

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
September 6, 2022 – 4:00pm – Microsoft Teams

CALL TO ORDER

Chair Sue Doe called the meeting to order at 4:02 p.m.

Chair Doe: Reminded Faculty Council members of Microsoft Teams etiquette. Requested that cameras and microphones be turned off unless speaking. We will be utilizing the chat function, rather than the “raise hand” function, to identify people that wish to speak. Requested that members identify themselves and their colleges when called upon.

Chair Doe: Our Parliamentarian has reminded us that what occurs in the chat is not part of the official business. Reminded members that our meetings are public, so while those chat items may not be a part of the official business, they are part of the public record.

FACULTY COUNCIL AGENDA ITEMS:

I. FACULTY COUNCIL AGENDA – September 6, 2022

A. ANNOUNCEMENTS

- a. Next Faculty Council Meeting – October 4, 2022 – Microsoft Teams – 4:00pm
- b. Link to Chronicle of Higher Education article: [*Last Year Was Miserable. Can Colleges Make this One Better?*](#)

Chair Doe: Wanted to bring members’ attention to this article. Stated that she is quoted. This is an interesting article about the challenges that all parts of campus face in terms of mental health in our current moment and the importance of having mental health support.

- c. Schedule of 2022-2023 Faculty Council Meeting Dates
- d. Faculty Council Membership for 2022-2023
- e. Faculty Council Standing/Advisory Committee Membership for 2022-2023
- f. University Committees 2022-2023
- g. Parliamentary Motions – Quick Reference
- h. Parliamentary Motions – What They Mean

Chair Doe: Encouraged members to look at the items listed in the announcements. The Parliamentary motions may be useful for future Faculty Council meetings.

B. MINUTES TO BE APPROVED

- a. Faculty Council Meeting – May 3, 2022

Chair Doe: Asked if there were any corrections to be made to these minutes. Stated that Silvia Canetto had submitted a correction via email prior to the meeting.

Hearing no further corrections, Faculty Council minutes approved by unanimous consent.

C. UNFINISHED BUSINESS

D. CONSENT AGENDA

1. Confirmation of Faculty Council Secretary
2. Confirmation of Faculty Council Professional Registered Parliamentarian
3. UCC Minutes – April 22 & 29, May 6, 2022 – UCC Minutes approved by Executive Committee on behalf of Faculty Council at meeting on May 10, 2022
4. Approval of Degree Candidates – approved electronically by Executive Committee on behalf of Faculty Council

Chair Doe: Explained that sometimes Executive Committee is required to approve items on behalf of Faculty Council. This happens when there is a matter that must be dealt with expeditiously and cannot wait for a Faculty Council meeting.

Chair Doe: Asked if there were any items from the consent agenda to be pulled for further consideration or discussion.

Hearing no discussion, consent agenda approved by unanimous consent.

E. ACTION ITEMS

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

Steve Reising: On behalf of the Committee on Faculty Governance, move the election of Robin Rothfeder and Seth Davis to the two standing committees as listed in the agenda packet.

Chair Doe: Asked if there was any discussion about the candidates.

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

F. PRESIDENT’S REPORT – Interim President Rick Miranda

Chair Doe: Introduced Interim President Rick Miranda to Faculty Council. Expressed appreciation for him attending today and speaking to the budget.

President Rick Miranda: Thanked Faculty Council for the opportunity to come and talk. Stated that it is an honor to be in this role for this year. Will start by giving a presentation on last year's budget and this year's budget, as well as a little preview of next year's budget. Will also talk about priorities and what we are working on from the perspective of the President's Office.

President Miranda: On the revenue side, from last year, we got about \$700 million in our budgeted educational and general budget (E&G). Explained the breakdown of the categories, including tuition and fees from students, and state appropriations. We also collect indirect costs on contracts and grants through our research efforts primarily. In addition to this, we have auxiliary budgets and miscellaneous related budgets, such as Housing and Dining, the Student Center, the Health Network, parking, operations, all of which are outside the educational and general budget. We collect funds from users of these services, and we must put those funds back towards delivering those services. These are not really under the purview of the administration other than the fact that we manage the auxiliaries administratively.

President Miranda: The educational and general budget is what we tend to focus on with the Board of Governors, because our research and auxiliary budgets are targeted and not under the discretionary disbursement.

President Miranda: Explained the expenses. Stated that about \$370 million was spent on academic affairs, which includes the colleges, the Graduate School, the Provost's Office, etc. Another \$190 million was spent on the support divisions. Part of this includes around \$64 million for operations and the athletics budget. Explained that there was about \$100 million in fringe benefits and about \$60 million dedicated to financial aid. Expenses for last year totaled around \$720 million, which resulted in a roughly \$13 million shortfall. We were able to cover that in a variety of ways, but it is ultimately something that needs to be corrected.

President Miranda: This year, we are expecting to have more tuition that can come from either more students, increased tuition, or more non-resident students. Stated that the tuition was increased slightly. We are expecting about \$21 million more in tuition revenue. We also received an additional \$17 million in state appropriations. Explained that we are expecting our net addition to be \$38.6 million from last year.

