

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

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

**MINUTES**  
**Faculty Council Meeting**  
**September 5, 2023 – 4:00pm – Microsoft Teams**

**CALL TO ORDER**

Chair Melinda Smith called the meeting to order at 4:01 p.m.

Chair Smith welcomed everyone to the meeting and provided reminders for etiquette in the Microsoft Teams environment. Reminded members that Faculty Council meetings are public and are recorded for the purposes of the minutes, which eventually get posted on the Faculty Council website. Provided information on the rules of engagement for members.

**FACULTY COUNCIL AGENDA ITEMS:**

**I. FACULTY COUNCIL AGENDA – September 5, 2023**

**A. ANNOUNCEMENTS**

- a. Next Faculty Council Meeting – October 3, 2023 – Microsoft Teams – 4:00pm
- b. Schedule of 2023-2024 Faculty Council Meeting Dates
- c. Faculty Council Membership for 2023-2024
- d. Faculty Council Standing Committee Membership for 2023-2024
- e. University Committees 2023-2024
- f. Parliamentary Motions – Quick Reference
- g. Parliamentary Motions – What They Mean
- h. HLC Accreditation Visit – September 18 & 19, 2023
- i. Faculty Success Open House – September 21, 2023, from 9:30am to 11:30am in the Lory Student Center
- j. President’s Fall Address – October 4, 2023 at 11:00am on the Oval
- k. Thematic Year – Year of Democracy 2023-2024
  1. [Thematic Year | Colorado State University \(colostate.edu\)](https://colostate.edu/thematic-year)
  2. Calendar of Events – Starts September 5<sup>th</sup>

Chair Smith: Read through announcements and directed members’ attention to this information as seen in the agenda packet.

**B. MINUTES TO BE APPROVED**

- a. Faculty Council Meeting – May 2, 2023

Chair Smith: Asked if there were any corrections to be made to the Faculty Council minutes from May 2, 2023.

Hearing none, minutes approved as submitted.

### **C. UNFINISHED BUSINESS**

### **D. CONSENT AGENDA**

1. Confirmation of Faculty Council Secretary
2. Confirmation of Faculty Council Professional Registered Parliamentarian
3. UCC Minutes – April 14 & 28, May 5, 2023 – UCC Minutes approved by Executive Committee on behalf of Faculty Council at meeting on May 9, 2023

Chair Smith: Asked if there were any objections to approving the consent agenda as it appears in the agenda packet.

Hearing none, consent agenda approved by unanimous consent.

### **E. ACTION ITEMS**

1. Approval of Degree Candidates

Chair Smith: On behalf of interim Provost Janice Nерger, move that Faculty Council approve the candidates who meet the degree requirements for graduation during the 2023-2024 academic year.

Motion was seconded.

Chair Smith: Requested a vote in the chat using Microsoft Forms.

Motion approved. Will be submitted to the Board of Governors for approval.

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

Steve Reising: One of the responsibilities of the Committee on Faculty Governance is staffing the department and college-at-large representatives to Faculty Council, which are voted on in the units, as well as our standing committees. We replace about one-third every year for the expiring terms or people who are on leave.

Reising: Move the academic faculty nominations to the Faculty Council standing committees as seen in the agenda packet.

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

Motion approved.

3. Election – Faculty Representative to the University Benefits Committee – Committee on Faculty Governance – Steve Reising, Chair

Reising: On behalf of the Committee on Faculty Governance, move the approval of the academic faculty to the University Benefits Committee. As seen on the list from our announcements, we have four (4) faculty members to serve on this important committee for four-year terms. We are nominating Kimberly Henry for another term since the previous term expired.

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

Motion approved.

4. Proposed Revisions to the Graduate and Professional Bulletin: Admissions Requirements and Procedures, “Application: U.S. Citizens or Permanent Residents” – Committee on Scholarship, Research and Graduate Education – William Sanford, Chair

William Sanford: The Committee on Scholarship, Research and Graduate Education moves that Faculty Council adopt the following revisions to the Graduate and Professional Bulletin for Admissions Requirements and Procedures: “Application: U.S. Citizens or Permanent Residents” as seen in the agenda packet.

