to do something specific to CSU.

Pedros-Gascon: It came to the attention of the Executive Committee that the Athletics department had not been doing evaluations for some administrative professionals for several years. Have two related questions. Asked: Were you doing evaluations for some administrative professionals and not for others and if so, what was the reason? Asked: How were the annual performance raise exercises that all of us are doing being decided if there was no annual evaluation to substantiate any such decision?

Athletic Director Parker: Many of our coaching cohort, especially head coaches, operate under employment agreements, so all of their salary increases are prescribed based on the employment agreement. For annual evaluations, it is true we do not do a written evaluation for our coaches. We evaluate our coaches in a meeting format and do several evaluations over the course of the year based on team performance and activities. We made changes in two programs last year and those were the two most underperforming programs in the department. Believe that is where some of the concerns were raised by one of the people who was dismissed. The space we operate is highly competitive and we are always going to challenge our coaches to do the best they can, and if they fall short of those expectations, each of them realistically know that there is a risk of dismissal. We have changed our practices and we do an oral feedback and document that with a single memo in each head coach's file.

Sybil Sharvelle: Have a question for Shane Kanatous. Have a question about the reporting platform for student athletes and if Kanatous can comment on whether there have been reports

through that platform, and if so, how they were responded to and feelings of effectiveness through that program.

Shane Kanatous: We have had zero reports come in from students through the platform but had three reports come to the athletic department to make sure that cases were being evaluated. The President's Commission is to make sure that any complaint that does come in is routed to the appropriate officers so they can be dealt with. There were questions in the past about whether things were being dealt with in an expedient manner. Believe the reports put in to the department have been directed and rectified.

Sharvelle: Asked: What is your sense of how effective that online platform has been, particularly in light of the lack of any reports having been submitted?

Kanatous: Think it is premature since it was just rolled out. When we compare it to other online platforms, it is performing at about the same level as what we see with other platforms across campus. Since it just went live in August, it is premature to evaluate whether or not it is successful at this point.

Norton: Have a question for Athletic Director Parker. Over the last few years, nationally and on campus, there has been an elevated discussion and a bunch of issues around diversity, equity and inclusion. Wondering what strategies that the department is using or changes that have been made with recruitment and retention and hiring processes.

Athletic Director Parker: Think we get better with every hire. We are screening for competitive success, someone who is going to integrate well into the community and understand values of the institution. We always conduct every search with an eye for inclusive excellence. Think we have strong representation in minoritized groups and a good distribution across gender.

Silvia Canetto: The Athletic department spending and salaries is in stark contrast to what the University spends on faculty, particularly in the light of what was just shared that faculty will not get a raise. Asked: Will there be a raise in the athletic department and what are you doing to reduce spending so resources can be allocated to faculty raises? The other question is for our University leadership. Asked: What is CSU leadership willing to do to financially support these faculty in the short-term this year and in a sustained way in the future? [Canetto indicated that she also wrote these questions in the chat for the record].

Athletic Director Parker: Athletics has always followed the salary exercise direction of the institution. When there has been a percentage to allocate, we have been at that same percentage. For this year, if there are no salary raises for faculty or administrative professionals, we won't plan to make any increases. There is an exception when we have a coach under an employment agreement. We have to fulfill that agreement. We always work hard to manage our budget appropriately.

Van Buren: Asked in the chat: How much is the facility debt, and does the general fund pay for that?

Athletic Director Parker: The general fund does not finance the stadium debt. The stadium debt this year and last year was \$12.1 million. That is an Athletics obligation. The general fund for the institution is not used for that.

John Elder: Asked in the chat: When can we look forward to the return of the CSU men's swim team? Commented that we already have a pool, so marginal cost should be low.

Athletic Director Parker: Responded to Elder's question in the chat. Received an education through an athletic scholarship for swimming at the University of Michigan. Would love to have this sport. We have a women's swim and dive team, but don't see a time where we would reinstitute the men's swimming team. It is simply a budget reason.

Chair Doe: Read Pedros-Gascon's question from the chat. Asked if this had been answered.

Pedros-Gascon: That was question from earlier, was just included in the chat for the record. Expressed concern that one of the people that ended up being expelled was one of the people that came in support of women who had been complaining of abuses in Athletics.

Athletic Director Parker: We were aware of that claim. Retaliation was fully reviewed by others on campus and there was no justification for the claim that was made.

