

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 ~~ever scored~~.

**MINUTES
Faculty Council Meeting
April 6, 2021 – 4:00pm – Microsoft Teams**

CALL TO ORDER

Chair Sue Doe called the meeting to order at 4:01 p.m.

FACULTY COUNCIL AGENDA ITEMS:

I. FACULTY COUNCIL AGENDA – April 6, 2021

A. ANNOUNCEMENTS

1. Next Faculty Council Meeting – May 4, 2021 – Microsoft Teams – 4:00pm

Chair Doe: Welcomed members to the meeting. Reminded members that there is one remaining Faculty Council meeting on May 4th over Microsoft Teams.

Chair Doe: We are unsure how next year's meetings will be handled, whether they will be held virtually or in-person. The challenge is finding the space where we can still do some social distancing with a group of our size. Know a fair number of people would prefer a remote setting for various reasons. Commented that participation in Faculty Council has been up this year. We will be taking input on this over the next couple weeks so that we know how we want to proceed for next year. Stated that the 4:00 to 6:00pm hour is legitimate classroom time, so it is a bit tougher to find spaces. Will keep everyone posted. Asked members to reach out with any thoughts on this.

Chair Doe: Wanted to thank Ruth Hufbauer for serving as Vice-Chair. Reminded members that Hufbauer will be stepping down at the end of this year, and Andrew Norton was elected at our March meeting and will be serving as Vice-Chair next year.

Chair Doe: Stated that we hold Parliamentary meetings on the Mondays prior to Faculty Council meetings at 1:00 p.m. We meet with our Parliamentarian, Lola Fehr. Stated that members are welcome to join if they are interested and want to learn more.

Ruth Hufbauer: Have a brief announcement. This year we are putting in revised procedures for the Harry Rosenberg Distinguished Service Award. From here on out, this will be something that the Vice-Chair will be handling. Stated that a webpage on the Faculty Council website had been created with more information and past recipients. This award was established in 2016 by former Chair Sue Pendell in honor of Harry Rosenberg to honor a faculty member who has made

significant contributions to Faculty Council. Thrilled to announce a month early to maximize the element of surprise that Chair Sue Doe is this year's award recipient.

Hufbauer: We feel that Chair Doe has been heroic in her extraordinary efforts during the pandemic. Chair Doe has maintained all the fundamental, important functions of Faculty Council while strengthening shared governance and our relationship with President Joyce McConnell and Provost Mary Pedersen. We have made substantive changes to the Faculty Manual under her leadership, including continuing, contract and adjunct faculty representation, tenure and promotion, and more robust language around diversity, equity, and inclusion. Chair Doe has done all this while also hosting extra meetings to have open and transparent discussions with University leadership about challenging issues and still maintaining a good collaborative working relationship.

Chair Doe: Thanked Hufbauer, this is very kind. Many people are deserving of this award. Feel very honored. Expressed appreciation.

B. MINUTES TO BE APPROVED

1. Faculty Council Meeting – March 2, 2021

Chair Doe: We have Faculty Council meeting minutes from March 2nd. Asked: Are there any corrections to be made to these minutes?

Hearing none, minutes approved by unanimous consent.

C. PRESIDENT'S REPORT – President Joyce McConnell

Chair Doe: Welcomed President Joyce McConnell back to Faculty Council.

President Joyce McConnell: Thanked Chair Doe. Had opportunity to go over to Moby Arena to see the vaccination site. Students were there and they were very excited, stated they were thankful we were doing this on campus to make it easy for them. Wanted to also thank faculty who made it possible to offer an in-person academic experience for our students. Have received a lot of positive feedback.

President McConnell: We do an accountability report every year, which was started by Tony Frank when he was here. This year's report documents our extraordinary COVID response. Stated that this is posted on the President's site and we have hard copies available. Amy Barkley posted the link to the document in the chat: <https://president.colostate.edu/wp-content/uploads/sites/84/2021/04/2020-year-in-review.pdf>.

President McConnell: In terms of what we have done this year, there is also a video the Office of the Vice President for Research put together: <https://www.youtube.com/watch?v=SBFU-niC0Z8&t=6s>. Video is focused on our research and researchers, including many Faculty

Council members and students leading the COVID response. Recommended viewing the film if you have not already.

President McConnell: Will start the budget update with the federal update. We are working closely with our lobbyists in Washington to make sure we are putting forth everything we possible can, either for the recovery money or for money that is going to come through the state for higher education and construction funds. There is a resurrection of earmarking and we are working through that process, have not done earmarks in a long time. There was some communication sent out to some people from the Office of the Vice President for Research soliciting some proposals that would be appropriate for earmarks.

President McConnell: The state is moving forward with the long bill, probably to be done in the next week. There is a 3% mandated raise for classified staff and those are not specifically funded. There was some additional money given but not enough to overcome the expenses that we have, especially given what we had to spend this year to keep campus safe. Stated that Vice President Lynn Johnson is on the agenda for this meeting and will provide more details.

President McConnell: There is some good news at the state level in terms of some potential new funding. There is a mental health program that we have been pushing forward and it looks like it is going to be funded. In COVID updates, we are taking a look at those rescue plan funds and we are waiting to get all of the guidance. Will keep everyone updated on that, more to come at the next meeting.

President McConnell: Thanked members for engaging in the feedback process for Courageous Strategic Transformation. Feels this was incredibly valuable, excited about the draft framework. We are gathering all the input, have engaged around 3,000 people. The place where we are missing people participating in sessions are students. We have identified some student groups, hoping to get more participation from students. Might be too early in the process for students to feel engaged, but we will continue this process of inclusion. Barkley posted a link to the information session video: <https://www.youtube.com/watch?v=N1WRvLAKNII>.

President McConnell: Wanted to remind members of the DEI inventory: <https://diversity.colostate.edu/data/dei-inventory/>. Mary Ontiveros started this inventory and Roe Bubar in her interim role has been doing a wonderful job. The Vice President for Diversity Office has been doing a great job to do a University-wide inventory of our DEI training. Encouraged members to get their responses in by the deadline of April 23rd. This will help us strategically going forward.

President McConnell: Vice President Blake Naughton has launched the search for the Assistant Vice President for Engagement and Extension and the Deputy Director of CSU Extension. Clarified that this was all one position. The search committee is being led by Dean Lise Youngblade and includes representation from the Office of Engagement and Extension and faculty and partners. The full consideration deadline is April 19th and the job posting is available on the CSU site.