Sanford: Explained some of the major parts of this motion. The first is to allow graduate students to submit unofficial transcript for them to be accepted and be able to register for their second semester, because right now they need to submit an official transcript. This will also give them the option to allow just two (2) letters of reference. The other change is allowing students between a 3.0 and 2.8 GPA to get into school without the need to write a petition, and anyone under a 2.8 GPA can be accepted if they receive a B or better in six (6) credits of graduate-level coursework.

Chair Smith: Thanked Sanford. Asked if there were any questions.

Zaid Abdo: Requested clarification that these are minimum requirements. Asked: Individual departments have the right to have more stringent requirements, correct?

Sanford: Yes, they do.

Craig Partridge: Understanding of the statement about admission fees being required is not intended to stop the deferred admission fee waiver program that currently exists. This is simply the pro forma statement about fees. Thanked Sanford and Dean Colleen Webb for clarifying this ahead of the meeting.

Chair Smith: Thanked Partridge. Hearing no further discussion, requested a vote in the chat using Microsoft Forms.

Motion approved.

5. Proposed Revisions to the Graduate and Professional Bulletin: Admissions Requirements and Procedures, “Application: International Students” – Committee on Scholarship, Research and Graduate Education – William Sanford, Chair

Sanford: The Committee on Scholarship, Research and Graduate Education moves that Faculty Council adopt the following revisions to the Graduate and Professional Bulletin under Admissions Requirements and Procedures, “Application: International Students” to be effective upon Faculty Council adoption.

Sanford: This allows international students to provide unofficial transcripts. Sometimes it can be very expensive, as well as difficult in getting them in a timely manner to apply for the second semester. This also adds the Duolingo exam. They can also be exempt from taking the exam if they have recently earned a degree from a university where English is exempt. Noted that rationale for all these motions is provided at the end in the white paper.

Chair Smith: Asked if there was any discussion of this item.

Antonio Pedros-Gascon: Not familiar with Duolingo, so am curious about the exams and how it proves that someone takes the exam.

Pedros-Gascon: Second question is around the language in bullet point 8.a that states “When the CSU graduate degree program is taught in the student’s native language, the TOEFL, IELTS, Duolingo, or the PTE Academic requirement will be waived.” According to this wording, if the students are applying to the Graduate School in a program in Spanish, that means that we could waive the need to be proficient in English. The reality is that it should say “programs taught outside the U.S.” Requested an amendment so the new language states “When the CSU graduate degree program is taught in an academic institution outside the U.S. in the student’s native language, the TOEFL, IELTS, Duolingo, or the PTE Academic requirement will be waived.”

Dean Colleen Webb: Noted that the language in front of Faculty Council does not include any changes around the English proficiency requirement. We did not propose any changes regarding that. The intention of that language is that for a very few graduate programs taught outside the U.S., they are taught completely in the language in the country where the program exists. The intent is to waive the English proficiency requirement in those cases, but not with the English proficiency requirement for any of our programs that are here on the CSU Fort Collins campus or the associated campuses as well.

Pedros-Gascon: Think it would be worth clarifying the language.

Dean Webb: The intention is that students for your program should need to demonstrate English proficiency. Think the language suggested here makes a lot of sense and captures that differentiation very well.

Chair Smith: Asked for Pedros-Gascon to repeat motion. It will require a second.

Pedros-Gascon: Move to revise the wording of the proposed document, specifically regarding bullet point 8.a, to state “When the CSU graduate degree program is taught in an academic institution outside the U.S. in the student’s native language, the TOEFL, IELTS, Duolingo, or the PTE Academic requirement will be waived.”

Reising: Seconded Pedros-Gascon’s motion.

Chair Smith: Asked if there was any further discussion of the amendment.

John Slater: Expressed agreement with Pedros-Gascon, that this may reflect what we chose or believe to be the policy. However, believe this clarification is a step backwards and in terms of language justice, we should not compel students to produce documentation that they know how to speak English if they are taking a graduate program in which none of their coursework or submitted work is in English. We should enact policies that reflect the language as is.

Vice Provost Kathleen Fairfax: Understand the spirit of what is being suggested by Pedros-Gascon. There are instances where the language being proposed wouldn’t apply, however. The amendment includes when it is taught at an academic institution outside the U.S., but there may be occasions where we might be contracting or delivering something that is not an academic institution, but still CSU like an Extension site. Recommended taking out the words “academic institution.”