Pedros-Gascon: In that situation, the person was told that they had no right to anti-retaliation, even though it is a federally preserved right. There is something seriously wrong if this institution is not following Title VI, which protects people against retaliation. That person was not granted the right of a clear investigation. Feels the institution should be ashamed of this.

Olve Peersen: Asked in the chat: Is that \$12 million facility debt factored into the "true net" calculation you did for the football program?

Athletic Director Parker: Responded to Peersen's question. No, it was not.

Chair Doe: Hearing no further questions, asked if Kanatous wanted to share anything with the membership today.

Kanatous: Wanted to remind everyone what the charges for the Faculty Council Committee on Intercollegiate Athletics are. They are to protect the student athlete and make sure that the student athlete is getting fair and equitable treatment across campus. Over the past year, we have met with every single sports team with at least two members of the committee. We meet with just the athletes and we make sure they are being treated equitably. We also presented them with the President's Commission on Climate in Athletics and the web-based system where they can submit any issues they have. To date, we have dealt with four different issues from different colleges where students were not receiving appropriate compensation for University-excused absences. All of these situations have been rectified. We have met with the student leadership and all the teams to let them know who we are and what we have done to help expand our interaction with student athletes. We are also a resource for student athletes if they have

ELECTED MEMBERS	REPRESENTING	TERM
Agricultural Sciences		
Dawn Thilmany (substituting for Stephan Kroll, on sabbatical Spring 2022)	Agricultural and Resource Economics	2022
Jennifer Martin	Animal Sciences	2024
Jane Stewart	Agricultural Biology	2024
<u>Kelly Curl</u>	Horticulture & Landscape Architecture	2022
Jim Ippolito	Soil and Crop Sciences	2023
Steve Fonte (substituting for Marco Costanigro, on sabbatical 2021-2022)	College-at-Large	2023
Bradley Goetz	College-at-Large	2022
Andrew Norton	College-at-Large	2023
Health and Human Sciences		
Ruoh-Nan (Terry) Yan	Design and Merchandising	2024
Raoul Reiser	Health and Exercise Science	2022
David Sampson	Food Science and Human Nutrition	2022
Lisa Daunhauer	Human Development and Family Studies	2023
Erin Arneson	Construction Management	2023

Aaron Eakman	Occupational Therapy	2023
Sharon Anderson	School of Education	2024
<u>Shannon Hughes</u>	School of Social Work	2022
Brian Butki	College-at-Large	2024
Business		
<u>Bill Rankin</u>	Accounting	2023
<u>John Hoxmeier</u>	Computer Information Systems	2024
John Elder	Finance and Real Estate	2022
Rob Mitchell	Management	2024
Jonathan Zhang	Marketing	2023
Engineering		
Peter Jan van Leeuwen	Atmospheric Science	2024
Margarita Herrera-Alonso	Chemical and Biological Engineering	2022
<u>Hussam Mahmoud</u>	Civil and Environmental Engineering	2024
<u>Ali Pezeshki</u>	Electrical and Computer Engineering	2022
<u>Kirk McGilvray</u>	Mechanical Engineering	2023
<u>Thomas Bradley</u>	Systems Engineering	2023
Sybil Sharvelle	College-at-Large	2023
Steven Reising	College-at-Large	2022
<u>J. Rockey Luo</u>	College-at-Large	2022
Liberal Arts		
Mary Van Buren	Anthropology & Geography	2023
Jason Bernagozzi	Art	2022
Morgan Johnson	Communication Studies	2022
Anders Fremstad	Economics	2024
Tony Becker	English	2023
Albert Bimper	Ethnic Studies	2022
Maria Del Mar Lopez-Cabrales	Languages, Literatures, and Cultures	2022
Jared Orsi	History	2023
Michael Humphrey	Journalism and Technical Communication	2023
Wes Kenney	Music, Theatre, and Dance	2023
Moti Gorin	Philosophy	2022
Marni Berg	Political Science	2024
Tara Opsal	Sociology	2022
<u>Ajean Ryan</u> (excused) (on sabbatical Spring 2022)	College-at-Large	2023
Antonio Pedros-Gascon	College-at-Large	2023
<u>Emily Morgan</u> (excused)	College-at-Large	2023
<u>Lisa Langstraat</u> (excused)	College-at-Large	2024
Allison Goar	College-at-Large	2024
Abigail Shupe	College-at-Large	2024
John Carlo Pierce	College-at-Large	2024

