

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**  
**February 7, 2023 – 4:00pm – Microsoft Teams**

**CALL TO ORDER**

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

Chair Doe reminded Faculty Council members of etiquette in the Microsoft Teams environment. Requested members use the “raise hand” feature to indicate desire to speak, and to keep cameras and microphones off unless speaking. Reminded members that this is a fully public meeting.

**FACULTY COUNCIL AGENDA ITEMS:**

**I. FACULTY COUNCIL AGENDA – February 7, 2023**

**A. ANNOUNCEMENTS**

- a. Next Faculty Council Meeting – March 7, 2023 – Microsoft Teams – 4:00pm
- b. Harry Rosenberg Award – Nominations due on March 27, 2023 – [Harry Rosenberg Award | Faculty Council | Colorado State University \(colostate.edu\)](#)
- c. Faculty Council Archives -- [CSU - Faculty Council Records - Mountain Scholar](#)
- d. Save the Date -- Administrative Professional Celebration – Thursday, April 27, 2023 at 11:30am to 1:00pm in Ballrooms A-B in the Lory Student Center
- e. Faculty Council Officers Election to be held on March 7, 2022
  1. Elections will be conducted by the Committee on Faculty Governance. Eligibility for candidacy is specific in Section C.2.1.3.3 of the Manual.  
 Call for Nominations:
    - Faculty Council Chair
    - Faculty Council Vice Chair
    - Board of Governors Faculty Representative
 Please email nominations, including a 1-2 page statement of intent, to [Steven.Reising@colostate.edu](mailto:Steven.Reising@colostate.edu)  
**Nominations are due by Tuesday, February 21, 2023.**

Chair Doe: We will be holding our annual elections for the Faculty Council officers at our next Faculty Council meeting. Those interested should refer to Section C.2.1.3.3 of the Manual for

eligibility requirements and job descriptions. Nominations should be sent by e-mail to Steve Reising, which should include a statement of intent. If able to include a platform statement, that is helpful for people to know why you are running.

Chair Doe: Reminded members that this is her third and final year as Faculty Council chair and will therefore not be running again. It has been an honor to serve as your Faculty Council chair.

Chair Doe: Will go over to Andrew Norton for our final announcement item.

Andrew Norton: Following some conversations with faculty beginning last fall, as well as Executive Committee and elected officers of Faculty Council, it occurred to us that it might be helpful if we had Board of Governors members get to know the faculty a little better by coming to sit in on Faculty Council meetings every so often, and this might also be helpful for faculty to get to know our Board of Governors members. Think we are all working to the same purpose and the same System, and the more we know about each other, the better. Intention is to have one (1) or two (2) Board of Governors members present at each of our meetings this spring.

Norton: The Board of Governors for the CSU System consists of nine (9) members that are appointed by the governor, and then confirmed by the Senate. These people volunteer their time and have four-year terms that can be renewed. They provide guidance and oversight of our System and the three (3) campus' activities. In addition to these nine (9) appointed members, there are also six (6) faculty and student representatives from the three (3) campuses.

Norton: Introduced Board Chair Kim Jordan. Asked that she introduce herself and what excites her about being on the Board of Governors.

Governor Kim Jordan: Thanked Norton. Expressed appreciation for Faculty Council for the opportunity to be here today.

Governor Jordan: Grew up with a liberal family, with a Quaker background, and went to CSU. Am an alum of the Department of Social Work. After CSU, started working for a program called Project Self-Sufficiency. Have a varied background. Have also been a firefighter, horse ranch caretaker, a small mammal trapper for the Fish and Wildlife Service, as well as a bird surveyor. At work with Project Self-Sufficiency, met husband while working as a social worker. We married after a couple years and built a brewery adjacent to our house in Fort Collins, which is New Belgium Brewing Company. Did that for thirty (30) years. The degree in social work has been a terrific foundation for work as a CEO.

Governor Jordan: Accepted an invitation from then-governor Hickenlooper to be considered for the CSU Board of Governors. Did this because of fondness for CSU and Fort Collins. Was concerned about support nationally, and now we see that what happens nationally affects locally how we talk about higher education and whether we value or do not value it. It was important to be a voice and advocate for higher education, and it seemed that a really good way to do that was to be on the CSU Board of Governors. Have met a lot of wonderful people. Your commitment to student success and changing the world through research and service is nothing short of spectacular. Have been lucky to be a part of the whole process.

Norton: Thanked Governor Jordan. Introduced Board Vice Chair Armando Valdez.

Governor Armando Valdez: Thanked Norton for inviting Governor Jordan and himself to the meeting today. It has been wonderful to engage with the faculty at CSU Fort Collins.

Governor Valdez: When Governor Polis called and asked, was excited to be reengaged and participate more with CSU. At the time, mind was framed around CSU Fort Collins, not even realizing some of the other components within the System.

Governor Valdez: Am an alum of CSU Fort Collins from the College of Business, with an undergraduate degree in finance and management. Went on to get an MBA and then completed a PhD in the School of Education. Coming back to the Board of Governors has been a dream. Originally from San Luis Valley and south-central Colorado. Was raised on a farm and family ranch that goes back generations. Wanted to go to CSU from a young age.