President McConnell: Update on the Vice President for Diversity search. This search is being chaired by Dean Karen Estlund, who is doing an amazing job. Reminded members that the search process is being documented transparently on the Vice President for Diversity website: <https://diversity.colostate.edu/about/vice-president-for-diversity-search/>. For full consideration, applications need to be received by Friday, April 9th.

President McConnell: Campus Community and Personal Safety update. This is an update on the task force that was chaired by Rico Munn. That task force did phenomenal work. They did not prepare a report but instead identified two key issues that are guiding principles moving forward. One was the commitment to community safety and personal safety, but also the consideration of civil rights and the principles of civil rights, equity and principles of community. This was a 17-person group with representatives from the community and CSU. We released them with the idea of forming another committee that would be smaller and tackle the reporting issue. Had briefed the Executive Leadership Team on the work of the task force to date and there is a consensus that we have to continue the work and address concerns we are hearing. We are working on gathering more information and talking to leadership and key units. Will have more at the next meeting.

President McConnell: Wanted to discuss the Student Athletics Action Plan. The committee that we convened in response to the Husch Blackwell report has been building a reporting resource to support both the student athletes and athletic staff. President's Office is working with the committee to develop the website. They anticipate launching the new reporting platform by the end of the semester. Emphasized that the committee is trying to improve access to services, not duplicate them. They have already received a couple of concerns and are working with the appropriate individuals and Athletics to address them. Student athletes have taken the EverFi module on sexual harassment, which was vetted carefully by Student Affairs, the Vice President for Diversity Office, and the Women and Gender Advocacy Center. Additionally, the Office of Title IX Programs and Gender Equity has met with each athletic team to do a virtual session on Title IX and only student athletes attend, no staff are present. They also provided a virtual training session for the staff in Athletics.

Chair Doe: Asked: Are there any questions for President McConnell?

Antonio Pedros-Gascon: Have a follow up question regarding the Athletics committee. Asked: How many faculty members are integrated onto that committee? Asked: Would you be willing to integrate Faculty Council Executive Committee members onto that committee?

President McConnell: Happy to think about that and consider it. Believe there are three faculty members on the committee, Kyle Saunders, Shane Kanatous, and Albert Bimper.

Pedros-Gascon: Asked: Could we consider the possibility of having someone that is not already a member of the Faculty Council Committee on Intercollegiate Athletics? Feels it would make sense to have other faculty members integrated on the committee.

President McConnell: Will consider this and think through the membership of the committee. Reason those individuals are on the committee is that they are faculty and members of the

Faculty Council Committee on Intercollegiate Athletics, so that was a way of pulling in the Faculty Council membership.

Karen Barrett: Expressed appreciation in the chat for President McConnell's efforts to better address the needs of student athletes.

Chair Doe: Believe the desire for additional involvement is to help provide balance from individuals who are more external to Athletics. Asked if there were other questions for President McConnell.

Silvia Canetto: Wondered if it might be advisable to have someone on the committee who has expertise on issues that have been encountered by athletes, including issues of gender and sexual harassment, as well as racism.

President McConnell: Requested clarification. Asked: Would this be someone who has been an athlete so they can speak from the athlete's perspective or would it be someone who has more experience on the policy and process side?

Canetto: Within the university there are individuals with professional expertise in issues of sexism and racism including faculty. Many are within the Women's Studies program.

President McConnell: Stated that Vice President Diana Prieto is on the committee, which is why clarification for question was requested. Thanked Canetto for raising this.

Chair Doe: Asked: Any other questions? Hearing none, Doe stated: Imagine there will be people wondering if the reporting portal that is being worked on is that main emphasis of the new effort that is being put forward, or whether there is any mechanism in place for going back to reconsider any of the problems that have been reported to us.

President McConnell: That is why we are doing the training. The EverFi training has been carefully vetted by Student Affairs and the Vice President for Diversity Office and the Women and Gender Advocacy Center, really trying to get to the root of an understanding. For the athletes to have that training without staff present is an opportunity to begin the educational process and to build that relationship so that we can begin to do more of that work.

Andrew Norton: Have a follow up question. Mentioned that there's training opportunities for the student athletes separate from the staff. Asked: Are there also training efforts going on with the Athletics Department staff?

President McConnell: Yes, they did the EverFi training as well. They also had separate virtual training and there are ongoing meetings. The good thing right now in the way it is being structured is that making sure no staff are present when the students are getting trained allows for a free dialogue.

Pedros-Gascon: Asked in the chat: Do they also include the trainers and coaches?

President McConnell: Unsure who is included in staff but will check with Vice President Prieto.

Vice President Diana Prieto: Confirmed in the chat that coaches and trainers were included in the staff training.

Brad Conner: Thanked President McConnell for the [earlier] update on the Campus Community and Personal Safety task force. Stated that many of CSU Police Department's policies are public policy, but the use of force policy is not public. Wondering if the smaller committee may produce a report and if they could look into whether the CSU Police Department would be willing to make their use of force policy public.

President McConnell: Was not aware the policy was not public, will look into this. Thanked Conner for bringing this up.

Conner: Stated that he had to go all the way to the Board of Governors to get a copy of the policy. No one was able to provide information as to why it was not public. Was able to finally get it after a few weeks, had to make an internal Freedom of Information Act request.

Chair Doe: Hearing no further questions, thanked President McConnell.

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

Provost Mary Pedersen: Have a brief report. Expressed gratitude for the work of Faculty Council and congratulated Chair Doe on the award, feels it is very deserved. Shared an email from a father whose daughter is in isolation with COVID right now, his gratitude is tremendous. Wanted to thank faculty members who have supported students in those unique circumstances.

Provost Pedersen: We are continuing saliva screenings, have done over 135,000. Screenings will continue during and after Spring Break. We will have more vaccination clinics happening on campus. Colorado expanded eligibility to the general public, age 16 and over. County-managed public vaccination clinics started yesterday and are at Moby Arena and the Ranch. Moby has been vaccinating over 1,000 a day and the Ranch over 5,000 a day. On April 6th and April 7th, we are having student-only clinics. More information is on our COVID website. The Pandemic Team will continue to work with Larimer County to identify strategies to continue to vaccinate our students, faculty and staff. Stated that individuals who have tested positive for COVID, it is recommended that three months following having COVID that you get vaccinated. Has been demonstrated that immune response will be as much as 50 times higher following vaccination.