Natural Resources

Randall Boone	Ecosystem Science and Sustainability	2023
<u>Chad Hoffman</u>	Forest and Rangeland Stewardship	2024
<u>Yoichiro Kanno</u>	Fish, Wildlife, & Conservation Biology	2024
William Sanford	Geosciences	2023
Alan Bright	Human Dimensions of Natural Resources	2023

Natural Sciences

Olve Peersen	Biochemistry & Molecular Biology	2022
Mike Antolin	Biology	2024
<u>Rob Paton</u>	Chemistry	2023
Ross McConnell	Computer Science	2022
Emily Hardegree-Ullman	Physics	2024
Silvia Canetto	Psychology	2022
Ann Hess	Statistics	2022
(substituting for Mary Meyer, on sabbatical 2021-2022)		
<u>Yongcheng Zhou</u>	Mathematics	2023
<u>Alan Van Orden</u>	College-at-Large	2023
<u>Anton Betten</u>	College-at-Large	2022
Brad Conner	College-at-Large	2022
James Liu	College-at-Large	2023

Veterinary Medicine & Biomedical Sciences

<u>DN Rao Veeramachaneni</u>	Biomedical Sciences	2022
<u>Kevin Haussler</u>	Clinical Sciences	2022
<u>Elizabeth Ryan</u>	Environmental & Radiological Health Sciences	2023
Tony Schountz	Microbiology, Immunology and Pathology	2024
Candace Mathiason	College-at-Large	2022
Marie Legare	College-at-Large	2023
Doreene Hyatt	College-at-Large	2022
<u>Christianne Magee</u>	College-at-Large	2022
<u>Jennifer Peel</u> (excused)	College-at-Large	2023
John Rosecrance	College-at-Large	2023
Sheryl Magzaman	College-at-Large	2023

University Libraries

Linda Meyer	Libraries	2022
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***Ex Officio* Voting Members**

Sue Doe	Chair, Faculty Council/Executive Committee	2022
Andrew Norton	Vice Chair, Faculty Council	2022
<u>Melinda Smith</u> (excused)	BOG Faculty Representative	2022
Steven Reising , Chair	Committee on Faculty Governance	2022
Shane Kanatous , Chair	Committee on Intercollegiate Athletics	2022
<u>Jerry Magloughlin</u> , Chair	Committee on Libraries	2022
Jenny Morse , Chair	Committee on Non-Tenure Track Faculty	2022

Marie Legare , Chair	Committee on Responsibilities and Standing of Academic Faculty	2022
<u>Melinda Smith</u> , Chair (excused)	Committee on Scholarship, Research, and Graduate Education	2022
<u>Alan Kennan</u> , Chair	Committee on Scholastic Standards	2022
<u>James Graham</u> , Chair	Committee on Strategic and Financial Planning	2022
Shawn Archibeque , Chair	Committee on Teaching and Learning	2022
Jose Luis Suarez-Garcia , Chair	Committee on University Programs	2022
Brad Goetz , Chair	University Curriculum Committee	2022
<u>Susan (Suellen) Melzer</u>	Committee on Non-Tenure Track Faculty	2024
Christine Pawliuk	Committee on Non-Tenure Track Faculty	2022
Leann Kaiser	Committee on Non-Tenure Track Faculty	2022
<u>Jamie Neilson</u>	Committee on Non-Tenure Track Faculty	2022
Leslie Stone-Roy	Committee on Non-Tenure Track Faculty	2022
Mary Van Buren	Committee on Non-Tenure Track Faculty	2023
Steve Benoit	Committee on Non-Tenure Track Faculty	2022
Sean Bryan	Committee on Non-Tenure Track Faculty	2022
Pinar Omur-Ozbek	Committee on Non-Tenure Track Faculty	2023

Ex Officio Non-Voting Members

Joyce McConnell	President
Ann Claycomb	Chief of Staff
Mary Pedersen	Provost/Executive Vice President
Blake Naughton	Vice President for Engagement & Extension
Yolanda Bevill	Interim Vice President for Enrollment and Access
Diana Prieto	Vice President for Equity, Equal Opportunity & Title IX
Susan James	Vice Provost for Faculty Affairs
Kauline Cipriani	Vice President for Inclusive Excellence
Brandon Bernier	Vice President for Information Technology
Kathleen Fairfax	Vice Provost for International Affairs
Alan Rudolph	Vice President for Research
Jenelle Beavers	Vice President for Strategy
Blanche M. Hughes	Vice President for Student Affairs
Kelly Long	Vice Provost for Undergraduate Affairs
Kim Tobin	Vice President for University Advancement
Yolanda Bevill	Vice President for University Communications
Lynn Johnson	Vice President for University Operations
James Pritchett	Dean, College of Agricultural Sciences
Beth Walker	Dean, College of Business
David McLean	Dean, College of Engineering
Lise Youngblade	Dean, College of Health and Human Sciences
Mary Stromberger	Dean, Graduate School
Ben Withers	Dean, College of Liberal Arts
Karen Estlund	Dean, Libraries
Jan Nerger	Dean, College of Natural Sciences