Vice Provost Fairfax’s suggestion was seconded by Faculty Council members.

Chair Smith: Clarified that we will now vote on the amendment to Pedros-Gascon’s amendment, which removes the words “academic institution.” Requested a vote in the chat using Microsoft Forms.

Amendment to Pedros-Gascon’s amendment approved.

Chair Smith: Asked if Dean Webb wanted to address the questions around Duolingo.

Dean Webb: There have been a number of studies now that have compared the success of graduating students entering with scores from Duolingo with TOEFL and the IELTS. There is some evidence that there is slightly lower success for students that come in with Duolingo, but it was not a large amount and depends on the cutoff proposed. We looked carefully at the Duolingo scores and the suggested equivalency for TOEFL and IELTS, and we chose a relatively higher cutoff to reflect what was seen in the study. We also did some back calculation from the study to find a range that seemed more equivalent based on the study results for the equivalencies. Equivalencies were 120, which is the cutoff we are suggesting, and one used by many

universities in the United States. It is also consistent with cutoffs used by other universities that have done their own informal studies of Duolingo. Confident that the cutoff we have chosen for Duolingo is one that should provide students with good quality English proficiency similar to what we would see from TOEFL and IELTS. The other question around this was how the testing was done. It is done similarly to the other online testing that we do. We did accept Duolingo during a trial period when COVID happening, and we could only accept English proficiency exams that could be done virtually. We have some experience with Duolingo where it is successfully used.

Chair Smith: We now need to vote on Pedros-Gascon's amendment, as amended. Requested a vote in the chat using Microsoft Forms.

Amendment from Pedros-Gascon, as amended, approved.

Chair Smith: Asked if there was any further discussion on the main motion.

Pedros-Gascon: Asked if Dean Webb could clarify how it is verified that the person is doing the exam and that it is the work of the student and not someone else. Indicated that with TOEFL, the student needs to go into a room and present their ID.

Dean Webb: Understanding is that it is a similar approach that is used by Duolingo, and we already use this for undergraduates. Requested that Vice Provost Fairfax provide more detail.

Vice Provost Fairfax: It is done similarly to TOEFL, which is mostly done on the internet these days. Students are required to have their cameras on, and the rooms closed. Ideas need to be submitted ahead of time, and they can even reject your test if you have an extra USB plugged into your computer. They can monitor you while you are taking the test.

Chair Smith: Seeing no further discussion, requested a vote on the main motion, as amended. Requested a vote in the chat using Microsoft Forms.

Amended motion approved.

6. Proposed Revisions to the Graduate and Professional Bulletin: Admissions Requirements and Procedures, "Access Admission Pathway" – Committee on Scholarship, Research and Graduate Education – William Sanford, Chair
  - a. White Paper regarding proposed revisions to the Graduate and Professional Bulletin

Sanford: The Committee on Scholarship, Research and Graduate Education moves that Faculty Council adopt the following revisions to the Graduate and Professional Bulletin under Admissions Requirements and Procedures: "Access Admission Pathway" to be effective upon Faculty Council adoption.

Chair Smith: Asked if there was any discussion of this motion.

Reising: Going back to Zaid's question, it says here that there is a 3.0 minimum GPA requirement for unconditional admission. Question is how the department would be able to provide additional input if we were to raise the standards beyond the 3.0 GPA. Asked: Would that be allowed with unconditional admission?

Dean Webb: Generally, the department has to recommend the applicant before the Graduate School approves admission at the University level. If the department has higher requirements than what the University has, they simply do not recommend those students for admission.

Chair Smith: It appears the meaning of "unconditional" is different from "automatic admission."

Dean Webb: Correct. Conditional admission is generally for students who have a GPA lower than 3.0 and they are admitted provisionally, being essentially on academic warning in their first semester. Sometimes there are other kinds of conditions that are put on depending on whether additional materials, for example, are needed.

Ashok Prasad: Wondering if it would be better to say, "without conditions" rather than "unconditional." That can be confusing.

Dean Webb: While perhaps not a great answer, this is the standard terminology we use throughout Admissions and the Graduate and Professional Bulletin. Perhaps it should be something else, but the entire ecosystem is built around the jargon of unconditional admission.