Tony Schountz: Asked in the chat: Which vaccine(s) are given at Moby?

President McConnell: Responded to Schountz in the chat. Stated that they have Johnson & Johnson today and tomorrow so that students don't have to worry about a second shot.

Provost Pedersen: Update on fall enrollment. Still looking about the same as where we have been trending. We have a little higher 8% increase in submitted applications, have admitted over 15%. Students are still waiting to make deposits. Sent out communication last week and we did get a

spike in students committing. Hoping to reach our goal of 98% by May 1st. Transfer students are also trending a little higher. Deposits there are still down. Will have better numbers after May 1st.

Provost Pedersen: Update on fall planning. Fall registration began yesterday, April 5th. We have a very robust in-person experience planned for students as public health guidelines evolve. We expect to be adding more in-person seats as they reduce physical distancing. We are evaluating all of our classrooms right now. The Registrar's Office is working on that and the Teaching Continuity Recovery Team is looking at what the priorities are, where waitlists are and where we have needs. Will keep everyone updated as we develop these plans.

Provost Pedersen: Wanted to provide some student accolades. This really speaks to faculty mentorship of students.

- Paula Mendoza Moreno is a 2021 Gates Cambridge Scholar. Moreno will be attending the University of Cambridge to pursue a PhD in chemical engineering. This scholarship is highly competitive.
- Kaydee Barker and Hunter Ogg are 2021 Barry Goldwater Scholars. Barker is in the Warner College of Natural Resources and will conduct research work in ecosystem science and soil ecology. Ogg is from the College of Natural Sciences and has been working on fluorescent microscopy and translational dynamics.
- Janaye Matthews is the overall winner for the 2021 Multicultural Undergraduate Research Art and Leadership Symposium (MURALS). We had over 80 students presenting.
- Sarah McCarthy won the top honors for Undergraduate Research and Creativity in the 2021 College of Health and Human Sciences Research Day.
- We had seven graduate students, one undergraduate, and two recent graduates receive awards in the National Science Foundation Research Fellowship Program. We additionally had nine graduate students as honorable mentions. A SOURCE story will be published with all the names of the recipients. The five-year fellowship for awardees includes three years of financial support, including an annual stipend of \$34,000 to cover cost of education and \$12,000 to the institution.

Wes Kenny: Asked: Do we have any idea what our protocols and makeup will be post-Fall Break? Asked: If following the same routine, would this tell us that we are going back online after the [fall] break? Wondering when that decision will be made.

Provost Pedersen: Thanked Kenney for the question, it is a valuable one. Will have a lot more information in June. Will depend on a few things. It will depend on the rate of vaccinations and discussions about whether or not they will be mandated. It will depend on rates of variant spread. Commented that Moderna and Pfizer are effective against the UK variant, but not sure about the South African variant and Brazil variant. There is also data coming out about individuals post-vaccination, but not enough data yet. In the next two months we will have a much better idea about the variance, vaccinations, and these will be the factors that are going to help us determine guidelines.

Chair Doe: Asked if there were any additional questions. Hearing none, thanked Provost Pedersen for being here and providing updates.

E. UNFINISHED BUSINESS

F. CONSENT AGENDA

1. UCC Minutes – February 19 and 26, March 5, 12 and 19, 2021

Brad Goetz: Would like to move for approval of the University Curriculum Committee minutes for February 19th and 26th, March 5th, 12th, and 19th as seen in the agenda packet.

Chair Doe: Thanked Goetz. Asked if there was anything to be pulled for further discussion. Hearing none, University Curriculum Committee minutes approved by unanimous consent. Thanked Goetz for the extensive work of the University Curriculum Committee.

G. ACTION ITEMS

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

Chair Doe: Clarified that these nominations were for the Committee on Responsibilities and Standing of Academic Faculty.

Steve Reising: On behalf of the Committee on Faculty Governance, move the nominations for the two representatives, Jennifer Martin and Mark Shelstad, for the Committee on Responsibilities and Standing of Academic Faculty. Wanted to add that we are in the middle of election season. Wanted to thank the Committee on Faculty Governance for their hard work. Encouraged members to have prompt attention when announcements come out if interested in positions as a department representative or college at-large representative. There are also about ten positions open on standing committees.

Cynthia Brown: Second.

Chair Doe: Thanked Reising. Requested a vote in the chat.

Motion passed, nominations accepted for the Committee on Responsibilities and Standing of Academic Faculty.

2. Election – President's Sustainability Commission – Committee on Faculty Governance – Steve Reising, Chair

Reising: On behalf of the Committee on Faculty Governance, we nominate Sybil Sharvelle as the Faculty Council representative to the President's Sustainability Commission.

Chair Doe: Reminded members that Stephanie Clemons served in this role prior to retirement. We think having representation on this commission is important. Thank Sharvelle for being willing to step into this role. Requested a vote in the chat.

Motion passed, nomination accepted for President's Sustainability Commission.

3. Amended CIOSU Biennial Reviews 2020 – Committee on University Programs – Jose Luis Suarez-Garcia, Interim Chair

Chair Doe: Reminded members that we decided to wait on the earlier review we received. Jose Luis Suarez-Garcia stepped forward and took the helm as interim chair of the Committee on University Programs, which resumed their efforts and brought forward this report.

Jose Luis Suarez-Garcia: Explained that the Committee on University Programs evaluates about 80 centers, 40 each year. This year, we were charged with the review of 35 centers. Described the three sections seen on the report. First section are us recommending continuation, second section are also continuations but with reservations that are outlined in the document. Third section are the centers not recommended for continuations.

Suarez-Garcia: Would like to move on behalf of the Committee on University Programs that we put the 2020 Biennial Reviews into the record.

Kenney: Second.

Chair Doe: Thanked Suarez-Garcia and for the work of the Committee on University Programs. Pointed members' attention to the list of centers that are being continued but with reservations. Many of these may be easily resolved. Will need to have continued conversations around why these center reports may be incomplete or are not meeting the qualifications, so this will need to be revisited. Encouraged members to reach out if they are interested in being involved with these efforts. Stated that there is a motion on the table, asked if there were any questions.