Colin Clay

John Hayes

Sarah Olson

Interim Dean, College of Vet. Medicine & Biomedical
Sciences

Dean, Warner College of Natural Resources

Chair, Administrative Professional Council



Colorado State Athletics Budget Presentation to CSU Faculty Council

Director of Athletics Joe Parker



Colorado State Athletics

STUDENT-ATHLETE SUCCESS

Spring and Fall 2021 Semesters:

- 15 of 16 teams posted a 3.0 term team GPA or better in fall 2021
- In spring 2021, **four** teams had better than a 3.5 term team GPA
- In fall 2021, **four** teams had better than a 3.5 term team GPA
- Entire department term GPA has been above a 3.00 for the past 5 semesters (since FA 2019).
- Entire department cumulative GPA has been above a 3.00 for the past 16 semesters (since SP 2014)
 - In spring 2021, football earned a team fourth best term team GPA of 2.725 during spring 2021
 - In fall 2021, football earned it's fifth best term team GPA of 2.630.



Colorado State Athletics

STUDENT-ATHLETE SUCCESS

GPA Data for Student-Athletes	Spring 2021	Fall 2021	Department Average (Spring 2007 - Fall 2021)
Term 4.0's	46	40	27
Term 3.5-3.99	104	106	70
Term 3.0-3.49	101	85	91
Academic probation after term	7	6	19

Football Transition

Item	Estimates	Notes
Steve Addazio Buyout	\$1,500,000	Max: \$3,000,000; Mitigation to date: \$1,500,000
Jay Norvell Buyout	\$1,969,086	
Jay Norvell Promissory Note	(\$1,369,086)	
Staff Severance	\$870,904	
New Staff Relocation	\$253,700	Max: \$253,700 Expecting at least 25% savings
Search Firm	\$55,000	
Total	\$3,279,604	

FINANCIAL ORGANIZATIONS

Colorado State Athletics operates **two separate financial organizations** with Canvas Stadium serving as the second financial entity.

ATHLETICS (0120)

REVENUE ITEMS

- Direct Institutional Support
- NCAA Conference Distribution
- Student Fees
- Ticket Revenue (from three arena sports)
- Sponsorships
- Contributions
- Transfer from 0125

EXPENSE ITEMS

- Staff Compensation
- Student-Athlete Financial Aid
- Operations (team & recruiting travel)
- Football Transition (FY20 one-time)

STADIUM (0125)

REVENUE ITEMS

- Sponsorships
 - Multi-media Rights Partnership
 - Naming Rights Partnerships
- Football Tickets
- Contributions
- Other self-generated items
 - Concessions
 - Special Events

EXPENSE ITEMS

- Facility Debt
- Transfer to 0120
- Facility Maintenance
- Facility Operations
- Staff Compensation

FY21 (Pandemic Year) Summary

- All athletic events held without the benefit of fans or financial impact of ticket sales. Private support and sponsorship opportunities were also greatly impacted.
- CSU, unlike many universities nationwide, made the strategic decision to prioritize their workforce. As such, the Department of Athletics was not forced to create furloughs or lay off employees.
- The athletic department accepted less than what the university budgeted in one-time funds, allowing the university to keep \$3,423,013 for other campus expenditures.
- An estimated loss of \$18 million in revenue was limited to \$16 million.
- Raised \$2,000,000 as a part of the Stalwart Rams Relief campaign.
- Worked with the Mountain West to install COVID testing policies which extended beyond NCAA guidelines. In coordination with UCHHealth and Quest Diagnostics, conducted more than 11 thousand surveillance/pre-competition tests.
- Relief funding was provided to larger CSU Auxiliary units, including Athletics, due to self-generated revenue losses arising from the COVID-19 pandemic. This accounted for \$10,500,000 of stadium bond payments.