Governor Valdez: Taught at Front Range Community College as a business faculty member. Worked way to program director chair and then Dean, and really enjoyed the academic teaching and learning side. Went back to the ranch when his father got sick and worked at Adams State University as a business professor while there. Still active in the ranch, where we have 400 head of cattle, 400 sheep, and 1500 acres of cropland. Am working with his children to instill a passion for the agricultural lifestyle, while still encouraging them to pursue their educational and professional pursuits.

Governor Valdez: Have been in higher education for over twenty (20) years. Working as a faculty member and administrator has provided a lot of great experience and can bring this perspective to the Board of Governors. A lot of that perspective is from a faculty perspective. Have empathy and understanding of what you are going through and dealing with. Highly respect the full spectrum of work that is performed by faculty, whether it is in the classroom or in service aspects or research. Thanked everyone for their service. Am always learning more when we are on campus, and we want to engage with faculty, staff, and students who make our System valuable.

Norton: Thanked Governors Valdez and Jordan for being here. Invited them to stay for the remainder of the meeting.

Chair Doe: Expressed appreciation for both Governors Valdez and Jordan for being here. Think there is value in us getting to know you and you getting to know us.

## **B. MINUTES TO BE APPROVED**

- a. Faculty Council Meeting – December 6, 2022 [approved on behalf of Faculty Council by Executive Committee via electronic vote on December 14, 2022]

Chair Doe: Executive Committee tentatively approved these minutes on behalf of Faculty Council, as there was quite a bit of interest in seeing these minutes ahead of the next Faculty Council meeting. Asked if there were any additional corrections to be made to these minutes.

Hearing none, minutes approved by unanimous consent.

### **C. UNFINISHED BUSINESS**

### **D. CONSENT AGENDA**

1. UCC Minutes – December 2 & 9, 2022, January 20, 2023

Brad Goetz: Move for approval of the consent agenda, which includes University Curriculum Committee minutes from December 2<sup>nd</sup> and 9<sup>th</sup>, and January 20<sup>th</sup>.

Chair Doe: Thanked Goetz. Asked if there were any items to be pulled for further discussion.

Hearing none, consent agenda approved by unanimous consent.

### **E. ACTION ITEMS**

1. Proposed Revisions to Section C.2.1.3.1 of the Academic Faculty and Administrative Professional Manual – Committee on Faculty Governance – Steve Reising, Chair

Steve Reising: On behalf of the Committee on Faculty Governance, move to approve the proposed revisions to Section C.2.1.3.1 of the Academic Faculty and Administrative Professional Manual, as shown in the agenda packet.

Reising: With motions in recent years, we have put continuing and contract faculty on par with their tenure-track and tenured peers in terms of representation. As shown in the rationale, contract and continuing faculty who do not belong to an academic department or to the Libraries currently have no representation in Faculty Council. Examples of this are the Honors program, PLACE, and the Graduate School. We are proposing to add a new non-academic representative proportional to the representation they would get if they were in a college or the Libraries. This will amount to one (1) or two (2) members adding to the eighty (80) that we already have in terms of elected representatives to Faculty Council.

Jenny Morse: Expressed excitement about this. We had a couple of questions about this come up during our meeting of the Committee on Non-Tenure Track Faculty today. Wondering if the count has already been done and if we know how many non-tenure track faculty are in these units. Second question is how we plan to rotate between who the representative will be, since different academic units may not know each other.

Reising: Think the challenge will be communication. The number of faculty represented in these units is around twenty (20). If you look at our eighty (80) representatives, each representative is,

on average, representing about twenty (20) faculty. We will give them proportional representation. This will be more of a communication and coordination challenge across these various faculty groups. Expressed appreciation for support.

Fabiola Ehlers-Zavala: Requested clarification. PLACE is listed on here, and understanding is that the faculty appointed in PLACE are appointed by the English department. Trying to understand why they are on this list because they would have representation with the continuing, contract, and adjunct faculty in the English department.

Reising: We spoke to a couple members in the English department, and their current code states that PLACE faculty are not represented by the English department.

Vice Provost Kathleen Fairfax: For PLACE faculty, they are paid by PLACE and have their appointment through the department of English. It has been problematic in terms of not having their governance through the department of English. We are working on writing our own code to be a unit that would be able to appoint continuing, contract and adjunct faculty and report up to the Provost. That way, we could participate along with Honors and the Graduate School that have continuing, contract and adjunct faculty that are not in academic departments. This is an ongoing discussion with the department of English and the College of Liberal Arts.

Antonio Pedros-Gascon: The point that has been made in previous occasions is that it makes much more sense to give these faculty representation in the English department because they would be protected by tenured faculty who may come to their assistance rather than have them in a unit that does not have any tenure lines, and therefore may be subject to more unilateral decisions.