President Miranda: This year we improved the deficit by \$7 million, so we are projecting only a \$6 million deficit. The Board of Governors approved that budget with a \$6 million deficit because we convinced them we could handle this in other ways, either through some one-time money or some vacancies in other expense saving. Explained some of the new expenses that are expected for next year, which include investments related to student success, diversity initiatives, and staffing the Office of Inclusive Excellence. Other new expenses include investing in the police department and public safety, and faculty and staff compensation being the biggest investment on the board. All these initiatives total up to about \$23.3 million.

President Miranda: We also have mandatory costs in our budget. These are things like new buildings, such as the Nutrien building we opened recently, and other items like heating and custodial support. We also have costs for utilities and electricity, as well as mandatory costs related to keeping our journal subscriptions and our information technology software licenses. We also have a variety of what we call quality enhancements that administration said yes to last year. A lot of that money went to allocation for a special education program from the state.

President Miranda: Explained the expenses over the past five years. Showed a graph in the slideshow indicating state support for tuition recovery, as well as the money from the federal government to support pandemic-related activities. Stated that this year, we are projected to have our largest budget yet in our educational and general budget.

President Miranda: Wanted to finish with a primer on how we think about spending. A budget is prepared at the very beginning of the year and submitted to the Board of Governors in May, before the fiscal year even starts. It is just a projection. When the year happens, sometimes you have more resources than budget, which we call un-budgeted revenue. If you have un-budgeted revenue, it is available that year for one-time spending or dealing with unforeseen costs or other opportunity we want to invest in. Explained base commitments and how “bridge-to-base” is used by putting in one-time money this year with the hope that next year’s budget will provide the base resources. We started this year with a \$6 million deficit, so we are going to be judicious this year with making any future base commitments or bridge-to-base commitments. Would like to solve this deficit problem this year and not tie the next President’s hands by having them come into a situation where there are a lot of commitments made by this administration that they need to find money for right away.

President Miranda: Presented a visual of the business model of the University, described in a circle. In the center is our intellectual energies of our faculty, staff, people, mission to teaching, research, and engagement, as well as our land grant mission. The center part is the engine of the University. The next ring is our business model of us being tuition-dependent and dependent on state appropriations. At the top of the circle, you’ll see enhanced and integrated student experiences, which results in increased enrollment, retention, graduation rates, and tuition. This leads to more revenue that you can deploy. You want to deploy a good fraction of it to increased investment in student success programs. Sometimes that means more faculty, sometimes that means more co-curricular investments. When you do this, you get enhanced experiences, and you circle the inner wheel as seen here and hopefully spiral the University upwards in its revenue, reputation, and the success of its students.

President Miranda: We went through a comprehensive process last year developing the Courageous Strategic Transformation plan, which included plans in virtually every area of the University with regards to continuous improvement and providing at least a roadmap for investments. Noted that some of these priorities should wait for the next President.

President Miranda: Will be focusing on some items like installing an enrollment management and a financial aid plan that works on closing equity gaps for students, which was funded by the Board of Governors. Some of our student-facing priorities include developing new curriculum. On the employee side, which includes our graduate assistants, compensation has come to the

front of virtually every conversation. This includes overall compensation and equity, with both internal equity and market competitiveness. We will be putting a lot of resources into that again this year. For our community-facing programs, the Board of Governors has invested in a rural initiative. We also want to continue to activate the SPUR campus in Denver.

President Miranda: In the operations and facilities category, we have a list of facilities we are interested in working on. Clark is funded and we can celebrate that as we move toward thinking what construction and renovation of Clark looks like. Stated that the Glover building, as well as the Biomedical Discovery building and the south parts of campus are still in play. Major renovations at the Veterinary Teaching Hospital are also being discussed. We have continued opportunities to expand the Foothills Campus and looking at overall space utilization was embarked upon last year. We will continue to analyze and refine things related to operations. We have a marketing and branding initiative that we have invested in heavily, and we are continuing with our information technology projects.

President Miranda: Heard very clearly that more action was desired on budget transparency. This is why we are presenting this today, as well as doing some Human Resources projects, especially related to the ease of hiring on campus. We want to move forward and have inclusive excellence threaded throughout. We will be discussing this more at our Fall Forum with the academic leadership of the University and others and will be mentioning a lot of this at the Fall Address.

Chair Doe: Thanked President Miranda. Asked if there were any questions.

Silvia Canetto: Wondering if more specifics can be given on the priority around faculty and staff compensation. Stated that former Provost Mary Pedersen had indicated that it would take about \$11.2 million to bring us up to about 90% of our peers. Wanted to ensure that we start with raising the base pay for non-tenure track faculty and then move across faculty. When you indicate that a lot of resources will be put towards this, wondering what amount is being considered.

President Miranda: We will be devoting some resources to those equity issues. We will have money that we can put into compensation and sometime in the winter we will need to start zeroing in on the resources that we will be able to put into compensation. Can look at how much we will put towards an overall merit-based salary exercise process for everybody and how much we will towards a variety of equity issues. We are trying to use the word competitiveness, whether that is improving our stipends, helping our fee situation for graduate students, and/or whether we should put more funds towards fringe benefit improvements. There are all sorts of categories in which we could spend additional compensation dollars. Last year, we were fortunate enough to have well over \$20 million to devote to those issues. We did some equity adjustments, and we had a 3% overall salary exercise process, which was mostly done across the board. Want to have more conversations this fall about the relative priorities of all of these types of compensation initiatives and get more precise estimates on what the costs will be.

