

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

**CALL TO ORDER**

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

**FACULTY COUNCIL AGENDA ITEMS:**

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

**A. ANNOUNCEMENTS**

- a. Next Faculty Council Meeting – April 4, 2023 – Microsoft Teams – 4:00pm
- b. Harry Rosenberg Award – Nominations due on March 27, 2023 – [Harry Rosenberg Award | Faculty Council | Colorado State University \(colostate.edu\)](#)

Chair Doe: This is an award to recognize outstanding service to the Faculty Council. Encouraged members to place their nominations with either herself or Amy Barkley.

- c. Higher Education News – [Higher Education News | Faculty Council | Colorado State University \(colostate.edu\)](#)

Chair Doe: We have a new feature on our Faculty Council website called Higher Educations News. We are posting news from major media outlets regarding higher education, sometimes in Colorado, sometimes nationally. Expressed hope that this would keep members up to date on some of the things going on around the state and around the country.

- 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

Chair Doe: Will turn this over to Andrew Norton, our Board of Governors representative, to introduce our two (2) guests today from the Board of Governors.

Andrew Norton: Following conversations with Executive Committee and leadership, including Chancellor Tony Frank and the Board of Governors last fall, we thought it would be a good idea if we have Board members attend some of our Faculty Council meetings this spring to learn

more about the shared governance aspect of the faculty experience. This will also give Faculty Council members an opportunity to learn more about the Board of Governors.

Norton: The CSU System Board of Governors consists of nine (9) members that are appointed by the governor and confirmed by the Senate. There are six (6) other representatives, which include a faculty and student representative from each of the three (3) campuses.

Norton: Introduced Governors Kenzo Kawanabe and Nate Easley. Asked them to provide some of their background and why they agreed to serve on the Board of Governors.

Governor Nate Easley: Have been in education for the past thirty (30) years, starting off at Colorado State University as an undergraduate. Received masters from CSU in student affairs. Stated that his family includes several Colorado State University graduates, including wife and two (2) kids.

Governor Easley: When coming to Colorado State University, was a teen parent out of Montebello High School and got accepted through the window, which is what they called it back then. Fell in love with the campus. Worked with Paul Thayer, who connected him with helping low-income and first-generation students to get to and through college.

Governor Easley: Moved from Fort Collins and worked at University of California – San Diego running the Learning Center for a few years. Then moved to Washington D.C. where he worked for the Council of Opportunity and Education, which is advocacy aimed for programs that help low-income and first-generation students get to and through college. Did dissertation at American University on Mexican immigrants who made it to University of California – Los Angeles (UCLA) and understanding how it was possible that they were there. Did a lot of research and heard life-changing stories.

Governor Easley: After completing PhD, moved back to Colorado and ran the Denver Scholarship Foundation. Ran for the school board at that time and was elected as the President of the Denver Public School Board of Education. Got an appreciation for the difference between governance and management while doing this role. While serving, got to know Governors Jared Polis and John Hickenlooper, as well as Mayor Hancock. After leaving the Denver Scholarship Foundation, worked in educational reform, and am now working as a consultant, mostly with school board members. Work with around twenty-two (22) different vice presidents and presidents across the country about the importance of understanding what governance is all about and knowing more about your colleagues' priorities. Also do consulting with former organization, the Council for Opportunity and Education, and helping them get students who participate in McNair Student Support Services into internships and connect them to the workforce. Considers himself a voice of first-generation, low-income folks. Colorado State admitted him and changed perspective on life. Had a lot of great professors during that time and have a lot of respect for faculty. Want to make sure we give that opportunity to as many low-income and first-generation Coloradoans across the state as we possibly can.

Governor Kenzo Kawanabe: Thanked Norton for inviting himself and Governor Easley here today. Thanked everyone for teaching our students, including the often-forgotten areas where he grew up, like in the San Luis Valley.

Governor Kawanabe: Introduced himself as a fourth-generation Coloradoan, and great-grandparents were Japanese immigrants. They were poor farmers that immigrated through California and ended up in the San Luis Valley, like a number of other Japanese families. They came in the 1920s and thankfully did not suffer the injustice of the internment camps. Grandparents were not as lucky and were living in Southern California and were sent to internment camps due to their race, Japanese American. They lost everything and were forced to move to Arizona. Thinks of family history as a time where the rule of law failed. Ended up going to law school and am a lawyer now and believe the rule of law is a cornerstone of our great society. Work at a firm called Davis, Graham, and Stubs. We have about 150 attorneys. We have one (1) office in Denver, are over 100 years old, and think we have deep roots in the community.

Governor Kawanabe: Have two (2) daughters. One is in college in St. Louis, and the other is a junior in high school. Wife works for the National Conference of State Legislatures. Am involved with various organizations that help move the needle toward equity. Am on the board of Colorado Legal Services, which is the largest provider of pro bono legal services on the civil side. They have thirteen (13) offices across the state, about 150 staff of lawyers, paralegals, and assistants representing the poor.