Barrett: Have association with one of the centers listed in the questionable category. Stated that their board is made up of people from many departments and that there are a lot of research activities that take place. Stated that the Executive Director is in a single department, criticism still remains that there is only one faculty from one department, and that is true if you only count the Executive Director. Unclear on what makes something representative of more than one department in terms of faculty.

Suarez-Garcia: The answer is whether we are extremely strict with the guidelines we have or offer a more liberal interpretation of the guidelines. Also depends on the communication that we need to have with the directors of the centers. If there is enough communication with the directors and there is a justification, thinks the committee will be flexible. Even if there is a deficiency, we are still evaluating the rest of the renewal document. Just a question of flexibility [and communication of variations from normal expectation when those exist, which is the responsibility of the Chair of each committee to communicate].

Barrett: Puzzled because was under the impression a response had been provided by the Executive Director. Says in the notes that there are representatives of multiple departments who do research there.

Suarez-Garcia: Think the system we will have in the future will be a little bit different and better. There will be communication between our committee and centers immediately when we are missing something, or something is not clear. In the digital platform we are using, that documentation will be there for clarity and transparency and we will be able to check that before it goes to the committee for final evaluation.

Chair Doe: Commented in the chat that email communication with a clear narrative explaining differences that were described generally resolve the issue. The Committee on University Programs states that it is willing to be flexible.

Vice President Blake Naughton: Stated in the chat that the digital platform does not ask for a mission statement, so it would be helpful to do so in the future.

Hufbauer: Responded to Vice President Naughton in the chat. Stated that the request for the mission statement was one of the first questions after logging on and was clear on the form.

Vice President Naughton: Stated in the chat that the PDF he has does not request a mission statement. Would be happy to chat with someone about it.

Chair Doe: Thanked Vice President Naughton in the chat. We will look into that.

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

Motion passed. The 2020 CIOSU Biennial Reviews will be placed into the record.

4. Section E.15 Proposed Changes – Committee on Responsibilities and Standing of Academic Faculty – Marie Legare, Chair

Marie Legare: Stated that Richard Eykholt, the University Grievance Officer, is also here in case there are questions. The Committee on Responsibilities and Standing of Academic Faculty would like to move that the proposed changes for Section E.15 be revised as written. The rationale is that the old wording of how to notify faculty was outdated given the communication options we have now.

David Koons: Second.

Chair Doe: Asked: Are there any other questions or discussion on this? Hearing none, requested a vote in the chat.

Motion passed.

5. Revisions to the Graduate and Professional Bulletin: Requirements for All Graduate Degrees – Committee on Scholarship, Research and Graduate Education – Melinda Smith, Chair

William Sanford: On behalf of the Committee on Scholarship, Research and Graduate Education, we move that the Faculty Council adopt the following revisions to the section summary of procedures for the Masters and doctoral philosophy degrees.

Chair Doe: Asked if there were any questions. Hearing none, requested a vote in the chat.

Motion passed.

6. Revisions to Graduate and Professional Bulletin: Graduate Certificates – Committee on Scholarship, Research and Graduate Education – Melinda Smith, Chair

Sanford: The Committee on Scholarship, Research and Graduate Education move that Faculty Council adopt the following revisions for the Graduate Certificate program in the Graduate and Professional Bulletin.

Chair Doe: Asked if there were any questions. Hearing none, requested a vote in the chat.

Motion passed.

H. REPORTS TO BE RECEIVED

1. Faculty Council Chair Report – Sue Doe

Chair Doe: Brief report. Thanked members for their participation in the Presidential Survey. There were over 500 faculty responses, President McConnell received 33% extremely satisfied responses as well as 30% somewhat satisfied overall. Most pronounced positive response was in the area of handling of the COVID crisis, with over 78% satisfaction. There will be many details to follow. Thanked Institutional Research for doing the analysis.

Chair Doe: Thanked members for participating in the Courageous Strategic Transformation meeting on March 23rd.

Chair Doe: We have a bioethics advisory committee that is being revisited and will have Faculty Council involvement. Delighted to report on this faculty involvement and renewed interest and opportunity in the area of bioethics, which many faculty are abundantly qualified to address and whose talents might have been put to good use from the start of the pandemic.

Chair Doe: Creating another task force called the Advisory Task Force of the Mature and Informed. Former Faculty Council chairs, led by CW Miller, will be serving in an advisory capacity. Delighted in their interest and willingness to serve in this manner.

Chair Doe: There is a committee called the University Policy Review Committee. There is a policy they are currently looking at and would like feedback on:

<https://opc.prep.colostate.edu/wp-content/uploads/sites/2/2020/11/Retaliation-and-Whistleblower-draft-11-18-20-1.pdf>. Requested feedback from members one week from today,

April 13th at 5:00 p.m. and we will compile feedback to send along. We are also eager to get a member of the faculty on the committee that looks at University policies.

Chair Doe: Stated to members that we may go 10 minutes over our time for discussions. Asked if there was any objection to switching the order and having the INTO discussion go first. Hearing none, turned it over to Vice Provost Kathleen Fairfax.

2. Board of Governors Report – Melinda Smith

Nothing to report.

I. DISCUSSION

1. University Budget Report – Vice President Lynn Johnson

Vice President Lynn Johnson: Thanked Chair Doe for the invitation. Introduced herself as Vice President for University Operations and Chief Financial Officer.

Vice President Johnson: The Joint Budget Committee, part of the state legislature, is working on finalizing what we are calling the long bill, which is the budget bill for the State of Colorado. They have provided additional funding to higher education as they have worked through their budget. We have a budget deficit that we need to close. That deficit could be added to by additional salary increases for faculty and administrative professionals. The deficit is sitting at \$20 million. Stated that if we add in a 3% tuition increase, that budget deficit goes under \$9 million. If we take that deficit and add the salary increases would lead to a deficit of \$21 million.

Vice President Johnson: We need to come to the Board with a balanced budget. One of the critical questions we need to ask ourselves is where we land with the trade-off. If we have increases for faculty and administrative professionals, the impact may result in additional losses of positions. Wanted to make sure we had an opportunity to discuss this with our partners and Faculty Council to ensure that as we move forward in those discussions with the Board of Governors that we are representing the community's input into that decision-making process.