Mary Van Buren: Have a question about un-budgeted revenue. Have heard that the Board of Governors has a discretionary fund. Would like to know where that money comes from, how much there is, and what it is used for.

President Miranda: The Board does retain a reserve for emergency purposes, which totals to some tens of millions of dollars. The money in that reserve has come from the campuses and has largely come from the CSU Global campus surpluses from the past few years. The CSU Global campus has grown dramatically over the past ten (10) years. Their expenses have been somewhat less than their revenues in the past few years, and that money goes to the Board. The Board feels it needs to maintain a certain amount for emergencies. Not able to speak precisely on what the Board could invest that money in one-time commitments, which they have done occasionally. Provided example of rural initiative and funding for closing the equity gaps.

Jenny Morse: In talking about compensation, we had discussed in years previous about an equity exercise for non-tenure track faculty. Asked if this was still in the works and if we could be looking at those salaries and how to bring them up as well.

President Miranda: We started something about four years ago where we raised the floor over a period of three years. Does not mean we should not continue to look at this as part of our faculty and ask the same questions about whether we have the right salaries in that area. This will certainly be a part of the discussion going forward.

Sybil Sharvelle: Have been hearing about a lot of staffing shortages, which relates back to the compensation question. It is related to the ability to retain staff due to the salary or compensation of the staff, and this is creating a lot of issues with productivity and hiring and keeping research projects going. Wondering what the plan is to deal with the shortage.

President Miranda: We have emerged from the pandemic under stress of staffing, whether that is on the faculty or the staff side. We contracted during the pandemic, and we lost some staff partly by design, because the student body and activity went down, as well as the effects of what people are calling the great resignation. People are moving around a lot. Estimate of this is that we are having trouble catching up with the growth that we have had and the demands for our resources. We need more staff; we are hiring more faculty because of the large incoming class. The ability of the University to hire quickly was not great beforehand, and it did not get a lot better because of the staffing issues in Human Resources, who were experiencing the same issues that the rest of us were. Am working very hard with the Human Resources department to try to streamline hiring so that we can staff more efficiently and more effectively.

Anders Fremstad: Thanked President Miranda for being here and getting the budget discussion started at the beginning of the year. Wondering what information we can get about the budget. Stated that the slides were helpful and if they could be shared, that would be great. Hoping to improve our view of what is going on. Any idea of where money is going and how this looks by college and department would be appreciated.

President Miranda: While in the Provost role, we created a big spreadsheet which had this information down to the department level of how many credit hours they were generating, how many research dollars they were generating, etc. We would try to analyze this just from a strictly financial point of view. We did this about every three years. Can discuss this with Laura Jensen, our Vice President for Planning and Effectiveness, and see if we can design such a report again. The next budget item to drop will be our enrollment figures for this fall. We will know our

census soon and that determines a lot for our budget for next year. Will likely be able to speak to that at the next Faculty Council meeting and there will be a one-page incremental budget available in early October that will be presented to the Board of Governors. That is probably the next checkpoint for a budget discussion.

Canetto: Have one follow-up question. There has been more clarification on what external equity means now that it is operationalized. Wondering if you can speak to the internal equity piece and explain how it is defined and operationalized. Asked: In what case is the equity correction made with central funds versus department funds? Have often been told that the corrections must come out of the department budget, and therefore we cannot make them.

President Miranda: Have not had conversations that have gone into detail about the internal equity piece, so do not have details to specifically answer this question. However, as we move through the fall, we will need to arrive at some sort of algorithm to arrive at some numbers. That will be the work this fall, so that we can go into the winter and spring with a reasonable estimate of what it would take to bring the University to the kind of equity situation we all desire.

Chair Doe: Hearing no further questions, thanked President Miranda for being here.

G. PROVOST/EXECUTIVE VICE PRESIDENT REPORT – Interim Provost Janice Nerger

Provost Janice Nerger: Wanted to provide some updates on what we have been doing for the past few weeks in this interim role. Will go over priorities that have been set for this year.

Provost Nerger: Have established the Provost's Leadership Council, which is comprised of all ten (10) Deans, plus the Dean of Libraries and the Dean of the Graduate School, the vice provosts, and the Chair of the Faculty Council. Will be meeting with this group twice a month and will meet with each of them individually once a month. Would like to meet with Chair Doe and the future Chair of Faculty Council as much as possible to learn more about Faculty Council and how to be more engaged.

Provost Nerger: The Board of Governors funding that came in a year ago is specifically geared toward addressing freshman retention into the sophomore year. The Academic Master Plan has an implementation team that has been working very hard, and we have continued a smaller version of the Teaching Continuity and Recovery Team. We will also be receiving our census soon and will know how large the full incoming class size is.

Provost Nerger: Have also met with all direct reports, of which there are twenty-two (22). Introduced the new Deans. Alonso Aguirre is our new Dean of the Warner College of Natural Resources and comes from George Mason University. Sue VandeWoude is the new Dean of the College of Veterinary Medicine and Biomedical Sciences and has been at CSU for some time. Have encouraged all Deans to attend Faculty Council meetings when they are able. We also have two (2) interim Deans. Simon Tavener is serving as the interim Dean for the College of Natural Sciences and Sonia Kreidenweis is the interim Dean for the Graduate School. We also have

thirteen (13) new department chairs. Have met with most of them and am eager to meet with them all.