Governor Kawanabe: Was interested in serving on the Board of Governors because of the land-grant mission. The thought of expanding higher education beyond the “elites” and to the rest of us, the farmers and engineers, is fantastic. We should be doing that and continuing the land-grant mission, including areas like the one he grew up in. Did not attend Colorado State University but have family members that have attended here. Expressed love for what CSU does and indicated that he is here to help. Thanked everyone again. We couldn’t accomplish what we are accomplishing without you.

Norton: Thanked Governors Easley and Kawanabe for being here. Invited them to stay for remainder of meeting.

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

### a. Faculty Council Meeting – February 7, 2023

Chair Doe: Asked if there were any corrections to be made to the Faculty Council minutes from February 7<sup>th</sup>.

Hearing none, minutes approved by unanimous consent.

## **C. UNFINISHED BUSINESS**

## **D. CONSENT AGENDA**

1. UCC Minutes – January 27, February 3, 10, & 17, 2023

Chair Doe: Asked if there were any items to be pulled for further consideration from the University Curriculum Committee minutes.

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

**E. ACTION ITEMS**

1. Election – Faculty Council Chair – Committee on Faculty Governance – Steve Reising, Chair
  - a. Candidate Statement – Joseph DiVerdi
  - b. Candidate Statement – Melinda Smith

Steve Reising: Explained that at our March meeting every year, we elect the Faculty Council Chair, Vice Chair, and Board of Governors Representative. These are for a one-year terms starting in July, so this will be from July 2023 to June 2024.

Reising: For the position of Faculty Council Chair, we have two (2) nominees, who have provided statements as seen in the agenda packet. We do not have a chance for statements or statements of support. Asked if there were any nominations from the floor.

Reising: Hearing none, closed nominations.

Anders Fremstad: Requested to ask questions of the candidates.

Reising: Apologized, but we do not take an opportunity for that as part of procedure, otherwise we could take a lot of time for that. Directed members' attention to the poll in the chat.

Chair Doe: Stated that Amy Barkley will be confirming that only voting members are voting and she will notify herself of the results.

Chair Doe: Announced that Melinda Smith has won the election of Faculty Council Chair, and this election is now closed. Congratulated Smith and thanked both Smith and Joseph DiVerdi for standing for nomination.

2. Election – Faculty Council Vice Chair – Committee on Faculty Governance – Steve Reising, Chair

Reising: We received no nominations for Faculty Council Vice Chair. Asked if there were any nominations from the floor.

Mary Van Buren: Would like to nominate DiVerdi for Vice Chair.

Reising: The nomination is accepted. Asked if DiVerdi was willing to serve as elected.

Joseph DiVerdi: Agreed.

Reising: The nomination is accepted. Asked if there were other nominations from the floor. Hearing none, elected DiVerdi by acclamation. Congratulated DiVerdi.

3. Election – Faculty Council Board of Governors Representative – Committee on Faculty Governance – Steve Reising, Chair
  - a. Candidate Statement – Andrew Norton

Reising: We have one (1) candidate, Andrew Norton, for the Board of Governors Representative, who has provided their statement as seen in the agenda packet. This will be Norton’s second and final year if elected. Asked if there were any other nominations from the floor.

Reising: Hearing none, closed nominations and elected Norton by acclamation. Congratulated Norton and all the new officers.

Chair Doe: Thanked all those willing to stand for nomination and Reising for running the elections.

4. Election – Faculty Representative to the Committee on Teaching and Learning – Committee on Faculty Governance – Steve Reising, Chair

Reising: On behalf of the Committee on Faculty Governance, would like to nominate John Michael as the College of Veterinary Medicine and Biomedical Sciences representative to the Committee on Teaching and Learning.

Reising: Noted that we will have a lot more nominations at our April and May Faculty Council meetings. The Committee on Faculty Governance is responsible for replacing all the expiring terms, either renewing or replacing the members of all the standing committees.

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

Motion approved.

5. Proposed Revisions to the Preface of the Academic Faculty and Administrative Professional Manual – Committee on Responsibilities and Standing of Academic Faculty – Jennifer Martin, Chair

Jennifer Martin: On behalf of the Committee on Responsibilities and Standing of Academic Faculty, we move to revise the Preface of the Academic Faculty and Administrative Professional Manual as seen in the agenda packet.

Martin: The changes we are proposing are not necessarily changes to policy but clarifies the policy that a conflict with one (1) part of the Manual does not invalidate the entire Manual. State

and federal regulations and Board of Governors policies override the Manual. This proposed language clarifies the Preface of the Manual.

Chair Doe: Thanked Martin. Asked if there was any discussion regarding these proposed revisions. Hearing none, requested a vote in the chat using Microsoft Forms.

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

6. Proposed Revisions to Section E.10.5 of the Academic Faculty and Administrative Professional Manual – Committee on Responsibilities and Standing of Academic Faculty – Jennifer Martin, Chair

Martin: The Committee on Responsibilities and Standing of Academic Faculty moves to revise Section E.10.5 of the Academic Faculty and Administrative Professional Manual as seen in the agenda packet. This revision is also not a new policy, but a clarification of current policy and practices at the University.