Chair Smith: Hearing no further discussion, requested a vote on the motion in the chat using Microsoft Forms.

Motion approved.

## 7. Academic Calendar Updates – Fall 2022-Summer 2024

Joseph DiVerdi: Move that Faculty Council accept the changes to the Academic Calendar for Fall 2022 through Summer 2024 as seen in the agenda packet.

Andrew Norton: Second.

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

Motion approved. Will be sent to the Board of Governors for final approval.

## 8. Academic Calendar Updates – Fall 2024-Summer 2026

DiVerdi: Move that Faculty Council accept the changes to the Academic Calendar for Fall 2024 through Summer 2026 as seen in the agenda packet.

Norton: Second.

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

Motion approved. Will be sent to the Board of Governors for final approval.

#### **F. PRESIDENT'S REPORT – President Amy Parsons**

President Amy Parsons: Thanked everyone involved with the major searches going on right now. Expressed special thanks to Dean Lise Youngblade and her search committee for running the Provost search. We have our second candidate on campus right now and will have our third next week. We have had great participation in the search and the open forums. Thanked Dean James Pritchett and his search committee for their work on the Vice President for Research search. Believe they are nearing completion and will have finalists for us soon as well. Expressed hope that everyone will be able to make time for the Vice President for Research interviews. These are really critical searches.

President Parsons: Thanked Chair Smith and leaders of the Administrative Professional Council and Classified Personnel Council for already meeting a few times this year to set our priorities and how we will work productively throughout the year. Will be meeting with Faculty Council leadership each month and will be back at Faculty Council later this semester.

President Parsons: We will be holding a budget retreat this coming Thursday, September 7<sup>th</sup>. The full agenda will be available through the SOURCE story coming out tomorrow. Encouraged everyone to participate as they are able. It will be in-person in the Lory Student Center, as well as livestreamed. This budget retreat is in response to advice and requests from Faculty Council around having more transparency in the budget process. This is an effort to address that request and see not only the incremental budget, but also the budgets at the levels of the deans and vice presidents where many of the decisions are made. A lot of work went into the presentations for this Thursday. We will ask for feedback after on whether it was helpful and what you wanted to see in terms of transparency.

President Parsons: Thanked everyone who is participating in the budget model review. Enjoyed the presentation from the University of Colorado. There is a lot of work ahead and there will be a lot more ways to engage in this process. We will start putting together committees and be intentional about what we have learned so far in these different budget models and how we will roll this out over the course of the year.

President Parsons: Chair Smith already mentioned our thematic year, which we are excited about. The Thematic Year of Democracy is already kicking off. On November 15<sup>th</sup>, we will have Governor Polis and Governor Cox from Utah here and will be facilitating a fireside chat with them about how to disagree better on thorny issues. We have some other interesting speakers in the pipeline that will be coming to campus this year, so we will keep everyone updated on those.

President Parsons: We also have Dean Sue VandeWoude here to present the major project in the College of Veterinary Medicine and Biomedical Sciences, which is both a curriculum overhaul and a renovation of facilities. The reason it is coming up now is because the Board of Governors



recently gave the green light to proceed on the facility side, which will enable the curriculum redevelopment. Felt it was important to talk about this project at Faculty Council.

- a. Update on Veterinary Teaching Hospital expansion – Dean Sue VandeWoude, College of Veterinary Medicine and Biomedical Sciences

Dean Sue VandeWoude: Thanked the Faculty Council for allowing time on the agenda to go over this important project for the College of Veterinary Medicine and Biomedical Sciences. This has been in the pipeline for quite some time, and it will be a transformative project for south campus and the veterinary program.

Dean VandeWoude: We are framing this as the future of veterinary medicine. There have been a lot of changes to the profession and the needs of the public in the last twenty (20) to thirty (30) years and our facilities have not kept up pace with those changes. This will be a new facility that will allow us to integrate education, clinical practice, and research.