Chair Doe: Thanked Pedros-Gascon for this observation. We can certainly pass that along. For the point of the motion in front of us, not sure we can resolve that question right now. Asked if there were any further questions or observations.

Joseph DiVerdi: Asked: What can we expect the timing to be for the installation of the new representatives and the process of getting them voted in?

Reising: If the motion is passed, it must be reviewed by the Office of General Counsel before it goes to the Board of Governors. Expressed hope that the Board of Governors would review this at their May meeting. If it passes then, we will hold the elections in the fall. The Committee on Faculty Governance would be responsible for running those elections and getting communication out to all the eligible faculty.

Chair Doe: Asked if there was any further discussion or additional questions. Hearing none, requested a vote in the chat using Microsoft Forms.

Motion approved. Will be sent to the Office of General Counsel for review.

2. New Undergraduate Degree Program: Major in Livestock Business Management – University Curriculum Committee – Brad Goetz, Chair

Goetz: On behalf of the University Curriculum Committee, move to approve the new undergraduate degree program, the Bachelor of Science in Livestock Business Management to be established effective Fall 2023 in the College of Agricultural Sciences.

Chair Doe: Asked if there were any questions regarding this motion. Hearing none, requested a vote in the chat using Microsoft Forms.

Motion approved.

## **F. REPORTS TO BE RECEIVED**

1. Fall 2022 Task Force Reports
  - a. Budget 101 to Capstone Task Force – Anders Fremstad & Fabiola Ehlers-Zavala

Ehlers-Zavala: Would like to recognize colleagues on the task force, including Anders Fremstad, Blake Naughton, Robert Schwebach, Anthony Maciejewski, and Kendall Stephenson. This really was a collaborative work.

Ehlers-Zavala: We were able to put forward a set of three (3) recommendations that have detailed information. The first is around access to public budget data. We have provided specific guidance to what we felt would be helpful for the University community. We also recommended that leadership at all levels provide or engage in budget presentations to enhance transparency and accountability. Finally, the third recommendation is around the Committee on Strategic and Financial Planning. We felt there was room there for a lot more to be done, and we look forward to supporting that piece as part of shared governance. Expressed hope that President Amy Parsons will appreciate having these ideas and that this will enhance her leadership.

Chair Doe: Thanked Ehlers-Zavala. Expressed appreciation for the work of the task force.

- b. Contracts Task Force – Christine Pawliuk

Christine Pawliuk: Recognized the other members of the task force; Tracy Brady, Thomas Conway, and Jared Orsi.

Pawliuk: We did a survey of continuing and contract faculty and found there was a widespread lack of clarity and transparency about the contract process. Faculty did not understand what contracts were versus continuing.

Pawliuk: We have several recommendations around achieving this transparency and clarity and trying to improve the current system. One of our recommendations includes tweaks to the current

system, but we think there is room to look at other models that could improve job security. Some of the proposed models are included in the report.

Chair Doe: Thanked Pawliuk. Encouraged members to read the task force report, as there are some substantial recommendations here. Eager to see contracts more fully used since they were made possible beginning in April 2012. There is new legislation in front of our legislature right now to extend the potential period of time from three (3) years to five (5) years for teaching contracts.

c. Innovations and Visioning Task Force – Rob Mitchell

Rob Mitchell: Recognized colleagues on the task force; Joseph DiVerdi, Jennifer Martin, James Graham, and Timothy Amidon.

Mitchell: One of the driving forces for this task force was to look at the best way to ensure the future of Colorado State University and a bright future is engaging with existing stakeholders and potential future stakeholders as part of creating value. Our task force worked to understand what we can do better and how we can innovate more as a university to create such value in the long-term in the face of changing landscapes in higher education.

Mitchell: We did some surveys to get information from a number of people. There is also additional work to be done with the Committee on Strategic and Financial Planning and having them be more involved in this and conversations around this. We often talk about faculty compensation and making sure it is matched to the market, but we also need to make sure that what we are offering the market provides sufficient value to enable us the flexibility to do that. Expressed hope that the conversations on this continue.

Chair Doe: Thanked Mitchell. Expressed appreciation for the work of the task force.

d. Shared Governance Task Force – Mary Van Buren

Mary Van Buren: Recognized the other members of the task force; Carole Makela, Jennifer Martin, and Andrew Norton. We had a much narrower range of tasks to perform compared to the other task forces.

Van Buren: Shared governance refers to meaningful faculty participation and decision-making and other aspects of governance in institutions of higher education. It has been a keystone of university life for over a century. In Spring 2021, Faculty Council passed a motion to integrate shared governance more fully into the Faculty Manual. This language was rejected by the Office of General Counsel. This task force revised that language to consider the concerns of General Counsel and we will be making a motion to the Committee on Faculty Governance. Expressed hope that this language will come before Faculty Council this semester.

Chair Doe: Thanked Van Buren. Expressed appreciation for the work of the task force.

Chair Doe: Asked if there were any questions or comments about the task force reports. Noted that we will have an additional task force report, from the Administrative Leave task force, at the March Faculty Council meeting.