Chair Doe: Thanked Martin. Asked if there was any discussion regarding this motion. Hearing none, requested a vote in the chat using Microsoft Forms.

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

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

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

Interim Provost Janice Nerger: Congratulated all the new Faculty Council officers. These are important roles for the University.

Provost Nerger: These announcements have all been sent out in emails. Thomas Siller is now the interim Vice Provost for Undergraduate Affairs and will be with us until at least the fall semester in that role. Colleen Webb is the new Dean of the Graduate School and Vice Provost for Graduate Affairs. That was an internal search. Sue Doe is the new Executive Director of TILT. Asked Chair Doe to speak to transition.

Chair Doe: Yes, will be starting that role following our Faculty Council meeting in May. Wanted to be able to complete term and not disrupt Faculty Council, so we put off start date until then.

Provost Nerger: Thanked Chair Doe. The Executive Director of TILT position was a national search, and we brought in three (3) candidates, and Chair Doe impressed us the most. Shawn Bingham will be joining us on March 20<sup>th</sup> as the new Honors Program Director. Bingham will be new to Colorado and is very excited to start some new initiatives.

Provost Nerger: The other search that is ongoing is the Dean of the College of Engineering, and we are using a search firm for that. Believe we had around forty (40) applicants in that search

and the committee has that down to twenty-nine (29) that they are looking at right now. Believe the hope is to bring candidates to campus in the first part of April.

Provost Nerger: We sent out an e-mail to students about summer session. This is a good opportunity for students to take an extra class with smaller enrollment, which can help with student success and keeps them focused on their studies. We can maybe get these students out in four (4) years rather than five (5) years and help improve their GPA. We are trying to encourage our summer program, some of which is online, and it can certainly benefit our departmental budgets as well. We are trying to encourage our departments to make sure that students understand the opportunities in summer.

Provost Nerger: Have been meeting weekly with President Amy Parsons. President Parsons has reviewed the Academic Master Plan and the overview of priorities that we launched last fall and is in favor of all of those. She wants to merge this with the University strategic plan and look at the direction we want to go and launch some initiatives.

Provost Nerger: We have been working on undergraduate certificates. Interim Vice Provost Siller and Andrea Duffy will be looking at these along with some department chairs, and someone from Faculty Council, likely Brad Goetz from University Curriculum Committee, to get these undergraduate certificates on board.

Provost Nerger: We are working with AUCC 1C. We launched a couple committees. The implementation committee was to see how much this will cost if we move the existing 3E courses over to 1C and how many courses we would need, along with how many seats we need to allow every student to take a 1C class. We got an estimate of these depending on class size. We also launched a guidance committee to work on how we will get these courses through the curriculum process. We have received a report from them, and we are putting a summary together. We will meet with Rick Miranda and President Parsons, and then come back to Faculty Council to design a process to move these expeditiously and efficiently through the system.

Provost Nerger: Antonio Pedros-Gascon had brought up teaching loads at the last Faculty Council meeting. Wanted to provide an update on that. The teaching loads and effort distributions are something we are looking at. It is more complicated than how many courses people are teaching. We have effort distributions that depends on what percent effort you are responsible for in your 100% load within your college and your department. The Faculty Success group is looking at this and Vice Provost Susan James will report on this at the April meeting since she was unable to be here today. We are working on looking at workload equity in general across the University and within colleges.

Antonio Pedros-Gascon: Would like to follow up. This is not only about teaching but it is a much bigger issue and is an important issue for all of us. It is having an enormous impact on our capacity. Expressed hope that there is a solution to this issue by July 1<sup>st</sup>.

Provost Nerger: This is something we need to look at. We have to look at our curriculum as well as across the board. Not sure of the answer for every department at this point. This is something on our agenda to discuss at the Council of Deans and will bring it up with the Council of Chairs

just to better understand this. Not sure of the whole distribution across the University at this point. Pledged to look into this.

Provost Nerger: Asked if there were other questions.

Chair Doe: Thanked Provost Nerger. Directed attention to comments in the chat about different teaching loads with the same percent distribution, as well as consistency across colleges. Hearing no further questions or comments, thanked Provost Nerger for being here.

## **G. REPORTS TO BE RECEIVED**

### **1. Administrative Leave Task Force Report Fall 2022 – Michael Antolin**

Chair Doe: Asked Michael Antolin to speak to this task force report and thanked Antolin for his service on the task force.

Michael Antolin: Thanked Chair Doe. The membership of this task force was himself, Sharon Anderson, and LeRoy Poff. Noted that there were some administrative leave cases the previous year and questions arose from those, but our mandate was not to look into the details of those cases but to look at University policy around involuntary administrative leave.