Dean VandeWoude: One of the main reasons we are doing this is that there is a severe veterinary shortage in the workforce, and those needing veterinary appointments are waiting longer than they used to. We have the capacity here at CSU to address this because we get 4,200 applicants, which is around one thousand (1,000) more than any other school for our admitted first-year class. We admit 138 because that is how many seats we have in the classroom in the Anatomy-Zoology building where the students are housed, and the American Veterinary Medicine Association (AVMA) requires to have the right number of seats for admitting students. We have calculated that this will allow us thirty (30) more per class and allow us to keep up with the needs of those students didactically as well as the clinical cases they need to see.

Dean VandeWoude: The second phase of this project, which has not been launched yet, will be to renovate the facilities that are coming up on fifty (50) years old. The technology and the capacity of that building has not kept up with our needs. We will renovate this building on south campus on Drake Avenue, and we will build two (2) new classrooms in this space that our students are currently taking on main campus. This will also allow us to enact a new curriculum that has a much more hands-on approach to training, which we know will be better for retention of knowledge and students being able to enter the workforce directly.

Dean VandeWoude: As far as how this benefits campus, we are ranked #2. Think this is something important to our community and this will further strengthen our brand, which brings a lot of benefits to campus generally. Many in our college are dedicated to improving the CSU strength beyond the boundaries of our college.

Dean VandeWoude: As previously mentioned, there are two (2) big classrooms on main campus that we take up for most of the week because many of our students are in classes for thirty-five (35) to forty (40) hours. There is about 10,000 square feet of space in the building that is not fantastic, but is a usable space for labs, classrooms and offices on the south campus. There are also new opportunities for collaboration that will be enabled by these facilities we would be moving into.

Dean VandeWoude: This was perpetuated by our need to modernize our curriculum. We are currently adding more didactic knowledge to an already-full schedule, and we recognize that students in class for thirty-five (35) to forty (40) hours a week for two and a half (2 ½) years of their curriculum is not the best way to teach. It leads to burnout of teachers and does not allow for good retention of knowledge and there are many other stresses and outcomes of that relating to our curriculum delivery. The curriculum renewal efforts will provide experiential learning from the first year. This resulted in a vision to construct what is called the Primary Care Center. Right now, our referral hospitals and tertiary care do not have a place to train our students other than a limited exam room in our facility that has been carved out to train students for doing what most of them will be doing when they graduate, which is to perform general practice. This construction will also enable the community to bring in their animals for more standard treatments where our students will be engaged in training.

Dean VandeWoude: All of these changes are to support experiential learning. The education center will allow us to increase student enrollment. We are also going to have the buildings LEED certified, as well as WELL certified. For those familiar with the built environment, we recognize this as a facility-level initiative, but also programmatic. Our graduates and the profession in general has higher levels of depression, suicide, and other mental health issues. We want to give them a facility that supports their well-being and needs from the very beginning.

Dean VandeWoude: This effort goes back multiple years. By the time we actually open this building in Fall 2026, it will have been ten (10) years since discussions began around the competency-based education. The program planning for this infrastructure started in 2020 and there are many working groups in our college with faculty and staff that have been working on what we need to enable this. Every year we miss the timeline for opening, it is another year that we cannot admit more students and start this new curriculum in its more mature form, so this was a critical need for us. We will start an additional thirty (30) students in Fall 2026, and by 2030, we will have admitted an additional 120 students.

Dean VandeWoude: About a year ago, the Board of Governors approved our program plan without doing an intensive consideration of cost. It was estimated that it would be \$280 million to both build our new facility and renovate our old facility. Once that approval was obtained, we went back to the stage where a more intensive study of prices were applied. There was a significant increase in costs due to the construction inflation that we have seen in the last couple years. The first price tag that came back in the end of 2022 was exceeding \$330 million, which was far too high of a price tag. At that point, we split into the two (2) phases, with the first to initiate construction on the new building with the educational center in the primary care clinic. Our college has invested \$9 million to date, plus the faculty and staff contributions. Because of the increase of student numbers, we can divert some of that tuition into annual payments, which is how we proposed to pay for a lot of the bond payments.

Dean VandeWoude: We have a significant philanthropic effort going to raise \$15 million for the first phase. We are also proposing state funding of \$50 million, which would not be out of line with what other states have funded for capital construction at their colleges of veterinary medicine. As previously mentioned, we have provided \$9 million at the college level. With a bond of \$219 million, which would be issued over three (3) different time points at a 5% rate.