FY20 vs. FY21 COMPARISON

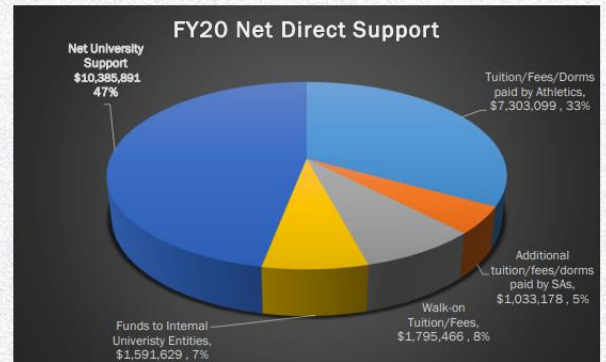
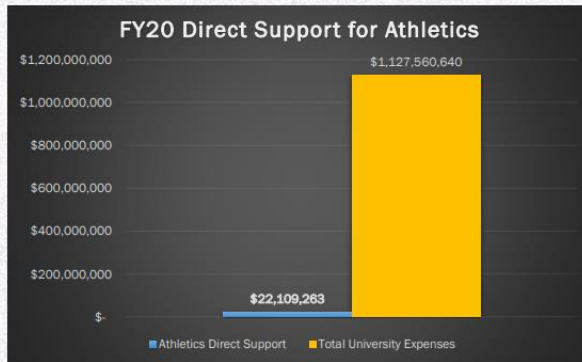


FY20 Financial Results

The following slides reflect FY 20 financial results. Those results are more representative of a typical year than the FY 21 pandemic year results.

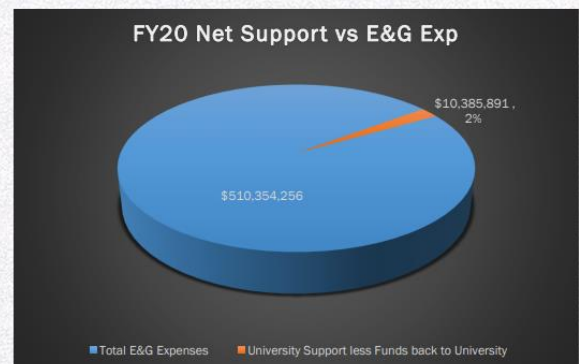
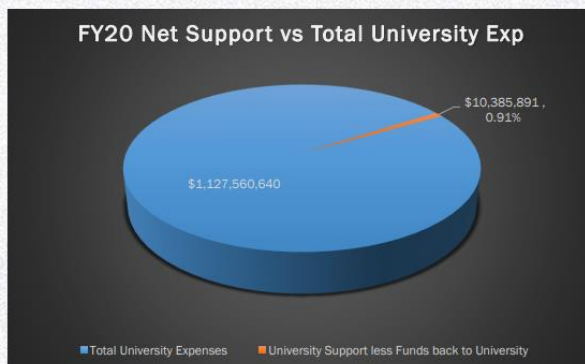
UNIVERSITY DIRECT SUPPORT

After tuition, fees, room, board, and internal transactions are paid and returned back to the university,
53% of the direct support is returned to the university.