Antolin: We were looking into where involuntary administrative leave falls in State statute and policy. In looking in the Academic Faculty and Administrative Professional Manual, we could not find any reference to administrative leave other than to point out that administrative leave is not grievable. This led to the conclusion that despite the fact that many parts of corrective or disciplinary action at the University and in State statute are clearly defined in terms of due process, there is no due process that follows the initiation of administrative leave. We could not find a procedure. According to State statute, involuntary administrative leave is not to be used as a disciplinary action and is just put into place when there are allegations of impropriety, and an investigation is initiated. Everyone should understand that administrative leave, even if paid, is not meant to be part of either the corrective or disciplinary part of the action that occurs. It is also meant to be administered to protect the safety and operations of the University and to prevent harm to other individuals while the investigation is ongoing.

Antolin: It does appear that involuntary administrative leave does have a punitive side to it, however. In other words, faculty are often blocked from access to scholarly materials and their correspondence, and possibly other activities if they are barred from campus. Even if faculty are exonerated, the punitive effects of the involuntary administrative leave are likely to be long-lasting. As far as we know, there are no cases where a faculty member on involuntary administrative leave was indicted and reinstated. All the cases we know of ended with either resignation or retirement of the faculty member. Procedures for discipline are outlined in the Academic Faculty and Administrative Professional Manual in Section K, but we did not find any due process for faculty under administrative leave in the Manual other than to state that involuntary administrative leave is not grievable.



Antolin: We came to three (3) recommendations. The first is that we recommend the University develop specific policies for involuntary administrative leave that follow the statutes. Another question that arose from this is who at the University has authority to place a faculty member on involuntary administrative leave. Currently, it appears that this authority exists with any administrative or supervisor authority at the University. The second recommendation is that since administrative leave is meant to start an investigation of impropriety while that investigation is ongoing, and this person is potentially excluded from the University, there should be University policy or Manual language that specifies who carries out this authority. Our third recommendation is that these issues be taken up by the Faculty Council's Committee on Responsibility and Standing of Academic Faculty to help get these matters clarified.

Antolin: Directed members' attention to the report. We searched State statutes, as well as anything having to do with administrative leave at the University of Colorado, University of Northern Colorado, and the School of Mines. We generally found that the same issue exists at other universities as well. University of Colorado has somewhat of a stated policy, but it remains vague in a lot of the ways we have discussed here.

Chair Doe: Thanked Antolin. Reminded members that we do not amend reports. Asked if there were any questions regarding this report before we receive it.

Van Buren: Asked if the Institutional Review Board has any standing in these situations and can recommend any kind of administrative leave.

Antolin: Not sure what their authority or role in placing someone on administrative leave would be. Wondering why they would have the authority.

Van Buren: For instance, if someone was found not to be following the procedures, just wondered what the chain of command would be. Stated that something close to administrative leave has happened in cases involving the Institutional Review Board. Was looking for clarification on that.

Antolin: Does not know about that. Understanding is that this would have to be referred to a supervisor or somebody in a supervisory authority. That person would have the authority to initiate administrative leave relative to that.

Norton: Thanked Antolin for the report. It is excellent work and very thorough. Have a question about the exclusionary order. Asked if these were binary, where someone is completely excluded from campus, or if there is a graduation into that.

Antolin: In looking at the policy, not sure where the authority comes from to carry out an exclusionary order. One of the things that is good about that policy is that it does include steps for due process following an exclusionary order and what rights the person who has been placed on the exclusionary order has to follow up and question it.

Norton: It looks like there is a committee of three (3) formed by the person that wrote the exclusionary order.

Antolin: Confirmed. Again, it is simply not clear who carries this out. It is the University, but not clear who says we need to have this happen. Do not believe it is specified in the policy. It does mention the idea that you are protecting the safety of the community, and that ongoing harm would be one of the reasons that this would be carried out, but wondering who determines that the potential for harm exists at all.

Norton: Asked: Do we know how often exclusionary orders have been used in the last five (5) or ten (10) years?

Antolin: We did pull a document that is not relatively recent, but apparently there are reporting requirements by state agencies to the State about how often these are used. The document was ten (10) years old and the universities themselves were not represented very often in there. We do not know how often this has been used. Noted that they reached out to the Office of General Counsel for that kind of information but have not received an answer.

Chair Doe: Thanked Antolin and the task force for their extraordinary work. Expressed hope that the Committee on Responsibilities and Standing of Academic Faculty will take this up and we can get something into the Manual. Think it will be important to circulate this information widely. The implications of this are enormous. Expressed appreciation that this was looked into so carefully by the task force.

Report received.

## 2. Faculty Council Chair Report – Sue Doe

Chair Doe: There is a unit called the Colorado Faculty Advisory Committee that is organized by the Colorado Department of Higher Education. This is a group of faculty from all around the state that meet every few months to discuss what is going on at their campuses. These are generally faculty council or senate chairs that meet, and it is a tremendous opportunity to learn about our peers and colleagues from around the state. We often learn that we share similar concerns. Recently, there have been concerns around housing cost around compensation, worries about enrollment. Usually someone from the Colorado Department of Higher Education comes to those meetings and tells us ideas that are being rolled out or considered. This is an important opportunity for our Faculty Council to continue to connect with our colleagues around the state. Encouraged our new Faculty Council Chair to continue involvement with this group.