Provost Nerger: We have a few searches going on. Kelly Long has retired as the Vice Provost for Undergraduate Affairs. Vice Provost for Faculty Affairs Susan James and Chair Doe are chairing that search. The Honors Program Director search closed on September 1st. They are hoping to have campus interviews by the end of September. Am working to launch the searches for the new Executive Director of TILT and the Dean of the Graduate School, which may be an internal search. Encouraged those interested to apply. The other search that is upcoming will be the Dean of the College of Engineering. Dean David McLean has announced that he will be stepping down at the end of his term next June.

Provost Nerger: The priorities for this year will be moving these searches forward, and another high priority is the issue of compensation and looking at internal equity. We will also be looking at compression and external competitiveness. Emphasized that this will be ongoing. We have to catch up but then stay caught up, so want to ensure we have a plan that continues.

Provost Nerger: With the Academic Master Plan, we have it down to six priorities that we will implement this year. The implementation committee will be meeting with President Miranda to present these priorities and get feedback.

Provost Nerger: We will also be focusing on student success. The Board of Governors provided \$9 million over three years, so we are in the second year of that funding. Noted that this is not base funding, just one-time money. The primary goal is to increase retention of our freshman into sophomore year and decrease the equity gaps for students proceeding through curriculum.

Provost Nerger: Have also been working through the transition of AUCC 3E to 1C, which was approved by the Faculty Council back in May. Have been working with Roze Hentschell and Vice Provost James to put together a plan. Have created two committees, one of which is called the Implementation Committee. This is a limited-term committee and will provide a report by November 1st of an estimate of how many seats we need in 1C by looking at the number of courses and seats we previously had in 3E. Then we can look at the cost and try to get an idea of what it will cost in one-time funds for AUCC 1C and whether there are any base funds needed for things like GTAs and faculty training. This will hopefully guide budgetary decisions but will also guide departments and faculty on the number of sections and how large those sections would have to be. We have also formed a guidance committee, which was part of the motion passed by Faculty Council. That committee will primarily work departments and curriculum committees to help them and assist the faculty to ensure courses are meeting requirements with the pedagogy guidelines and the gtPathways criteria.

Provost Nerger: We are also working on the reaccreditation with Vice President Jensen and Mary Pedersen, along with Stephanie Foster, who is our new Director of Assessment. They will be taking the lead on this and will be requesting information from departments along the way. Expressed appreciation for all their work.

- a. Faculty Success update – Vice Provost for Faculty Affairs Susan James

Vice Provost Susan James: We will be coming to Faculty Council again next month to discuss this in more detail. Will be brief for this meeting and give some updates.

Vice Provost James: Compensation is at the top of our list, and we are serious about working on internal equity, competitiveness and compression as mentioned by Provost Nerger. We have been working to get broad input on this and have met with all the Deans one-on-one about this.

Vice Provost James: Stated that internal equity has been done the same way it has been done for several years. That is for tenure-track faculty. Human Resources does administrative professionals, non-tenure track faculty, and state classified. These employee groups are more complicated than tenure-track faculty. Know that Human Resources has been working on the administrative professionals for a while, so think we will be hearing more about that this semester.

Vice Provost James: When we come back next month, we will follow up on the Continuing, Contract and Adjunct Faculty (CCAF) task force recommendations. We will get some communications out about that and will start some regular gatherings with non-tenure track faculty.

Vice Provost James: Reminded members that we received funding from the National Science Foundation through their Advance program focused on helping women faculty, particularly in STEM departments and with intersectional identities. Former Provost Pedersen expanded this program to reach all faculty on campus. We have rebranded it from Advance @ CSU to just Faculty Success, which is parallel to our student success efforts. This is meant to be a long-term program in the Provost's Office that will go on beyond the life of this grant. Provided link to [Faculty Success website](#).

Vice Provost James: One of the things we have going is a task force on faculty workload equity that is working with Faculty Council, the Committee on Non-Tenure Track Faculty, and various colleges and other groups. Will talk about this more when we come back next month.

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

Chair Doe: Hearing no questions, thanked Provost Nerger and Vice Provost James for the updates and for coming to the meeting.

H. REPORTS TO BE RECEIVED

1. Faculty Council Standing Committee 2021-2022 Annual Reports
 - a. Faculty Council Report to the Board of Governors
 - b. Committee on Faculty Governance
 - c. Committee on Intercollegiate Athletics
 - d. Committee on Libraries (pending)
 - e. Committee on Non-Tenure Track Faculty
 - f. Committee on Responsibilities and Standing of Academic Faculty

- g. Committee on Scholarship, Research, and Graduate Education
- h. Committee on Scholastic Standards
- i. Committee on Strategic and Financial Planning
- j. Committee on Teaching and Learning
- k. Committee on University Programs
- l. University Curriculum Committee

Chair Doe: In the interest of time, will not go through these reports individually. Asked members to indicate if they have any questions or observations about any of these reports. Encouraged any standing committee chairs that are present to speak to any items they feel that Faculty Council should be particularly aware of. Asked if there were any questions from members regarding these reports or any special comments from committee chairs.

Hearing no questions or comments, Standing Committee Annual Reports were received.

Chair Doe: Thanked the standing committees and chairs for all their work throughout the year.