Pedros-Gascon: Stated that the structure of the Committee on Strategic and Financial Planning needs major refurbishment. Would like President Parsons to address the requests of more integration of that committee, as well as engage in helping change the culture of that committee.

Chair Doe: Thanked Pedros-Gascon. We will do our best to follow up and offer clarification to President Parsons around this.

Hearing no further discussion, Fall 2022 Task Force reports received.

## 2. University Grievance Officer Annual Report 2022 – Richard Eykholt, University Grievance Officer

Chair Doe: Thanked Richard Eykholt for being here. Expressed appreciation for service as the University Grievance Officer.

Richard Eykholt: Thanked Chair Doe. Report can be seen in the agenda packet. Directed members' attention to the fact that he was contacted by more faculty than in the past. Administrative professional numbers have not gone up much but am getting more people coming to not necessarily file grievances, but to ask questions and for guidance. Can forward people to certain offices. There is an annual survey regarding performance every year, which has been providing more information about what is available from the Grievance Officer, which may be why more business is happening. Happy to answer any questions about report.

Chair Doe: Thanked Eykholt. Asked if there were any questions.

Van Buren: Asked how many formal grievances went through the process during this last year.

Eykholt: If by formal grievance, we are referring to someone who has submitted a formal complaint, that only occurred once, for the hearing that occurred. Everything else was handled by mediation, or what the Manual calls conciliation. We try to resolve things as informally as possible, because when someone files a formal grievance, they are saying that their supervisor was unfair, unreasonable, arbitrary, or capricious. That is an aggressive accusation and that often does not help in resolving the process. Have indicated in the report those things that were resolved by discussions between the parties, which occurred for most of the actions.

Chair Doe: Thanked Eykholt. Asked if there were any further questions.

Chair Doe: Hearing none, we will place report into the record. Thanked Eykholt for being here.

## 3. Faculty Council Chair Report – Sue Doe



Chair Doe: Wanted to acknowledge, with thanks, to the service of our Board of Governors representative, Andrew Norton, specifically for serving as our representative throughout the year and for conducting and overseeing the survey we did in December. There was robust participation in that survey, with over 600 responses, and over 700 pages of comments, all of which we have been assured was read by the Board. Expressed thanks to Norton for not only doing the survey, but for work during the entire search process to keep faculty involved, which included the analysis of the listening sessions. Think that was a substantial idea for this particular search, and could be used for many other searches, as we often lose the content of what goes on in those conversations.

Chair Doe: Expressed appreciation again for the task forces. Feel confident their work will turn into substantial policies that will matter to the faculty and entire campus.

Chair Doe: The employee council leadership, the chairs and vice chairs, meet once a month. We have developed a set of priorities that we will be bringing to our new President. They involve compensation, issues around Human Resources, concerns around procurement and facilities. Want to impress to our new President that CSU can be a well-oiled machine, and we want to make sure this work is compensated and supported internally.

Chair Doe: We have added a new feature to the Faculty Council website that is a news feed, and we will be posting relevant news releases related to higher education, at the local, state, and national level. The new feature can be found here: [Higher Education News | Faculty Council | Colorado State University \(colostate.edu\)](#).

[Full Chair's report.](#)

#### 4. Board of Governors Report – Andrew Norton

Norton: Will let report stand as submitted. Wanted to highlight a few things.

Norton: The strategic planning that the Board of Governors has undertaken starting last August continues. At the last meeting, we talked about access and affordability. The other topics we are talking about are student success, agriculture, innovation, and campus collaborations.

Norton: We had a budget update at our December meeting, where we were working with our four (4) scenarios, which was the matrix presented by interim President Rick Miranda at our December Faculty Council meeting. The numbers have since changed, and they look better than they did in December, which is good news for us.

Norton: The Board has been having discussions around compensation and remaining competitive. These conversations continue, and believe the Board is paying attention. Encouraged members to look at the summary of the presentation by Henry Sobanet. It boils down to us needing to increase compensation, and we have three (3) levers to work with. The first is to argue for increased state spending, argue for and implement tuition increases, which would require us to remain competitive, and the last is to perform internal reallocations. These

are the three (3) levels under discussion. Asked members to send along additional ideas if they have them.

Norton: Thanked Chair Doe for the compliments and appreciation for work on the survey.

Chair Doe: Asked if there were any questions regarding our reports. Hearing none, will move on to our discussion item.

## G. DISCUSSION

1. YOU@CSU Presentation – John McGuire, CSU Leadership Fellow
  - a. [Faculty and staff version of YOU@CSU brings confidential well-being resources to employees \(colostate.edu\)](https://colostate.edu)

John McGuire: Thanked Chair Doe for having him today. Wanted to bring this information to Faculty Council so that members can take it back to their home departments and help spread the word on some of these well-being programs we have.