Vice President Johnson: Shared some slides. The main question is how to solve the \$20 million shortfall. This is where community feedback comes into play. We also have an opportunity to push forward with salary increases for administrative professionals, faculty, and graduate students and how we roll these out. May need to do position elimination or have another Voluntary Retirement Incentive Program. If we do not hit target for budget reductions, we will face going through another round of budget reductions at the end of next year if we have not increased revenue streams.

Vice President Johnson: The Joint Budget Committee has authorized us to increase tuition by up to 3%. Showed table with considerations for resident and non-resident undergraduates as well as resident graduates and non-resident graduates for tuition increases of 1%, 2% and 3%. The word we are getting from Access and Enrollment is that they are not overly concerned with our non-resident students. More concerned with increase for resident students.

Vice President Johnson: Described the budget scenario. Last year there was a cut, but it was backfilled by CARES Act money. They brought us back up this year. They have also provided additional state funding of about \$11 million. Presented the other budget scenarios with tuition increases and salary increases. First decision is if we do a 3% tuition increase and second decision is if we do a salary increase. Have been having discussions with Human Resources and the Office of Equal Opportunity about providing increases to employees making \$67,000 or less. This could create some challenges for the University based on a recent statute that came into law that relates equal pay for equal work. Will have to explore that a bit further. Commented that Dean Mary Stromberger had made a case to say we should consider doing something for our grad students if we do nothing else for any of our employees because we are already behind on the stipends that we are offering, and it will hinder or competitive position. We have checked with Human Resources and the Office of Equal Opportunity and they feel we could do something with grad students separate and distinct.

Vice President Johnson: Once we decide where we are going to land on salary and tuition increases, we will plug that number in to determine our shortfall. Then the decision will have to be made of what do we cover with base budget reductions or do we try to find one-time resources. Discussed the various increase scenarios further in the slides.

Morse: Asked in the chat: Are the models based on increasing salaries more or less equally for all employees? Asked: Have any models been run increasing salaries only for employees making less than the cost of living in Fort Collins or some arbitrary number like \$75,000?

Hufbauer: Commented in the chat that she would like to hear more about what Morse asked as well as considerations to move beyond a percentage raise model, which tends to increase our too-large disparities rather than decrease them.

President McConnell: Responded to Morse in the chat. The new Colorado equity act presents some challenges in creating categories for raises. For example, if we want to give raises to those who earn \$67,000 or less, we would have to explore whether this is permissible under the act.

Norton: Asked President McConnell in the chat: Do you think it would be possible to give raises in a fixed amount, such as \$1,000 across the board, instead of a percentage-based raise and not run afoul of the statute?

President McConnell: Commented in the chat that across the board percentage raises always result in higher amounts for those who earn more. Stated that this is why she does not support raises during lean times for those who have higher salaries. Thanked Norton for the question. We will run this scenario and ask the question of whether it squares with the statute.

Vice President Johnson: Discussed the CARES Act money that came to the institution. There were requirements attached to it, as many are aware. One of the main requirements was that we could use it to reimburse ourselves for refunds that we had provided to our students. Had provided significant reimbursements to our housing and dining operations. Another \$8 million went to financial aid which they were required to give directly to students. The COVID-related expenses this year were extensive.

Vice President Johnson: We also had 154 employees take advantage of the Voluntary Retirement Incentive Program. The total of the salaries came to a little over \$12 million. Of that, \$7.7 million is staying within the units to get replacements for those who retired.

Cynthia Brown: Commented in the chat that the cost of living in Fort Collins is a challenge regarding graduate student pay and that fees are substantial. The GRA stipends don't go very far.

Pedros-Gascon: Expressed in the chat that graduate fees should be covered for GTAs and GRAs.

President McConnell: Responded in the chat that GTAs and GRAs must be a priority as we engage in budget planning.

Jim Ippolito: Commented in the chat that he is baffled with the increase in graduate student salaries and the calculation. If we fund graduate students via GRAs, the comes directly out of funded proposals and not out of the general fund. Asked: How does this work (or not) into those calculations?

Brown: Commented in the chat that we need to maintain our capacity to deliver and grow high quality programs to maintain and grow student demand/enrollment.

President McConnell: Thanked everyone in the chat for their comments. Will definitely be something we have to include in our analysis.

Hufbauer: Responded to Ippolito in the chat. Stated that it is hard on the budgets, would need to be rolled out over time so we could budget for that. Other universities pay more and have the same budget caps from agencies as we do, so it must be possible.

Melinda Smith: Commented in the chat that in addition to remaining competitive with recruiting students by raising salary, we also need to remain competitive with retaining and recruiting excellent staff and faculty. If we fall behind peers, we have the problem of not being able to do this effectively. Over time, the loss of salary increases puts existing faculty behind those at peer institutions, while new faculty may or may not be hired at levels equal to peers.

Brown: Responded to Ippolito in the chat. A lot of graduate students are supported as GTAs and paid by the University. Stated that it is less the cases for those of us who hire GRAS on grants.

President McConnell: Responded to Brown in the chat. Our programs and their quality matter for enrollment and demand, reputation, and research funding.

Ippolito: Stated in the chat that breaking graduate students out into GRAs and GTAs would be a good approach for looking at numbers.

Dean Mary Stromberger: Clarified in the chat that most grant budgets include a 3% annual cost-of-living increase in salaries, including GRA stipends. So GRA stipends should allow for an increase next year.

Brown: Commented in the chat that we might consider GTAs and GRAs separately, but we cannot create a salary differential between GRAs and GTAs lest we create poor incentive structures for them.

Candace Mathiason: Responded to Dean Stromberger in the chat that they are no longer able to add annual increases per year into our grant proposals.

Hufbauer: Stated in the chat that this has been an issue for her as well. Not for all funders, but for some.

Ippolito: Commented in the chat that all grant budgets we put together in our college include a 3% increase for graduate students every year. That is built into the CSU budget spreadsheet that we use when developing budgets. We should be able to utilize that to support our hard-working graduate students.

Vice President Johnson: Would like to get a sense of where people are landing on the trade-off for salary increases versus loss of positions. Would also like some insight on the tuition increase that we are allowed to implement based on the Joint Budget Committee's recommendations.