Andrew Norton: Stated that it is an excellent idea, particularly for those new to Faculty Council, to look at these reports. These standing committees are where a lot of the action is going on and where a lot of the day-to-day nuts and bolts are. Being familiar with what is going on with the committees will help familiarize you with all sorts of things that are going on at the University and with faculty.

Chair Doe: Thanked Norton, expressed appreciation for pointing this out. It is really the standing committees that are the workhorses of the Faculty Council. Anything that you see as a motion on the floor of Faculty Council likely came through a standing committee. The importance of their work cannot be overstated.

Chair Doe: Stated that we have one (1) remaining report, from the Committee on Libraries, that we will see next month.

2. Faculty Council Chair Report – Sue Doe

Chair Doe: Want to share some ideas for this year that revolve around new Faculty Council task forces. Am hoping to get these into motion over the next few weeks. A task force is a one-semester commitment. Asked members to indicate interest in any of these task forces by Monday, September 12th.

Chair Doe: The first task force has to do with shared governance. There were Manual changes passed a little over a year ago that did not pass General Counsel. Would like this task force to work with all University parties to understand what happened and obtain an improved outcome. The importance of shared governance cannot be overstated, so the objective would be to get shared governance more fully into the Manual and strengthen the notion of shared governance.

Chair Doe: We have had a lot of interest in evaluating currently continuing, contract, and adjunct faculty appointment types and whether the notion of contract is working. Would like to have a task force that would look at this again. Realize we have a Provost's Office CCAF task force, but this would be a Faculty Council one. They would consider additional ideas for increasing job security and job satisfaction among our non-tenure track faculty.

Chair Doe: Administrative leave is a topic of some interest to many people among the faculty. This task force would consider how the notion of administrative leave is being used with regard to faculty, how it is explained in the Manual and in the policy library, and how existing language interacts with both state statute and faculty experience.

Chair Doe: We have had some interest in faculty getting more involved and having a bigger role in the notion of visioning for the future of CSU. This task force would be charged to develop processes for identifying and propelling faculty into involvement and exciting potential futures for CSU.

Chair Doe: To follow up on President Miranda's budget primer today, would like a task force to pick this up. Am considering this as a Budget Intro to Capstone. This task force would consider what faculty members need to know and to build on budget briefings from President Miranda.

Chair Doe: This will be final year as Faculty Council Chair. Would like to be able to see some things moving forward that would advance some of these areas. Encouraged members to reach out with any interest.

Chair Doe: Report reflects what was an unusual summer. Feel we need to be visible and outright with concerns that some of us may have about changes in leadership over the course of the summer. Was first elected to Faculty Council in March 2020. Campus shut down just a few days later. We pivoted to online instruction and had two very uncertain summers that followed. Was looking forward to a more normal year where we could address things that had fallen to the wayside during the pandemic. Perhaps it is still possible, but as members know, we had a summer of leadership upheaval.

Chair Doe: Former President Joyce McConnell and the CSU Board of Governors agreed to part ways, and shortly thereafter, former Provost and Executive Vice President Mary Pedersen was moved into a new position. Clarified that Faculty Council was not involved in the decision. Some may find that a relief, while others will be angry about this, or discouraged by the absence of faculty involvement in such a crucial conversation or series of conversations. Some may just be scratching their head. All of these are reasonable reactions. Have heard from some faculty that use words like "confused," "untethered," "unmoored," and "uncertain" to describe their reactions, not just to the sudden leadership changes, but to the absence of explanation around it. Think it is important for such reactions to be understood by our current administration, by our System, and by our Board of Governors, and they must be responded to in some manner in the most honest and comprehensive way that is possible. Am hearing that faculty want to be a part of a thriving enterprise that they understand, and that you are saying it is hard to do so when things happen like this and so much remains in the dark.

Chair Doe: In this year dedicated to the campus theme of “health,” expressed hope that we are able to become healthier and more grounded, perhaps even more honest. Have met several times with President Miranda and Provost Nerger. Consider them friends and colleagues and have the utmost confidence in their ability to transition CSU into its next phase. Want to continue to make the point that a campus needs to understand the past as a way of also understanding and imagining the future.

Chair Doe indicated that the full report will be uploaded to the chat. Link to full [Chair’s Report](#).

3. Board of Governors Report – Andrew Norton

Norton: First meeting with the Board of Governors was in June and was sworn in at that time. As many know, the announcement came shortly after that we would be getting a new President.

Norton: Full report is in the agenda packet, which provides a summary of the Board actions since we last met. The budgets were approved in June, and we received them in May when Melinda Smith was still the Board of Governors representative. We have done some strategic planning and we have a Presidential Search Advisory Committee that is active. Encouraged members to take advantage of any of the seven faculty representatives or anyone on that advisory committee to send forward your comments. We had eight listening sessions, so close to eight hours of feedback from staff, student, faculty, and community members. The hope is to be able to complete a thematic summary of that feedback within the next month for our use in the interview processes with the candidates and to share with leadership and all of you.

Norton: In the interest of time, directed members’ attention to the six slides provided in the agenda packet. These are from a presentation that was given to the Board of Governors in June that was done by Magellan Strategies. This is an Image and Awareness Survey for the CSU System and the campuses within the system. There is a lot of interesting data about what our citizens and Colorado think about our institution and other institutions of higher education. Stated that the full slide deck is available on the Faculty Council website where the agendas and minutes are located. Encouraged everyone to take a look at this information.