McGuire: Many of you have probably heard of YOU@CSU. It is a program that was originally started several years ago as a student resource, where they could find all kinds of resources to help them with regard to their health and wellness. It was such a success that the University decided it would be a good idea to start a version of this for employees. It was launched in September of this last year. YOU is a confidential and interactive tool for faculty and staff that combines and brings all sorts of University and community resources into a one-stop portal through the Human Resources website. It offers resources and tips on a variety of topics, including managing stress, balancing work and life, addressing health concerns and crises, and more. Well-being is something that is critically important to everybody at the University, and for faculty and staff. As a music teacher who does a lot of one-on-one with students, if not at personal best, it is difficult to help students be at their best. This whole program is hoping to help us take care of ourselves in such a way that we can thrive not just at work, but personally as well.

McGuire: Provided highlights of activity since the launch of this program in September. We have had about 877 faculty and staff register, and over 3,000 logins. The categories involved include succeed, thrive, and matter. Succeed has to do with any issue related to work and career, thrive is a category that encompasses physical and mental wellness, and matter has to do primarily with relationships.

McGuire: The site also allows you to do self-checks. Provided information on numbers around self-checks done on the website. As employees, you can select any number of resources, which we call cards, on the website. Examples of these cards are the Employee Assistance Program, as well as well-being courses, financial courses, and seeking out various clubs and organizations depending on their interests. We also see people seeking out resources for childcare support, managing time, how to bust burnout, managing a budget, curving anxiety and stress. These are

not the only ones available on our site. We have over 100 cards and resources that people can check out.

McGuire: We have a couple new Employee Assistance Program services, both of which are offered through ComPsych. We contract with them, and they offer well-being coaching and holistic one-on-one support over the phone that is completely confidential. Nothing discussed with a therapist will make its way back to CSU or to anyone you work with. These coachings are individualized. You get assigned to a specific coach, and you work with them for as long as you need. The idea is to help motivate you to find the answers that you need to modify behaviors or create better behaviors that will prevent some of the more long-term issues.

McGuire: We also have an interactive site called Wealthsource that can hopefully help create a sustainable lifestyle with healthy financial habits. It will guide the user through an assessment to build a very personalized curriculum. We just rolled this out in the last month, so not sure of utilization numbers at this point.

McGuire: Happy to answer any questions and encouraged members to e-mail any questions.

Van Buren: Thanked McGuire for the presentation. Was not aware of the portal, and it seems really helpful. Asked: What kind of training do the wellness coaches have?

McGuire: Because it is an outside organization, cannot say definitively, but understanding is that they are all trained and certified in their respective fields. ComPsych does not contract with people who are not certified or trained in the specific topics they offer guidance for.

Norton: Have been reading about AI programs recently. Wondering if CSU is thinking about using any of the psychotherapy AI programs, such as Wobot. There is a host of them out there.

McGuire: At this point, understanding is that we are not. Do not think we are necessarily opposed to it. There are just so many resources that we have on our plate right now that we are trying to bring together. Do not want to speak the rest of Human Resources in that regard, but at this point, the answer is no.

Anders Fremstad: Curious how our contract works with a company like this. Asked: Do we pay based on how many people are talking to someone, or is it a fixed cost?

Teri Suhr: Happy to answer this. With our contract with ComPsych, we pay a per-employee fee per month. We fund the benefits for our employees for the Employee Assistance Program and well-being benefits through our fringe benefits pool.

Suhr: Thanked Norton for the recommendation on the AI programs. We are always happy to look at anything that our employees can bring forward to us and add them to our list. Will dive in to see what the latest and greatest and most helpful thing is our employees would like to see.

Silvia Canetto: Asked how they chose ComPsych and why.

Suhr: We have to go through a formal RFP process, as we do for any solicitation of benefit providers on our campus. We recently renegotiated our contract with the Employee Assistance Program and found ComPsych to be the most advantageous for us and the programs that we wish to offer at the University.

Canetto: Would like to know what “advantageous” means.

Suhr: It is really what is the best value for our employees. Human Resources wants to make sure there is high value. If it is not high value and something we would utilize, it is not something we engage with. Encouraged members to send their ideas through the councils of what they would wish for. We are always happy to look and make sure we are doing the right thing at the highest value for all our employees.

Chair Doe: Thanked everyone for the discussion. Expressed hope that this program will see increased traffic due to this presentation. Encouraged members to check this program out. Hearing no further discussion, thanked McGuire and Suhr for being here.

## **H. PRESIDENT’S REPORT – President Amy Parsons**

President Amy Parsons: Expressed appreciation for being able to join Faculty Council today. Have learned a lot just from the first portion of the meeting. Thanked the leadership team and others on the call who have spent time in the past months leading up to start date to help get her up to speed on issues. It has been helpful and welcoming.

President Parsons: Would like to get the sense of the Faculty Council on what you would like to have reported and what she should get up to speed on before reporting again in April. Would like to get advice and recommendations on what members would like to hear going forward.