Pedros-Gascon: Answered Vice President Johnson's question in the chat. In the past we have had multiple years of no salary increases while bonuses are paid to administrators. Feels this has created a sense of inequity.

President McConnell: Responded to Pedros-Gascon in the chat that there have been no bonuses to leadership since she arrived.

Mary Van Buren: Asked in the chat: Roughly how many people would be laid off with salary increases and how would that be determined, unit by unit? That would mean the most vulnerable, continuing, contract and adjunct faculty, would be cut first.

Krk McGilvray: Asked in the chat: Would it be possible to get a copy of these slides?

President McConnell: Stated that Vice President Johnson will work with Chair Doe to put together slides that can be understood without the context of the conversation that we have been having. Nothing is settled yet but wanted to provide an overview of what we are faced with.

Chair Doe: Stated in the chat that she will seek the correct wording from Vice President Johnson and we will seek feedback from Faculty Council on the difficult choices and decisions facing the institution. Asked members to watch for an email and respond to it promptly.

Provost Pedersen: Thanked Vice President Johnson, did an outstanding job explaining something so complicated. Wanted to emphasize the importance of enrollment numbers. We are working really hard with the Admissions Office with communications to put the message out there of a robust in-person fall. Thanked faculty for their engagement in helping support that. Will help our budget significantly.

Vice President Johnson: Clarified that we do not usually change our budget reduction or scenarios based on student enrollment until we get to census. Wanted to also address the comment about no salary increases or administrator bonuses. Wanted to be clear that if any bonuses were ever given, they were contractual and decided by the Board of Governors. There are very few of them. No other individuals have been subject to bonuses.

Chair Doe: Restated that we will get wording from Vice President Johnson and will put in front of Faculty Council to get feedback. Asked if there were any additional questions.

Vice President Johnson: Thanked everyone for the invitation, provided a ton of information. Thanked faculty for what they are doing on behalf of CSU. Expressed that if it weren't for faculty, we wouldn't be the quality institution that we are.

2. Future of INTO – Vice Provost Kathleen Fairfax, Vice Provost Susan James & Louann Reid, Chair Department of English

Vice Provost Kathleen Fairfax: Provost Pedersen wanted to say a few words before we start.

Provost Pedersen: Wanted to take a moment to recognize and thank the leadership for the INTO program over the past years. Fabiola Ehlers-Zavala has been the center director for this program for over six years. Wanted to recognize the leadership that she has provided for the whole program. Ehlers-Zavala was recently selected for an outstanding award. Wanted to make sure that everyone understands that the changes that have occurred with INTO are independent of the leadership and the faculty.

Vice Provost Fairfax: Brief introduction of where we are headed. The successor organization that will be housed within the Office of International Programs will be called PLACE, which stands for Programs for Learning Academic and Community English. It will have three main components, the Intensive English Program, the Bridge and Conditional Admits Program, and the Community and Group Programs, which includes meeting community needs.

Vice Provost Fairfax: Discussed transition priorities. There are regular meetings with Office of International Programs leadership, along with the Department of English leadership, the Provost's Office and INTO staff, along with Human Resources. One of our top priorities was trying to preserve as many jobs as possible, maintaining critical expertise, while being as lean as possible. Some functions will be in place within the umbrella organization of International Programs. Some of the functions INTO had provided on their own, such as HR liaison and tech support, we can handle within International Programs.

Vice Provost Fairfax: Discussed where we currently stand with INTO faculty and what we are planning for PLACE faculty. With INTO faculty, there were 12 continuing, contract and adjunct faculty, some with management responsibilities. There were five 12-month faculty and seven 9-month. The FTE ranged from 0.5 to 0.7, had been reduced over the past several years due to declining enrollment. A full-time teaching load was considered to be 18 credits per semester.

Vice Provost Fairfax: As we transition into PLACE, we are retaining all 12 faculty. In order to do that, we have had to make some changes in the structure of our teaching assignments. All 12 are teaching-only appointments, none with academic management responsibilities. All appointments are 9-month, all 0.5 FTE. Full-time is considered to be 12 credits a semester. We anticipate having additional opportunities over the summer for additional salary.

Vice Provost Fairfax: There are currently six CSU employees and non-faculty staff positions at INTO. One is tenure-track and will be returning to department. One has been retained to coordinate the Global Village program and one has been retained as a program coordinator. Three positions will be eliminated after May 14th.

Vice Provost Fairfax: We are only going to have two non-faculty positions to start. We will have a director, which will be an admin pro position but with significant management experience as well as instructor credentials and past experience teaching English as a second or foreign language. This is a national search that is currently underway and closes on April 14th. Have a strong pool so far. Most of the academic management that has happening in the past with faculty and INTO will be handled by the director and in consultation with the English department. As PLACE grows, may be a possibility to flesh that out. There will also be just one program coordinator as the other non-faculty staff position.

Louann Reid: The MOU is still being drafted, but will likely include the following:

- There will be oversight and effort associated with faculty governance and support that will be with English in collaboration with the Office of International Programs.
- The Office of International Programs will run the searches in terms of hiring. Faculty searches will need to have the approval of English and the College of Liberal Arts before final hiring is completed.
- 20% tenured faculty FTE is assigned to PLACE. This is what we have been doing with INTO and we will continue to commit to that.
- For faculty evaluations, faculty in PLACE will evaluate faculty along with the Director of PLACE and the English Chair will review evaluations.
- For faculty promotions, English continuing and contract faculty and tenure-track faculty will assist as needed.

Reid: Commented that this MOU is only for one year and is renewable. We are putting in the most important parts for this transition period.

Pedros-Gascon: Asked which of the three units, Office of International Programs, English, or College of Liberal Arts, would be the faculty members be assigned to.

Reid: Stated that the Department of English and the College of Liberal Arts are going to be working together. The academic home for PLACE faculty will be English and the Office of International Programs is the administrative home.

Pedros-Gascon: Asked: For governance issues, which of those two units will be in charge?

Reid: English is going to work with PLACE faculty to determine the best location of governance. We are starting discussions next week to see what people want and what makes the most sense.

Pedros-Gascon: Suggested that they would need to be in English to be able to have clear promotion and tenure paths rather than creating a Special Academic Unit.