Link to full slide deck for the [CSU System Image and Awareness Survey Presentation](#).

I. DISCUSSION

1. Retirement Plan Revision – Robyn Fergus, Vice President for Human Resources & Joseph DiVerdi, Retirement Plan Review Committee

Vice President Robyn Fergus: We have had a committee that has gathered for the past two years. We have taken the opportunity for the first time in many years to conduct a comprehensive review of the major structure of our retirement plans.

Vice President Fergus: Our defined contribution plan (DCP) has been in existence since the early 1990s. For those unfamiliar with the terminology, the defined contribution plan is a plan that we

contribute to as well as the University for all the employees that are not contributing to the PERA Pension Plan. This makes up a great deal of our administrative professionals and faculty members across the University. There are also supplemental retirement plans that individuals can choose to participate in, in addition to either the PERA plan or addition to their defined contribution plan via a 403-B program.

Vice President Fergus: Since the inception of this plan in the early 1990s, we have not taken a deep dive. We do regular fiduciary reviews of our programming, but the comprehensive structure of the retirement environment and higher education, as well as the corresponding financial landscape has not been reviewed since the early 1990s. We took that opportunity over the past two years as a committee to look at these programs and make sure that we are doing our due diligence for the University and for all our future retirement planning.

Vice President Fergus: Back when the plan was designed in the early 1990s, it was designed to reflect the landscape at the time. At the inception, we had twenty-seven (27) total fund choices. It has now grown to well over three hundred as recently as 2019, so there has been significant growth. With all that choice, sometimes we find that there is paralysis through analysis with individuals trying to make these complex decisions about the landscape and their personal retirement decisions. We have also seen a lot of change in best practices in the industry. We have a lineup of three (3) record keepers, AIG, Fidelity Investments, and TIA. Each of these keep records for our plan participants and they all have different lineup choices associated with each of the plans. We have seen industry trends move to more simplistic environments in recent years.

Vice President Fergus: In 2020, we pulled together a committee that was focused on the defined contribution plan, as well as our voluntary 403B plan and the CERT plan. The CERT plan is a student employee retirement plan, and all our working students contribute to these plans when they are an employee of CSU. Stated that we are a non-Social Security employer. The committee worked very closely with our consultants at Innovest. Innovest is a national financial investment firm that guided the committee through the process of our review. Thanked the work of Innovest and the committee for diving deep into the retirement planning. They looked at service levels, the quality of services we are receiving, as well as financial aspects and costs of each plan. They have also considered feedback through a participant survey, and they hosted three (3) virtual education webinars.

Vice President Fergus: Our CSU Procurement team helped us put out a bid to see what vendors, in addition to the three (3) vendors in our current landscape, might be interested in looking at plans and bidding on opportunities at the University. Our partners at Innovest have done a great deal of environmental research and shared their best practice advice with us.

Vice President Fergus: Through this procurement process, we have had to be careful with all the rules. One of the rules is that the governing board approve any record keeper, so any recommendations that come from this will need to go to the Board of Governors for approval. Once they act on any of those recommendations, we will then notify the successful bidder(s) of our intent to negotiate. We are unable to disclose any of the specifics of the bidders until we go through that process. Mission today is to talk about options and considerations. We are hoping to go through the Board and the procurement process by the end of this calendar year.

Vice President Fergus: Introduced Wendy Dominguez from Innovest who is on the call. Innovest has experience in the higher education landscape. They have done work with CU Boulder, who went through a similar process.

Vice President Fergus: Part of our work is to ensure that our fiduciary responsibilities are adhered to. As we review these plans, we want to make sure that we are making the decisions in the best interests of all participants in the program. The request for qualification includes items like cyber and data security skills, record-keeping and compliance that our plan sponsors offer, as well as the service levels, credentials, and client load. Most important are the proposed participant fees. We know this is an opportunity for us to look at saving funds for our plan participants so more money can go into your retirement savings as well as all the education services and communication support that these programs offer.

Vice President Fergus: We received over 1,300 responses to the survey that went out to our participant group at the University. We saw a need for more communication regarding the plans and people wanting a better understanding of how to navigate their programs. People were also looking for a deeper understanding of the retirement options themselves, as well as getting a lower cost on services. People are looking for quality of investments over quantity.

Vice President Fergus: Higher education institutes face unique environments. We see that having a multiple-vendor environment creates a complex plan administration. It is a difficult in this complex and nuanced environment.

Joseph DiVerdi: Thanked Vice President Fergus for the lead-in. Will be emphasizing a few different points made previously.

DiVerdi: We employees are participants, and this is an important part of our entire professional career. When we get started at an entity like CSU, we do not really think about retirement, but it is something to think about.

DiVerdi: As stated by Vice President Fergus stated, we have a plan that all of us as employees are required to participate in. CSU does not participate in Social Security, and that is because of state legislature, not because of anyone here on this campus. We also have a plan that is voluntary that lets individuals get more investment if they want to, as well as a student plan.

DiVerdi: The current situation is that even though the plans are routinely monitored, the investment environment has changed considerably. Now we struggle with too many opportunities to invest that can create problems. The committee was trying to figure out what will help our colleagues, friends, and families through this process. We wanted to have the best investments possible and to have it simplified, because we recognized that there is the classic problem of losing engagement because of so many choices. The most important part of this was to reduce the cost of participant administration fees. Employees, as participants, pay for these fees. The University does not pay. We wanted to that and we also wanted to protect the investments already in place.