Chair Doe: Have been attending the Cabinet meetings that meet every other week. Stated that President Parsons has the group go around the table to see what each member wants to bring forward. Assuming this pattern continues, encouraged Faculty Council Chair to come prepared. This is a good opportunity to speak to matter relating to the faculty.

Chair Doe: Thanked the AAUP for the town hall they led last week. Felt it was professionally run, well organized, and extremely insightful.

Chair Doe: Am happy to be serving on the Board of Governors Excellence in Teaching Award Selection Committee. The nominees for the award are simply amazing. Thinks it would be nice

to have a mechanism for sharing some of the work that our colleagues are doing because there is some excellent, innovative, and inspiring teaching happening on this campus. Noted appreciation and agreement with a comment posted by a member that teaching videos of these faculty might be generated and shared with the campus community.

[Full Chair's Report.](#)

3. Board of Governors Report – Andrew Norton

Norton: There are no new updates since the last Board of Governors meeting was in February and results were reported at last Faculty Council meeting.

Norton: Have been meeting with some people to talk about the System-wide budget, whether it is the Board of Governors reserve or System reserve or the budgeting process locally here. Happy to continue these conversations with whoever is interested. Believe we are in the phase of the State's budgeting process where the Joint Budget Committee is finalizing their work. This is important because the results of the Joint Budget Committee recommendations and what is eventually passed are one (1) of the three (3) levers that we have here to CSU to balance our budget. There are state-appropriated funds, tuition dollars, and internal reallocation. There is a fourth one, with innovative models to try and generate more revenue, but those are the main three (3) ones we have right now.

Norton: Directed members to the [Joint Budget Committee testimony](#) that is posted on the Faculty Council website. Stated that Chancellor Tony Frank gave testimony to the Joint Budget Committee back in January. He is the first to speak in that session. It gives some insight to what is going on with the budget.

Norton: our next Board of Governors meeting is May 4<sup>th</sup> and 5<sup>th</sup>, here in Fort Collins. Encouraged those that are interested to come sit in on the meeting.

Norton: The CSU System announced that we have a new President at CSU Global, Becky Takeda-Tinker. She was the President of CSU Global several years ago and helped make it a successful entity.

## H. DISCUSSION

1. 5-year Progress Report – Committee on Non-Tenure Track Faculty – Jenny Morse, Co-Chair

Chair Doe: Jenny Morse, chair of the Committee on Non-Tenure Track Faculty, is here to provide a five-year progress report and what we still sometimes call “the new appointment types” for continuing, contract and adjunct faculty. Thanked Morse for her service and for being here.

Jenny Morse: Thanked Chair Doe. In 2006, then-Provost Tony Frank created the Task Force on Special and Temporary Faculty, which eventually evolved in to the Committee on Non-Tenure

Track Faculty. In 2012, the Colorado legislature passed a bill that allowed for multi-year contracts for two (2) to three (3) years for teaching and five (5) years for research faculty. In 2016, the Committee on Non-Tenure Track Faculty put together a lengthy research proposal for new appointment types at CSU that incorporated what was allowed by the Colorado legislature for contracts to be extended to faculty. These appointment types were originally proposed were reconfigured through work of several standing committees. The Committee on Responsibilities and Standing of Academic Faculty worked on them in 2017, and that led to Faculty Council voting in these new appointment types in 2018.

Morse: After creating these appointment types, we also added in various things into the Manual. A lot of this has to do with changing the status of the Committee on Non-Tenure Track Faculty as a standing committee and creating voting rights for contract and continuing faculty. Many of these things created representation, the ability to serve and be on committees, and clarifying those issues. We have made a lot of adjustments to our non-tenure track faculty and how we are engaged in our shared governance and appointed and promoted here at our University.

Morse: Directed members' attention to slides. Want to point out the important difference between continuing and contract appointments. With contracts, we have written into the Manual access to grievance process, so the things in Section K that apply to tenured faculty also apply to contract faculty. There is nothing in the Manual to support continuing appointments, which remain at-will.

Morse: At this time, we have 400 faculty on continuing appointments and only 128 on contracts, which have been available to use by CSU since 2012. The Committee on Non-Tenure Track Faculty had a goal when we wrote the report in 2016 to have 90% of non-tenure track faculty on contracts, so we have a ways to go. It is important to keep in mind that we have a little over 800 non-tenure track faculty here, and we have 600 eligible for contracts.

Morse: Showed members a graph indicating the credit hours that non-tenure track faculty are teaching on this campus. This demonstrates that our contract and continuing faculty are the ones providing most of the instruction on this campus. Directed members' attention to another graph indicating how many non-tenure track faculty have a terminal degree. A lot of people who are on contract and continuing appointments would be eligible for tenure lines based on their degree status.