President Parsons: Believe members would like to go over the budget in detail at the April meeting. As Norton mentioned, we just went through the latest draft of the budget with the Board of Governors last week. Understand there were four (4) different scenarios presented, which was narrowed down to one (1) that we saw last week, It does emphasize and prioritize compensation. The current budget is planning for a 5% average salary increase, which will be balanced by a 4% tuition increase as well. We are looking at that balance of addressing compensation as well as addressing accessibility and affordability for our students. By the time we come back in April, some of the big pieces of the budget will be in place, including the state numbers, which is the biggest unknown right now. How much investment we get from the state will really determine the other numbers in the budget.

President Parsons: Emphasized that compensation for faculty and staff is a high priority. Have been studying our salaries and salary history, where we are college by college and position by position. Goal will always be 100% compensation to our peers. We want to be known as a great place to work and a place that values its faculty and staff through compensation. This will take a team effort, and there are a lot of knowledgeable people on this call, including working with the Committee on Strategic and Financial Planning, as well as the task forces. We will be partnering

with Faculty Council and the other employee councils and plotting that course. Think we can get there, but we have to align a goal and what we are going to do to get there.

President Parsons: Another high priority is student success. We are looking at the journey of students from initial admission all the way through matriculation to success through their sophomore year. Am meeting with the deans and Vice Presidents individually and learning a lot about the innovation happening around student success. This is an area of focus, especially with an eye toward recruitment and retention of diverse faculty and a diverse student body.

President Parsons: Major part of what she will be doing in this role is fundraising and working with our Advancement team. Would like to hone in on where we can go for fundraising, specifically for student advancement, financial aid and scholarships to help students get through CSU and to graduation.

President Parsons: Will also be looking at our communication strategy as we continue to listen to the public dialogue that is questioning the value of higher education and the value of a four-year degree. Our job is really to tell our stories about our value everywhere we possibly can. We are looking at new and creative ways to tell these stories. Suggesting a possible “day in the life” of a faculty member, showing that everyday impact on our students.

President Parsons: We have a lot of open positions in leadership and other areas around the University. Am working in several searches simultaneously, which is a time-consuming process. Expressed appreciation for those serving on those search committees. We are just about to launch the national search for the Provost and Executive Vice President to fill that position permanently. We will soon be launching the search for the Vice President for Research, and we are looking for faculty representation on that search as well. The search for the Vice President for Human Resources just launched this week. The search for the Vice President for Advancement is well underway, and we are anticipating having finalists for that position on campus as early as the end of February. This is a time where we can really help to build the leadership team of the University and include a lot of people in these search committees and making decisions together. Coming into this role, was looking closely at all these open positions to determine if we needed to fill them at the same level they were before, or if we need to combine positions to be efficient. Stated that she has decided not to fill the position of the Vice President for Strategy. Will be eliminating that position and moving some of the duties to other positions that we are hiring through these searches.

President Parsons: Have not been here the past few years but acknowledge the voices of people saying it has not been the easiest few years, both with the administrative and leadership changes as well as the pandemic. Expressed hope that she can step in at this point and bring stability, collaboration, and trust, and really strengthen the role of shared governance.

Chair Doe: Thanked President Parsons. Encouraged members to provide priorities and thoughts for moving forward. We have about ten (10) minutes to engage in conversation.

Pedros-Gascon: Expressed congratulations on becoming President. Reminded President Parsons how big a task it is to lead an institution of this size. Expressed hope that you will understand the

culture of this institution, and this part of the institution believes in a robust exchange of opinions and civic engagement. We are not the most welcoming of having rules tossed down to us from above like Moses. The Faculty Council also expects the President to attend at least one (1) meeting a semester. There is also an expectation of transparency and consistency. Whenever a new leader comes in, ask them if they want to rule by *auctoritas* or by *potestas*, meaning by moral authority or your own prerogative. Expressed hope that she lives up to comments made about shared governance and stated that Faculty Council will continue to remind you about the importance of shared governance.

President Parsons: Thanked Pedros-Gascon for the advice. Sees herself as working for you, and that will be the approach to everything. Have an appreciation for what a big job this is. Goal is to be transparent and an open-door leader. If you see things happening that you feel are not transparent, expect people to reach out and say so. Believe in shared governance and that it is the bedrock foundation of the American higher education system. We honestly cannot govern this University without strong shared governance.

Fremstad: Happy to hear that employee compensation is a top priority. With the recent bought of inflation, the 5% average pay raise is still a real pay cut. Curious how our lowest-paid colleagues can be expected to take that. Thinking of non-tenure track faculty and student workers. Wondering what strategies she sees for protecting our workforce.

President Parsons: That is the work ahead of us. We are studying up on what our salaries are compared to peers. Know we need to pay attention to our lowest paid employees. Affordable housing in Fort Collins is part of this as well. We can only do so much there but did just meet with the mayor and city manager and impressing on them what we can do to help our employees live closer to where they work. We are feeling those strains across the board. It is a high priority, while balancing at the same time state investment, which is low in Colorado. Part of job as well is to be a strong lobbyist at the state and federal level where that makes sense. Want to try to turn the tide on state funding because that will make a difference going forward for us to be able to invest in compensation, which is our single largest portion of the budget. Would like people to sit down together and create a goal and where we are trying to get to. There is a lot more to come on this. Look forward to working with the committees and Faculty Council, as well as the other employee councils, to help get us there.