DiVerdi: We are thinking about ways to move forward. The modernization is primarily to reduce our costs. We want to simplify the plan to make it easier for us to understand what it is that is available and how we want to engage with it. At the same time, we want to have an adequate level of choice. We also want to protect everyone, including those currently employed as well as those that are retired.

DiVerdi: Explained a possible schematic for investment plans. We have three (3) tiers of investors. The first tier includes the least invested people, who want to just be put in a plan and have it kept simple. The second tier has more choices, and the third tier is for the super investors who manage everything they are doing with their investments.

DiVerdi: As Vice President Fergus mentioned, we are attempting to get this decided this calendar year. We are pressing the Board of Governors as much as possible to make a decision in the fourth quarter of this year and a switch will take place in the second quarter of next year. Indicated that more information can be found on the [Human Resources website](#).

Chair Doe: Thanked Vice President Fergus and DiVerdi for the information and the presentation. It is important for all of us to attempt to understand what our retirement plan is and to grapple with the complexities. Asked if there were any questions from Faculty Council members.

Randall Boone: Received a mailer announcing some meetings to share information like this. It seems from what you have just described that these may be premature. Might be worth warning people, as people who come to those meetings are going to want to know what their future retirement will be. Asked if those meetings will be a repeat of the information presented.

Vice President Fergus: We will be doing similar messaging. Most of the work this committee did occur during the virtual pandemic timeline and we wanted to make sure that we use this fall to further socialize the plans and the work that has gone into these recommendations. Want to make sure people feel fully aware and informed before the ultimate decision is made. We worry that if we went straight to the Board of Governors without the benefit of some educational sessions that people would feel they missed something.

Chair Doe: Thanked Vice President Fergus. Am not seeing any further questions. Asked if the next time we would hear something would be after the first of the year.

Vice President Fergus: Indicated that December of this year or early 2023 is a good estimate.

Chair Doe: Thanked the group for visiting today. Hearing no further questions or discussion, will call this meeting adjourned.

Meeting was adjourned at 6:07 p.m.

Sue Doe, Chair
Melinda Smith, Vice Chair
Andrew Norton, BOG Representative
Amy Barkley, Executive Assistant

ATTENDANCE
BOLD INDICATES PRESENT AT MEETING
UNDERLINE INDICATES ABSENT AT MEETING
2022-2023

Chair: Sue Doe

Vice-Chair: Melinda Smith

Executive Assistant: Amy Barkley

BOG Representative: Andrew Norton

Professional Registered Parliamentarian: Lola Fehr

ELECTED MEMBERS	REPRESENTING	TERM
Agricultural Sciences		
Dawn Thilmany (substituted for Stephan Kroll)	Agricultural and Resource Economics	2025
Jennifer Martin	Animal Sciences	2024
<u>Jane Stewart</u>	Agricultural Biology	2024
Kelly Curl	Horticulture & Landscape Architecture	2025
Jim Ippolito	Soil and Crop Sciences	2023
<u>Marco Costanigro</u>	College-at-Large	2023
Bradley Goetz	College-at-Large	2023
Andrew Norton	College-at-Large	2023
Health and Human Sciences		
Ruoh-Nan (Terry) Yan	Design and Merchandising	2024
Jennifer Richards	Health and Exercise Science	2025
TBD	Food Science and Human Nutrition	2022
Lisa Daunhauer	Human Development and Family Studies	2023
<u>Erin Arneson</u>	Construction Management	2024
Aaron Eakman	Occupational Therapy	2023
Sharon Anderson	School of Education	2024
Elizabeth Kiehne	School of Social Work	2025
Brian Butki	College-at-Large	2024
Business		
Bill Rankin	Accounting	2023
John Hoxmeier	Computer Information Systems	2024
Bharadwaj Kannan	Finance and Real Estate	2025
Rob Mitchell	Management	2024
Elizabeth Webb	Marketing	2023
Engineering		
Peter Jan van Leeuwen	Atmospheric Science	2024
Ashok Prasad	Chemical and Biological Engineering	2025
<u>Hussam Mahmoud</u>	Civil and Environmental Engineering	2024
Steven Reising	Electrical and Computer Engineering	2025
<u>Kirk McGilvray</u>	Mechanical Engineering	2023