Vice Provost Fairfax: That is one reason why we have not made any final determination about whether a Special Academic Unit or something similar is the right way to go forward. This is why English and the Office of International Programs are only doing this for one year, not locking ourselves into anything. Will take time this year to talk to everyone involved and try to figure out what is the best answer going forward. Stated that there are some potential negative consequences of just putting all the faculty in the English Department in terms of governance, so we are trying to see what would make the most sense.

Vice Provost Susan James: The other thing is that there is so much uncertainty in the market right now for these programs. Will have to see what happens over the next year in terms of being able to enroll students, how big the program can be and how many faculty are needed. Wanted to give ourselves a year before making final decisions.

Van Buren: Asked in the chat if these faculty will be represented by Faculty Council.

Vice Provost James: For this first year, as continuing, contract and adjunct faculty in English, they would be represented as the other continuing, contract and adjunct faculty, or non-tenure track faculty, are represented from the English Department.

Van Buren: Wondering what will happen at the end of the MOU year. Shared Pedros-Gascon's concerns that these people will not be represented. Wanted to know if this will be automatically reported to Faculty Council at the end of the MOU so that we can be updated on what is happening with these faculty members.

Vice Provost Fairfax: Confirmed that this will be reported.

Jenny Morse: Asked in the chat: Can you talk at all about the decision-making process? The plan has changed over time. Asked: Were all the INTO faculty consulted as decisions were being made and at what points in the process?

Vice Provost Fairfax: We have been talking to the INTO faculty and staff at several points when we felt we had enough information. Some of the discussions and decisions were simply within Human Resources and the College of Liberal Arts. As we reach points where we could make some preliminary decisions, we were able to share that information with INTO faculty and staff.

Pedros-Gascon: Asked in the chat: Why are we considering Academic English moving out of the College of Liberal Arts and into a Special Academic Unit? Doesn't think that many other units would allow for their courses to move out of their area. This faculty could be easily integrated into the English Department.

Reid: We are going to consider all the factors that we possibly can. Stated that there isn't a decision that there will be a Special Academic Unit. We want the very best program possible to continue and we want to support faculty in that transition.

Vice Provost Fairfax: It is important to keep in mind that when we are talking about Academic and Community English, we are talking about two different kinds of English preparation and English instruction.

Van Buren: Asked in the chat: What is the disadvantage of having INTO faculty move into English?

Vice Provost James: Responded to Van Buren's question from the chat. There are not really any disadvantages, but discussions about it were not perfect. Want to try to make it so it works for all parties involved, especially faculty. Stated that they felt disconnected in a lot of ways from the English faculty.

Reid: There may be advantages to combining them, but there are other considerations such as integrating faculty and looking at rank and how the two faculties would merge. We need to figure out the best structure to support faculty and programs.

Pedros-Gascon: Commented that if they teach in English, English gets the credit, and the grad students are from English, then the faculty should be in English. Expressed concern about the future of faculty being moved into a Special Academic Unit and having no one with tenure line.

Vice Provost James: We will engage Faculty Council and discuss this. If we are going to create a Special Academic Unit, it would have to go through Faculty Council.

Fabiola Ehlers-Zavala: Expressed appreciation for opportunity to address Faculty Council and thanked the leadership for the words of recognition and appreciation. Thanked colleagues, faculty, staff and students. Stated that the work accomplished at INTO CSU has been a strong collaboration with many units and people's support throughout the years. Would appreciate if representatives could convey this note of appreciation to the respective faculty and staff in their academic units. We appreciate the partnership with so many across campus and the world.

Meeting was adjourned at 6:25 p.m.

Sue Doe, Chair
Ruth Hufbauer, Vice Chair
Melinda Smith, BOG Representative
Amy Barkley, Executive Assistant

ATTENDANCE
BOLD INDICATES PRESENT AT MEETING
UNDERLINE INDICATES ABSENT AT MEETING
2020-2021

Chair: Sue Doe

Executive Assistant: Amy Barkley

Professional Registered Parliamentarian: Lola Fehr

Vice-Chair: Ruth Hufbauer

BOG Representative: Melinda Smith

ELECTED MEMBERS

REPRESENTING

TERM

Agricultural Sciences

| | | |
|-----------------------------|---------------------------------------|------|
| Stephan Kroll | Agricultural and Resource Economics | 2022 |
| Brett Kirch | Animal Sciences | 2021 |
| Cynthia (Cini) Brown | Agricultural Biology | 2021 |
| Kelly Curl | Horticulture & Landscape Architecture | 2022 |
| Jim Ippolito | Soil and Crop Sciences | 2023 |
| Marco Costanigro | College-at-Large | 2023 |
| Bradley Goetz | College-at-Large | 2022 |
| Andrew Norton | College-at-Large | 2023 |

Health and Human Sciences

| | | |
|-----------------------|--------------------------------------|------|
| Nancy Miller | Design and Merchandising | 2021 |
| Raoul Reiser | Health and Exercise Science | 2022 |
| David Sampson | Food Science and Human Nutrition | 2022 |
| Lisa Daunhauer | Human Development and Family Studies | 2023 |
| Bolivar Senior | Construction Management | 2023 |
| Aaron Eakman | Occupational Therapy | 2023 |
| Carole Makela | School of Education | 2021 |
| Shannon Hughes | School of Social Work | 2022 |

Business

| | | |
|---|------------------------------|------|
| Bill Rankin | Accounting | 2022 |
| Stephen Hayne | Computer Information Systems | 2021 |
| John Elder | Finance and Real Estate | 2022 |
| Yolanda Sarason | Management | 2021 |
| (substituting for Dawn DeTienne, on sabbatical for 2020-21) | | |
| Jonathan Zhang | Marketing | 2023 |