Michael Antolin: Would like to see the strategies you have for balancing out more than just staying in place and trying to catch up from behind. Want to see how we would actually reprioritize things in the budget to create new programs, initiatives, resources, etc.

President Parsons: Think nothing is off-limits when we are looking at the budget. When we are looking at this, we have such a big task ahead to address compensation and we need to look at it everywhere. Have mentioned fundraising and to the extent that fundraising for some things like programs can relive some central funding that we can put toward compensation. These are the tools we will need to deploy and look how we will be able to redirect resources to that.

Mitchell: Led the innovations task force and am interested in how we are approaching the future of CSU. Think there is a lot of change in higher education. We see that in terms of how people

value degrees and higher education. Curious what might prevent future disruptions and how we might try new things and making some investments in the future. Antolin alluded to new programs, but it may also be just new ways to think about higher education, new ways to engage and think about degrees, how we think about lifelong learning. Enabling the whole University to think about the processes and approaches we may take in the future to enable the flexibility we need. Would be willing to engage in these conversations.

President Parsons: Thanked Mitchell for the question. Think this is something we need to have a bigger conversation around, possibly at a future Faculty Council meeting. Would like to discuss this with the task force. Personally think it is time for a renaissance of the land-grant mission. Think it is time to tell this story about our value so that parents, students, collaborators, and the general public and our politicians understand what it means, because it is different and unique. Part of what we are doing is telling our story and the other part is how we connect that up to industry and jobs.

Sybil Sharvelle: Appreciate hearing ideas related to engagement and embracing the public and the importance of higher education, which will be important to us in these coming years. Would like to see how we can integrate the Spur campus. Think Spur represents public-private partnership opportunities.

Sharvelle: Have also heard concerns about what has happened with our leadership and questions around the reputation of CSU. Think we need to put a lot of focus on that, because there are some reputation issues, and we need to work on how we will repair that.

President Parsons: Thanked Sharvelle for that comment. Look forward to future discussions on reputation and what we need to do there, because it is important. Expressed appreciation for comments around Spur as well. It is gratifying to see how the buildings turned out and how we can use those assets to benefit CSU. Hopefully Spur can be part of the conversations around reputation as well and getting a larger, more visible presence in Denver.

Chair Doe: Thanked everyone for the discussion and to President Parsons for being here. We look forward to future conversations in this environment and other ones.

## **I. PROVOST/EXECUTIVE VICE PRESIDENT REPORT – Interim Provost Janice Nerger**

Interim Provost Janice Nerger: Gave a presentation to the Board of Governors last Friday, and the three (3) Provosts of the three (3) campuses were asked to give a few comments about enrollment and access. On enrollment and access, pointed out that our fall class was our largest incoming class in our history. We were up 7%, 354 more students than the previous fall. We brought in 5,517 students, though nationally, the trend for freshman classes was down 2.4%. This was fantastic news, but it did require us to rent the Best Western, as well as add additional sections on several different courses and seats in existing sections. Thanked those that came through and took care of this last minute, as we did not know if a lot of those students were coming until the week before. Have some concerns regarding retention when you have large classes, as some students come in under the wire and possibly make that decision right before.

We might see retention down a little bit, although 95% of the class did retain into the spring semester.

Provost Nerger: Also brought up the program development and Academic Master Plan. Am going over the Academic Master Plan with President Parsons and in some detail the strategic plan, as a lot of hard work was done by a lot of people on campus. We will be looking at those and seeing what directions the President wants to take.

Provost Nerger: We have also joined LinkedIn Learning, and we had a soft start on that. We will be advertising it more broadly in the coming weeks. This will open up faculty, staff, and student on-campus access to about 18,000 LinkedIn courses for free.

Provost Nerger: The state is talking about a program called “credentials as you go” and that is allowing us to offer undergraduate certificates. We will be seeing more of those coming through the University Curriculum Committee into the Faculty Council. Those undergraduate certificates are standalone, and they do not have to be contained within a major like in the past.

Provost Nerger: Brought up employee compensation and making sure the Board keeps that on the top of their mind. Retention, graduation rates, and ChatGPT are also topics to be discussed.

Provost Nerger: We just signed the contract for the new director of the Honors program, and we will be writing up a SOURCE story around that later this week. The Dean of the Walter Scott Jr. College of Engineering is an ongoing search and has a soft application date of March 1<sup>st</sup> and are hoping to interview in mid-April to get someone onboard by July 1<sup>st</sup>. The Vice Provost for Undergraduate Affairs was a failed search, and we have been holding off on that because we were not sure when the Provost search would begin. Will appoint an interim until the Provost search is complete. We have completed the interviews for the Dean of the Graduate School/Vice Provost for Graduate Affairs. Will be deciding on that this week and will announce that hopefully later this week or next week. We are finishing negotiations with the Executive Director of TILT and a contract will be signed soon.