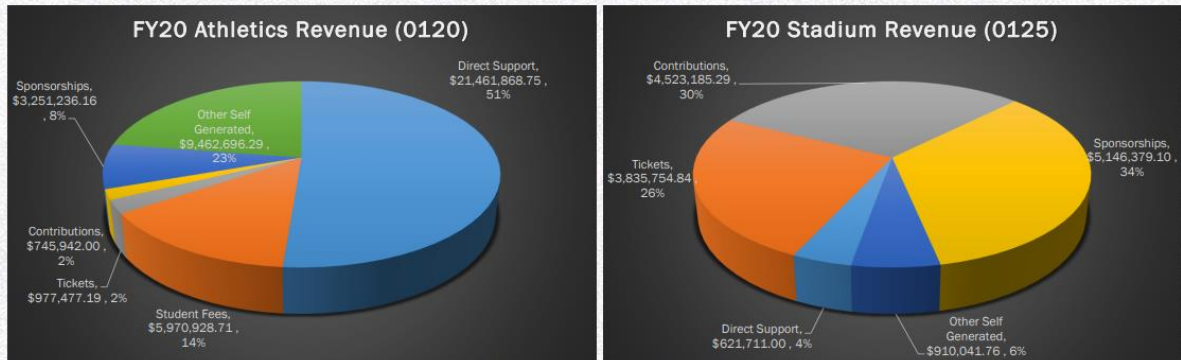


UNIVERSITY DIRECT SUPPORT

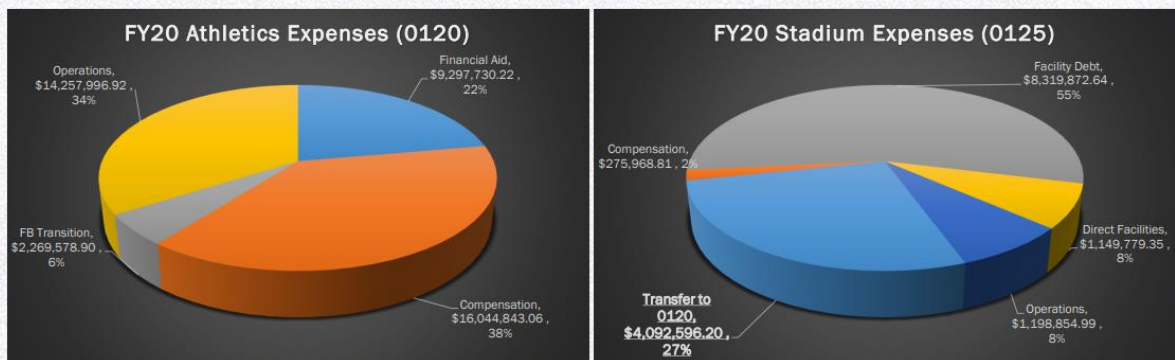
Charts below represent actual figures of direct university support after funds flow back to the University for items such as tuition, fees, room, and board. When funds are settled, **direct support to Athletics is less than 1% of university's expenses.**



FY20 REVENUES FOR ATHLETICS



FY20 EXPENSES FOR ATHLETICS



TEAM REVENUE COMPARISON (FY20)

	Football	All Others
Net (Revenues minus Expenses)	(\$10,959,571)	(\$13,098,696)
<i>Off-Setting Factors</i>		
Contributions, Royalties, NCAA/MW Revenue	\$4,862,776	\$2,431,388
Student Ticket Value	\$1,575,000	\$171,270
Staff Transition	\$2,269,579	-
Tuition, Fees, Room, and Board	\$2,459,640	\$4,550,339
Tuition and Fees (Non-Scholarship)	\$499,022	\$1,296,384
True Net	\$706,446	(\$4,649,316)



CONTRIBUTING TO THE CSU COMMUNITY

- On Friday, Sept. 3, 2021, Athletics hosted “Faculty and Staff Appreciation Day” at the home football game vs. South Dakota State and provided over **3,000** free and discounted tickets to faculty and staff members who participated.
- Women’s and Men’s Basketball Teams participated in their annual Cancer Warriors games in partnership with UCHHealth; honoring Cancer Warriors on their jerseys.
- Men’s Basketball completed the season with **five (5)** straight sell-out crowds in Moby Arena; the most games sold-out during a season in program history.
- Colorado State Athletics has hosted over **1,100** students and their families from Poudre School District and Thompson School District as part of the annual football, volleyball and basketball “Education Days” promotions.
- Colorado State Athletics has hosted over **1,200** youth athletics students at football, volleyball and basketball home events as part of the City of Fort Collins Jr. Rams partnership.

SUPPORTING OUR COMMUNITY

Athletics adds to the CSU experience and Fort Collins in many ways.

- Student-athletes represent 1.3% of the total University population but over 2% of the total minoritized population of the University.
- Athletics annually employs approximately 140 student workers and puts \$310,000 into the pockets of CSU students.
- For game day operations, vendor and security partners Spectra and Landmark add over \$825,000 in employee earnings.
- Canvas Stadium operations include over 700 jobs. In a 2014 economic impact study, the direct and indirect benefit to Larimer County was \$70 million over the first 10 years.

IN CONCLUSION

- Our student-athletes are achieving academically and athletically at very high levels. They've earned their place on our campus.
- Athletics contributes to the overall diversity of the campus population in a significant way. Our student-athletes and staff are valuable members of the campus community.
- The majority (53%) of our direct university support is paid back in the form of revenue for other departments on campus.
- Athletics provides an important component of the student experience at Colorado State University, both for our student-athletes and for the thousands of students who join together to support their fellow Rams. Athletic events are also important moments for alumni, friends and university community members near and far to celebrate Colorado State University; in-person and on television.
- The economic impact for our community is meaningful.