Thomas Bradley	Systems Engineering	2023
Sybil Sharvelle	College-at-Large	2023
Liberal Arts		
Mary Van Buren	Anthropology & Geography	2023
Mary-Ann Kokoska	Art & Art History	2025
Mark Saunders	Communication Studies	2025
Anders Fremstad	Economics	2024
Doug Cloud	English	2023
(substituting for Tony Becker, on sabbatical Fall 2022)		
Maricela DeMirjyn	Ethnic Studies	2025
John Slater	Languages, Literatures, and Cultures	2025
Jared Orsi	History	2023
Michael Humphrey	Journalism and Technical Communication	2023
Madeline Harvey	Music, Theatre, and Dance	2025
Andre Archie	Philosophy	2025
Marni Berg	Political Science	2024
TBD	Sociology	2022
<u>Ajean Ryan</u>	College-at-Large	2023
<u>Antonio Pedros-Gascon</u> (excused)	College-at-Large	2025
(sabbatical Fall 2022)		
Emily Morgan	College-at-Large	2023
<u>Lisa Langstraat</u>	College-at-Large	2024
Erica LaFehr	College-at-Large	2024
(substituted for Allison Goar, Fall 2022)		
Abigail Shupe	College-at-Large	2024
<u>John Carlo Pierce</u>	College-at-Large	2024
Natural Resources		
Randall Boone	Ecosystem Science and Sustainability	2023
Chad Hoffman	Forest and Rangeland Stewardship	2024
Yoichiro Kanno	Fish, Wildlife, & Conservation Biology	2024
William Sanford	Geosciences	2023
Alan Bright	Human Dimensions of Natural Resources	2023
Natural Sciences		
Olve Peersen	Biochemistry & Molecular Biology	2025
Mike Antolin	Biology	2024
Rob Paton	Chemistry	2023
TBD	Computer Science	2022
Emily Hardegree-Ullman	Physics	2024
Silvia Canetto	Psychology	2025
Ander Wilson	Statistics	2025
<u>Yongcheng Zhou</u>	Mathematics	2023
<u>Alan Van Orden</u>	College-at-Large	2023

Joseph DiVerdi	College-at-Large	2025
James Liu	College-at-Large	2023

Veterinary Medicine & Biomedical Sciences

Rao Veermachaneni	Biomedical Sciences	2025
Shari Lanning	Clinical Sciences	2025
Elizabeth Ryan	Environmental & Radiological Health Sciences	2023
Tony Schountz	Microbiology, Immunology and Pathology	2024
Katriana Popichak	College-at-Large	2025
Fiona Hollinshead	College-at-Large	2025
Doreene Hyatt	College-at-Large	2024
Tara Nordgren	College-at-Large	2025
Jennifer Peel	College-at-Large	2023
John Rosecrance	College-at-Large	2023
Sheryl Magzaman (excused) (sabbatical 2022-2023)	College-at-Large	2023
Brian Geiss	College-at-Large	2025

University Libraries

Christine Pawliuk	Libraries	2025
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Ex Officio Voting Members

Sue Doe	Chair, Faculty Council/Executive Committee	2023
Melinda Smith	Vice Chair, Faculty Council	2023
Andrew Norton	BOG Faculty Representative	2023
Steve Reising , Chair	Committee on Faculty Governance	2023
TBD, Chair	Committee on Information Technology	2023
Shane Kanatous , Chair	Committee on Intercollegiate Athletics	2023
Jerry Magloughlin, Chair	Committee on Libraries	2023
Jenny Morse , Co-Chair	Committee on Non-Tenure Track Faculty	2023
Olivia Arnold, Co-Chair	Committee on Non-Tenure Track Faculty	2023
Jennifer Martin , Chair	Committee on Responsibilities and Standing of Academic Faculty	2023
William Sanford , Chair	Committee on Scholarship, Research, and Graduate Education	2023
Alan Kennan, Chair	Committee on Scholastic Standards	2023
James Graham, Chair	Committee on Strategic and Financial Planning	2023
Shawn Archibeque , Chair	Committee on Teaching and Learning	2023
TBD, Chair	Committee on University Programs	2023
Brad Goetz , Chair	University Curriculum Committee	2023
TBD	Committee on Non-Tenure Track Faculty	2025
Pinar Omur-Ozbek	Committee on Non-Tenure Track Faculty	2023
Thomas Conway	Committee on Non-Tenure Track Faculty	2024
Sean Bryan	Committee on Non-Tenure Track Faculty	2025
Ann Hess	Committee on Non-Tenure Track Faculty	2025
Jennifer Reinke	Committee on Non-Tenure Track Faculty	2025

Ex Officio Non-Voting Members

Rick Miranda	Interim President
Albert Bimper	Interim Chief of Staff
Janice Nerger	Interim Provost
Karen Dunbar	Co-Interim Vice President for Advancement
Rudy Garcia	Co-Interim Vice President for Advancement
Kathay Rennels	Interim Vice President for Engagement & Extension
TBD	Vice President for Enrollment and Access
TBD	Vice President for Equity, Equal Opportunity & Title IX
Susan James	Vice Provost for Faculty Affairs
Robyn Fergus	Vice President for Human Resources
Kauline Cipriani	Vice President for Inclusive Excellence
Brandon Bernier	Vice President for Information Technology
Kathleen Fairfax	Vice Provost for International Affairs
Laura Jensen	Vice Provost for Planning and Effectiveness
Alan Rudolph	Vice President for Research
Jenelle Beavers	Vice President for Strategy
Blanche M. Hughes	Vice President for Student Affairs
TBD	Vice Provost for Undergraduate Affairs
Yolanda Bevill	Vice President for Univ. Marketing & Communications
Brendan Hanlon	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
Sonia Kreidenweis	Interim Dean, Graduate School
Ben Withers	Dean, College of Liberal Arts
Karen Estlund	Dean, Libraries
Simon Tavener	Interim Dean, College of Natural Sciences
Susan VandeWoude	Dean, College of Vet. Medicine & Biomedical Sciences
A. Alonso Aguirre	Dean, Warner College of Natural Resources
Sarah Olson	Chair, Administrative Professional Council