Morse: We created the senior and master instructor ranks in 2018. As we are promoting faculty through the ranks. However, we are seeing the number of contracts being issues are declining every year, which is a problem. Pointed out that 60% of our non-tenure track faculty are women, and about 40% are tenure-line. When we think about gender equity issues and whether we have enough women in tenure-line positions, we have plenty of women here qualified for tenure lines and there is not enough tenure-lines being extended to those women to create equity.

Morse: Would like to pose a few questions for Faculty Council to consider.

- If we can use contracts to provide two (2) to three (3) years of job security to non-tenure track faculty, and these people are working full-time teaching, most have terminal

degrees and are often women, why aren't we extending contracts and providing secure employment to these people?

- Given that senior and master instructor only come with a 10% bump in pay and don't have job security, how hard should this process be? Should it be aligned with tenure?
- Do we need or want to create clear pathways for people where all the ranks are currently accessible to people of all degrees?
- What are the objections to creating teaching tenure system that would reward the people doing all this important work on our campus?

Morse: Stated that there are many more slides in the presentation. Encouraged members to look through them for more information.

Chair Doe: Thanked Morse for the presentation. Asked if there was any discussion.

Provost Nerger: Stated that they offered contracts to all non-tenure track faculty in Natural Sciences and they did not want it. This might be different college to college and they felt that it was less secure and because it was a three-year contract, they liked not having an end date. Was not able to explain to them enough that contracts were more secure, but maybe it is a matter of education on this.

Morse: Expressed agreement that the education piece is really important. When the Manual language was updated last fall, it stated that you were never supposed to reach the end date and get a new contract the year before it ends.

Norton: Have heard the same argument from Human Resources people that argue that the contract is not as secure as continuing because with continuing and the supervisor would need to provide a compelling argument to terminate, whereas with the contract, the term just ends. Think there is a lot of education that needs to be done.

Morse: Think the important thing to educate Human Resources people on is if the contract is allowed to expire, you become continuing. Noted that we might be using contracts wrong because Human Resources may not be reading our Manual and do not come to these meetings.

Van Buren: Thanked Morse for all her work and the information. Wondering what the logic is for having a continuing classification, given that it is confusing and against people's best interests.

Morse: The original proposal in 2016 did not include the continuing appointment. That was put into the system by powers beyond us. Continuing was the rebranding of "special" for those that remember. The goal was never to have that. It was always to have people on contract so they would have protection during the contract period.

Marni Berg: Stated that there was confusion with department chair when these options were first presented. Think it really needs to be not just education, but the way it is worded and presented as this has never been clear.

Morse: Prior to the appointment types, met with many departments to explain all of this as part of the education. Part of what we are seeing here is that the education did not take after five (5) years. Maybe the system needs to be amended, and that is where the questions are coming from, how we can make the system better.

Jared Orsi: Thanked Morse for all her work on this. Would strongly encourage the elimination of the continuing category because it has become so confusing and the amount of education around it is enormous. If this came before Faculty Council, would be supportive. Would also be supportive of trying to work on a teaching tenure process that created a set of transparent guidelines by which people could move in that direction.

Orsi: If we need to proceed on more education, think we should meet with continuing and contract faculty from across campus and have a meeting about the differences between contract and continuing, and then a listening session to find out what the perceptions are. Could start with this and then bring it back to Faculty Council to see if we can amend the Manual to meet people's needs. If there is a genuine need for continuing, perhaps we could clarify and change the wording around that. It seems that we should do something similar in parallel with Human Resources people to try to educate them and listen to their needs.

Morse: Thanked Orsi for the ideas.

Fremstad: Struck by the numbers presented on women in non-tenure track faculty and in tenure-lines that was presented. Wondering if Morse knows what these numbers look like on other campuses. Interested in comparison across universities for that gender disparity.

Morse: Not sure of the answer to this but would be an important thing to look at and how it compares. We know some of the difference is going to be due to disciplines and how they work.

Chair Doe: Indicated this is an area of research for her. Stated that the numbers are pretty consistent across the country with these kinds of gender disparities, as well as other marginalized populations.

Chair Doe: Hearing no further discussion, thanked Morse for her work and for being here. We look forward to taking these up and looking at next steps.

## 2. Transportation Master Plan Update – Jamie Gaskill, Aaron Fodge, & Stephanie Zakis – Parking and Transportation Services

Aaron Fodge: Here to talk about the 2023 Transportation Demand Management Master Plan, which is an update to our previous plan called the 2014 Parking and Transportation Plan. We have hired a consultant through an on-call engineering contract, and we were fortunate enough to receive a grant from the Colorado Department of Transportation to help offset the costs of this plan. We are targeting the end of the fiscal year for this plan's conclusion. The recommendations for this plan, along with a number of others, will go into CSU's 2024 Land Use Master Plan Update.

Fodge: Transportation management is essentially about how we all commute to the university and how the university supports the choices and the reliability of the transportation system for all students, employees, and visitors. We do this through transportation planning. This plan will look at how we improve infrastructure, how we improve permeability, how we access the campus to get where we need to go, and how we improve multimodal safety on campus.