Provost Nerger: We have been working with Faculty Council on the implementation of AUCC 1C. We formed two (2) committees. Am ready to meet with both of them and then try to meet with Executive Committee to determine next steps. Think there will be budget implications, so we need to make sure we can access those funds and get the courses and seats we need to have these filled out by Fall 2026.

Provost Nerger: We have discussed the B.A. and B.S. distinction, and we need to put that into a final policy to be helpful to people putting forward new B.A. and B.S. majors. We do not have the framework for those interested in certificates. We have a framework for the graduate certificates, but we need to put the criteria for the undergraduate certificates that lie outside of a major.

Provost Nerger: We have a Gordon and Joan Bishop Professorship, and an anonymous alum donated \$75,000 to the Provost’s Office to create this professorship. This professorship can be given to anyone in any discipline in the University. The deans got together and nominated one



(1) person from each of their colleges. We chose Yvette Nout-Lomas from the Department of Clinical Sciences and Kelly Wrighton from the Department of Soil Sciences. There will be a SOURCE story early next week.

Provost Nerger: The Faculty Success Team will be having a virtual forum on tenure and promotion best practices, which will be on Thursday, February 9<sup>th</sup> from 9:00am to 10:30am. Encouraged members to go to the [Faculty Success website](#) for more information. Stated that Vice Provost Susan James will be giving updates on Faculty Success at the March Faculty Council meeting, including the Interfolio project and the Task Force on Faculty Workload Equity.

Provost Nerger: We will be holding an ethics colloquium around ChatGPT and other AI bots on Thursday, February 16<sup>th</sup> from 4:00pm to 6:00pm in the Lory Student Center Theater. Encouraged members to go to the [Ethics website](#) for more information.

Chair Doe: Thanked Provost Nerger. Asked if there were any questions or discussion.

Pedros-Gascon: In Rick Miranda's last year as Provost, he addressed the Department of Languages, Literatures, and Cultures and the compression and inequities that were affecting associate professors. We also discussed this last year with former Provost Mary Pedersen about the important issue of equating our department, as well as Music, Theatre, and Dance, as well as the rest of the institution, in a 2-2 teaching load, not a 3-2 teaching load. This is happening right now and is a flagrant inequity. Do not understand why we still need to elaborate on this when it is so evident. We are a Hispanic-serving department, primarily female, and an extremely diverse department. Think our department is being taxed out for teaching in a language that is not English. Asked how this will be addressed, or whether it will be passed onto the next Provost. Noted that the professional standards of the Modern Language Association of America dictate that in order for language learning to happen, a cap needs to be placed on the classroom, so we cannot have really large classes.

Provost Nerger: Have discussed this with Dean Benjamin Withers. We are working on ways to do it. Noted that Music, Theatre and Dance is the harder one to work on with that, but this has been brought to our attention. Understand the limits on class size.

Chair Doe: Thanked Provost Nerger. Hearing no further discussion, thanked everyone for being here and called the meeting adjourned.

Meeting was adjourned at 6:04 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**

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

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

**Veterinary Medicine & Biomedical Sciences**

<b>Rao Veermachaneni</b>	Biomedical Sciences	2025
<b>Shari Lanning</b>	Clinical Sciences	2025
<b>Elizabeth Ryan</b>	Environmental & Radiological Health Sciences	2023
<b>Tony Schountz</b>	Microbiology, Immunology and Pathology	2024
<b>Katriana Popichak</b>	College-at-Large	2025
<b>Fiona Hollinshead</b>	College-at-Large	2025
<b>Doreene Hyatt</b>	College-at-Large	2024
<b>Tara Nordgren</b>	College-at-Large	2025
<b>Jennifer Peel</b>	College-at-Large	2023
<b>John Rosecrance</b>	College-at-Large	2023
<b>Zaid Abdo</b>	College-at-Large	2025
<u>Brian Geiss</u>	College-at-Large	2025

**University Libraries**

<b>Christine Pawliuk</b>	Libraries	2025
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***Ex Officio Voting Members***

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

***Ex Officio Non-Voting Members***

<b>Amy Parsons</b>	President
<b>Rick Miranda</b>	Executive Vice President
Albert Bimper	Interim Chief of Staff
<b>Jan Nerger</b>	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
<b>Susan James</b>	Vice Provost for Faculty Affairs
<b>Brett Anderson</b>	Interim Vice President for Human Resources
<b>Kauline Cipriani</b>	Vice President for Inclusive Excellence
Brandon Bernier	Vice President for Information Technology
<b>Kathleen Fairfax</b>	Vice Provost for International Affairs
<b>Laura Jensen</b>	Vice Provost for Planning and Effectiveness
Alan Rudolph	Vice President for Research
TBD	Vice President for Strategy
<b>Blanche M. Hughes</b>	Vice President for Student Affairs
TBD	Vice Provost for Undergraduate Affairs
<b>Greg Luft</b>	Interim Vice President for University Marketing & Communications
<b>Brendan Hanlon</b>	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
<b>Sonia Kreidenweis</b>	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
<b>Matt Klein</b>	Chair, Administrative Professional Council