Engineering

| | | |
|---------------------------------|-------------------------------------|------|
| Kristen Rasmussen | Atmospheric Science | 2021 |
| Margarita Herrera-Alonso | Chemical and Biological Engineering | 2022 |
| Peter Nelson | Civil and Environmental Engineering | 2021 |
| Ali Pezeshki | Electrical and Computer Engineering | 2022 |
| Kirk McGilvray | Mechanical Engineering | 2023 |
| Thomas Bradley | Systems Engineering | 2023 |

| | | |
|--------------------------------------|--|------|
| Sybil Sharvelle | College-at-Large | 2023 |
| Steven Reising | College-at-Large | 2022 |
| J. Rockey Luo | College-at-Large | 2022 |
| Liberal Arts | | |
| Mary Van Buren | Anthropology & Geography | 2023 |
| Jason Bernagozzi | Art | 2022 |
| Ziyu Long | Communication Studies | 2022 |
| Ramaa Vasudevan | Economics | 2023 |
| Tony Becker | English | 2023 |
| Albert Bimper | Ethnic Studies | 2022 |
| Maria Del Mar Lopez-Cabralles | 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 |
| Peter Harris | Political Science | 2021 |
| Tara Opsal | Sociology | 2022 |
| Ajean Ryan | College-at-Large | 2023 |
| Antonio Pedros-Gascon | College-at-Large | 2023 |
| Emily Morgan | College-at-Large | 2023 |
| Marcela Velasco | College-at-Large | 2021 |
| Del Harrow | College-at-Large | 2021 |
| Maura Velazquez-Castillo | College-at-Large | 2021 |
| Natural Resources | | |
| Randall Boone | Ecosystem Science and Sustainability | 2023 |
| Chad Hoffman | Forest and Rangeland Stewardship | 2023 |
| David Koons | Fish, Wildlife, & Conservation Biology | 2021 |
| William Sanford | Geosciences | 2023 |
| Alan Bright | Human Dimensions of Natural Resources | 2023 |
| Natural Sciences | | |
| Olve Peersen | Biochemistry & Molecular Biology | 2022 |
| Melinda Smith | Biology | 2021 |
| Robert Paton | Chemistry | 2023 |
| Ross McConnell | Computer Science | 2022 |
| Dylan Yost | Physics | 2021 |
| Silvia Sara Canetto | Psychology | 2022 |
| Mary Meyer | Statistics | 2022 |
| TBD | Mathematics | 2023 |
| Alan Van Orden | College-at-Large | 2023 |
| Anton Betten | College-at-Large | 2022 |
| Brad Conner | College-at-Large | 2022 |
| James Liu | College-at-Large | 2023 |

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| TBD | College-at-Large | 2022 |
| Veterinary Medicine & Biomedical Sciences | | |
| DN Rao Veeramachaneni | Biomedical Sciences | 2022 |
| Kevin Haussler | Clinical Sciences | 2022 |
| Elizabeth Ryan | Environmental & Radiological Health Sciences | 2023 |
| Tony Schountz | Microbiology, Immunology and Pathology | 2021 |
| Candace Mathiason | College-at-Large | 2022 |
| Marie Legare | College-at-Large | 2023 |
| Adam Chicco | College-at-Large | 2022 |
| Seonil Kim | College-at-Large | 2022 |
| Gerrit (Jerry) Bouma | College-at-Large | 2021 |
| Jennifer Peel | College-at-Large | 2023 |
| John Rosecrance | College-at-Large | 2023 |
| Sheryl Magzamen | College-at-Large | 2023 |
| University Libraries | | |
| Linda Meyer | Libraries | 2022 |
| <i>Ex Officio Voting Members</i> | | |
| Sue Doe | Chair, Faculty Council/Executive Committee | 2021 |
| Ruth Hufbauer | Vice Chair, Faculty Council | 2021 |
| Melinda Smith | BOG Faculty Representative | 2021 |
| Steve Reising , Chair | Committee on Faculty Governance | 2021 |
| Shane Kanatous, Chair | Committee on Intercollegiate Athletics | 2021 |
| Jerry Magloughlin, Chair | Committee on Libraries | 2021 |
| Jenny Morse , Chair | Committee on Non-Tenure Track Faculty | 2021 |
| Marie Legare , Chair | Committee on Responsibilities and Standing of Academic Faculty | 2021 |
| Melinda Smith , Chair | Committee on Scholarship, Research, and Graduate Education | 2021 |
| Karen Barrett , Chair | Committee on Scholastic Standards | 2021 |
| Joseph DiVerdi , Chair | Committee on Strategic and Financial Planning | 2021 |
| Shawn Archibeque , Chair | Committee on Teaching and Learning | 2021 |
| Jose Luis Suarez Garcia , Interim Chair | Committee on University Programs | 2021 |
| Bradley Goetz , Chair | University Curriculum Committee | 2021 |
| Susan (Suellen) Melzer | Committee on Non-Tenure Track Faculty | 2021 |
| Denise Apodaca | Committee on Non-Tenure Track Faculty | 2021 |
| Christine Pawliuk | Committee on Non-Tenure Track Faculty | 2022 |
| Ashley Harvey | Committee on Non-Tenure Track Faculty | 2022 |
| Jamie Nielson | 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 |
| Natalie Ooi | Committee on Non-Tenure Track Faculty | 2022 |

Pinar Omur-Ozbek

Committee on Non-Tenure Track Faculty

2023

Ex Officio Non-Voting Members

Joyce McConnell

Mary Pedersen

Brett Anderson

Kim Tobin

Yolanda Bevill

Roe Bubar

Diana Prieto

Blake Naughton

Leslie Taylor

Susan James

Karen Estlund

Brandon Bernier

Kathleen Fairfax

Jim Cooney

Pam Jackson

Alan Rudolph

Blanche M. Hughes

Kelly Long

Lynn Johnson

James Pritchett

Lise Youngblade

Beth Walker

David McLean

Mary Stromberger

Ben Withers

Jan Nerger

Mark Stetter

John Hayes

Catherine Douras

President

Provost/Executive Vice President

Special Advisor to the President

Vice President for University Advancement

Vice President for University Communications

Interim Vice President for Diversity

Vice President for Equity, Equal Opportunity & Title IX

Vice President for Engagement

Vice President for Enrollment and Access

Vice Provost for Faculty Affairs

Dean, Libraries

Vice President for Information Technology

Vice Provost for International Affairs

Special Assistant to the Provost for International Affairs

Vice President for University Communications

Vice President for Research

Vice President for Student Affairs

Vice Provost for Undergraduate Affairs

Vice President for University Operations

Dean, College of Agricultural Sciences

Dean, College of Health and Human Sciences

Dean, College of Business

Dean, College of Engineering

Dean, Graduate School

Dean, College of Liberal Arts

Dean, College of Natural Sciences

Dean, College of Vet. Medicine & Biomedical Sciences

Dean, Warner College of Natural Resources

Chair, Administrative Professional Council