Fodge: We will measure efficiency of the system through prioritization of the movement of people, not necessarily just cars. We will also look at how we connect between modes of transportation across our campuses. This planning effort utilizes a number of data sources, which he indicated are outlined in the slides. We have information related to parking demand, transit ridership, bicycle counters across campus, crash data, household data. We also conduct studies looking at flow through the campus, but we are also reliant on a couple University-driven estimates. One is the enrollment estimate that we project into the future over ten (10) years, along with the number of beds in campus housing, and whether our transportation system support an increase in either of those numbers.

Fodge: We also need to know the land use trade-offs. We look at where we aspire to build new buildings and what impacts those will have and how they will impact the transportation system. We will also seek guidance related to setting goals for our students, employees, and visitors as it relates to each mode of transportation so that we can plan accordingly.

Fodge: Directed members' attention to data sources as seen in the presentation slides. Stated that we are also guided here at the University by our climate action plan. We also are not only representatives on campus for everyone, but we work with the City of Fort Collins, the Front Range Metropolitan Planning Organization, Larimer County, and the Colorado Department of Transportation.

Fodge: This planning effort is currently about the wrap up phase two (2). We have spent the last two (2) months conducting over fifty (50) of these presentations. We have had multiple campus engagement events, conducted in-person interviews with stakeholders through focus group work, and we have an interactive survey for randomly selected individuals. As we enter phase three (3), we will draft the plan and feed it back to campus with the hope to have it approved prior to fiscal year end. Happy to answer any questions and take feedback.

Chair Doe: Thanked Fodge for the presentation.

Emily Morgan: There are hundreds of students in the School of Music, Theatre and Dance who do not have access to Around the Horn. We have been advocating for this for years and receive a different reason every time. Think this is a student access issue and it impacts the morale of our students who feel they are not part of campus.

Fodge: Thanked Morgan for the feedback. For context, over the years we have had students approach administration about having a transit route that will travel to the University Center for the Arts. One of the suggestions has been that the Around the Horn bus, which is our campus shuttle, travel there. This is a challenge because it has to cross the railroad tracks twice to stay on schedule, and this bus goes between not only the main campus but the south campus. We

conducted a survey last year within the University Center for the Arts to get a better understanding of the trip types. Both students and employees were surveyed, and we had well over one hundred (100) respondents. This year, we presented a proposal for an on-demand shuttle to the Alternative Transportation Fee Advisory Board, which is a student board. They heard a presentation from a company that offers this type of service. They decided not to seek a proposal this year, but that does not preclude the campus from submitting a proposal. We are aware of the need. Stated that the Safe Walk or Safe Ride program following shows may also be helpful to the University Center for the Arts. Will note this feedback as part of our planning.

Amy Barkley: Stated that this was something lacking while an undergraduate going to the University Center for the Arts. It is a long walk from main campus and there does not appear to be any connection.

Barkley: Have brought up this point before, but there also seems to be a lack of frequency in transportation that is available on campus. A lot of buses only run once an hour, which makes it hard to plan things out, especially for people who do not have cars, or who have toddler daycare drop-offs. It does not feel feasible to get to campus in a timely manner. You are either late or really early. Wondering if there have been any conversations with Transfort around this.

Fodge: Will note this comment for increasing frequencies on routes that travel on lower frequencies. Pre-COVID, for a city our size, we had one of the most successful transit systems. The addition of MAX took our ridership from 900,000 trips to over 2.5 million after that investment. We are currently still dealing with the outfall of the pandemic, which has discouraged people from driving buses. There is a nationwide shortage, which is affecting us immensely here at CSU. It is not a matter of funding. It is a matter of having drivers that can drive the buses. We do have routes with high frequency, typically along the Elizabeth corridor serving our student neighborhoods, but there are other routes in the community that have been cut entirely or cut back because of lack of drivers. Stated that Transfort is currently down thirty (30) drivers. Stated that they have offered raised wages, and wages have been raised here at SCU as well as Poudre School District. They have also offered signing bonuses and training bonuses. Stated that they are working on this and will continue to advocate.

Peter Jan van Leeuwen: When going from the Foothills campus to the main campus, riders have to switch buses. Stated that he frequently just takes his car because changing buses becomes a hassle.

Fodge: We are in the third phase of bringing transit to the Foothills campus. Phase one was a dedicated route that students helped fund five (5) years ago. That route traveled once per hour and it took thirty-seven (37) minutes to go from the main campus to the Foothills campus. The second phase was to dedicate a shuttle to campus. We currently have a shuttle that operates on the campus and makes four (4) laps around the campus per hour. In this next phase, we have been awarded a grant from the City of Fort Collins to complete the design of a second Max corridor that will run from the main campus and we will build a transit center on the Foothills campus when completed that will have a bus, much like the Max 70-passanger articulated bus that will travel every seven (7) to ten (10) minutes back and forth to the shuttle that is dedicated





<b>Bradley Goetz</b>	College-at-Large	2023
<b>Andrew Norton</b>	College-at-Large	2023

### **Health and Human Sciences**

<u>Ruoh-Nan (Terry) Yan</u>	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

### **Business**

<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

### **Engineering**

<b>Peter Jan van Leeuwen</b>	Atmospheric Science	2024
<u>Ashok Prasad</u>	Chemical and Biological Engineering	2025
<u>Hussam Mahmoud</u>	Civil and Environmental Engineering	2024
<b>Steven Reising</b>	Electrical and Computer Engineering	2025
<b>Soheil Fatehiboroujeni</b>	Mechanical Engineering	2023
(substituting for Kirk McGilvray)		
<b>Thomas Bradley</b>	Systems Engineering	2023
<u>Sybil Sharvelle</u>	College-at-Large	2023

### **Liberal Arts**

<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> (excused)	Philosophy	2025
<b>Marni Berg</b>	Political Science	2024

<b>KuoRay Mao</b> (substituting for Laura Reynolds, sabbatical 2022-2023)	Sociology	2025
<u>Ajean Ryan</u>	College-at-Large	2023
<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
<u>Abigail Shupe</u>	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> (excused)	Forest and Rangeland Stewardship	2024
<b>Yoichiro Kanno</b>	Fish, Wildlife, & Conservation Biology	2024
<b>William Sanford</b>	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
<u>Alan Van Orden</u>	College-at-Large	2023
<b>Joseph DiVerdi</b>	College-at-Large	2025
<b>James Liu</b>	College-at-Large	2023
<b>Veterinary Medicine &amp; Biomedical Sciences</b>		
<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
<u>Fiona Hollinshead</u>	College-at-Large	2025
<u>Doreene Hyatt</u>	College-at-Large	2024
<u>Tara Nordgren</u>	College-at-Large	2025
<b>Jennifer Peel</b>	College-at-Large	2023
<b>John Rosecrance</b>	College-at-Large	2023
<u>Zaid Abdo</u>	College-at-Large	2025
<u>Brian Geiss</u>	College-at-Large	2025

### University Libraries

<b>Christine Pawliuk</b>	Libraries	2025
<b><i>Ex Officio Voting Members</i></b>		
<b>Sue Doe</b>	Chair, Faculty Council/Executive Committee	2023
<b>Melinda Smith</b>	Vice Chair, Faculty Council	2023
<b>Andrew Norton</b>	BOG Faculty Representative	2023
<b>Steve Reising, Chair</b>	Committee on Faculty Governance	2023
<b>Gregg Griffenhagen, Chair</b>	Committee on Information Technology	2023
<u>Shane Kanatous, Chair</u>	Committee on Intercollegiate Athletics	2023
<u>Jerry Magloughlin, Chair</u>	Committee on Libraries	2023
<b>Jenny Morse, Co-Chair</b>	Committee on Non-Tenure Track Faculty	2023
<u>Olivia Arnold, Co-Chair</u>	Committee on Non-Tenure Track Faculty	2023
<b>Jennifer Martin, Chair</b>	Committee on Responsibilities and Standing of Academic Faculty	2023
<b>William Sanford, Chair</b>	Committee on Scholarship, Research, and Graduate Education	2023
<u>Alan Kennan, Chair</u>	Committee on Scholastic Standards	2023
<b>James Graham, Chair</b>	Committee on Strategic and Financial Planning	2023
<b>Shawn Archibeque, Co-Chair</b>	Committee on Teaching and Learning	2023
<u>Cayla Bellamy, Co-Chair</u>	Committee on Teaching and Learning	2023
<u>Jose Luis Suarez-Garcia, Chair</u>	Committee on University Programs	2023
<b>Brad Goetz, Chair</b>	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
<b><i>Ex Officio Non-Voting Members</i></b>		
Amy Parsons	President	
<b>Rick Miranda</b>	Executive Vice President	
<b>Albert Bimper</b>	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	
Susan James	Vice Provost for Faculty Affairs	
Brett Anderson	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  
**Blanche M. Hughes**  
**Thomas Siller**  
**Greg Luft**

**Brendan Hanlon**

James Pritchett  
 Beth Walker  
 David McLean  
 Lise Youngblade  
**Colleen Webb**  
 Ben Withers  
 Karen Estlund  
 Simon Tavener  
 Susan VandeWoude  
 A. Alonso Aguirre

**Justin Schwendeman-Curtis**

(substituting for Matt Klein, Chair of APC)

Vice President for Research  
 Vice President for Student Affairs  
 Interim Vice Provost for Undergraduate Affairs  
 Interim Vice President for University Marketing &  
 Communications  
 Vice President for University Operations  
 Dean, College of Agricultural Sciences  
 Dean, College of Business  
 Dean, College of Engineering  
 Dean, College of Health and Human Sciences  
 Dean, Graduate School  
 Dean, College of Liberal Arts  
 Dean, Libraries  
 Interim Dean, College of Natural Sciences  
 Dean, College of Vet. Medicine & Biomedical Sciences  
 Dean, Warner College of Natural Resources  
 Administrative Professional Council