The annual maximum payment is \$14.7 million per year, 50% of which the College of Veterinary Medicine and Biomedical Sciences would be paying. That assumes that there is no philanthropic or state support, so this is a worst-case scenario. Provided examples of what other institutions have paid for renovations or expansion of facilities. Our college is committed to contributing as many resources as we can to this, which includes people power. We also have our entire advancement team deployed to work on this project and we think it is a fair cost based on the comparisons as seen in the slides.

Dean VandeWoude: When the Board of Governors was going to review the finance plan, President Parsons and Vice President Brendan Hanlon suggested getting a letter of support from faculty for this project. Within twenty-four (24) hours, we had around ninety (90) faculty sign a pledge to the Board of Governors, telling them how important this was for the College of Veterinary Medicine and Biomedical Sciences to move forward.

Dean VandeWoude: Explained some of the project and what it would look like. We hope this building will transform the face of south campus and will be a transformative project. We hope to extend that excitement to the rest of campus.

Chair Smith: Thanked Dean VandeWoude. Asked if there were any questions.

Partridge: Stated that Lynn Johnson, before she left, was rigorous in public statements about us being against a debt limit and that we would largely need to live with the space we have. We are having tremendous space crunches for some fast-growing programs on campus, and we do not have enough space for demand. If we do not deal with that demand, we may even see a drop in enrollment. Wondering where we are going to find the money to borrow against the growth needs that we will have over the next ten (10) to fifteen (15) years and where we are in terms of ability to adapt financially to growing needs. It was also mentioned that some space was being made available, but space is not fungible that way. We cannot convert a chemistry lab into an English classroom, and we have a lot of situations like that. Not sure this will actually meet the needs that we foresee.

Vice President Brendan Hanlon: When we put together this estimate, we tried to be conservative about it. Dean VandeWoude and her team pushed assumptions and tried to reduce that scope to the level that they could provide the educational programming necessary to grow enrollment, and then that enrollment would be pledged to the debt service. With the \$14.7 million, we are hoping that is a bit conservative with the interest rates. We will need to read the market conditions before we actually go to market and determine how much we are going to issue, but we are looking at issuing a \$100 million set of bonds, another \$100 million set of bonds, and then a \$24 million set of bonds, which allows us to gradually build in that debt service payment. That way you are not taking on the full debt service of that amount, you are letting some time pass to provide some budget capacity as the program gets up and running.

Partridge: Asked: Are those bonds callable?

Vice President Hanlon: We are looking at a call structure that is traditionally ten (10) years, but we are going to investigate something that might be sooner. If you call the bond sooner, you

might pay incrementally more. We have to do a risk-return analysis to see if it is worth the time. If we do end up seeing a positive interest rate environment, we want to leverage now rather than taking the risk of possible interest rate uncertainty. The other thing we are considering is using a tool called capitalized interest, or the ability to issue a little bit more, and then use those proceeds to pay the debt service in the first three (3) to four (4) years, for example, and that brings down that payment structure in that early time period.

Vice President Hanlon: The other thing being conservative on this are the state funds, with the request of \$50 million, so that is the estimate. Any donor funds have not been put into the estimated capital yet, so we are looking at those calibrations as well.

Vice President Hanlon: You are right to acknowledge that there are a lot of other demands on campus. We have been working through the Space Committee and talking about space utilization in terms of classrooms. The space assessment is nearing completion. Working with Gargi Duttgupta on extracting data from our facilities management tool to look at office space and lab space and see where there are possibilities.

Partridge: Did not give a sense of our headroom in the next ten (10) years. You stated that we have been conservative and careful, but we keep hearing the price tag for Clark and Glover going up and suddenly saw the Glover footprint go down. It does not seem a wise investment and am wondering where the money is so that we can properly use that kind of space.

Vice President Hanlon: Clark was also approved by the Board of Governors. The plan of finance was approved at the \$136 million level, and we had to go through some scope changes in order to make sure that we were able to maximize the finite dollars invested in Clark. In terms of Glover, there were trade-offs that we were looking at when it comes to the original \$80 million price tag pre-pandemic and what kind of scope modifications need to be made to fit within that number. This is why we are going through a program plan assessment and trying to figure out options and alternatives as well as additional donor funds that can maximize that investment. The operating budget will have to be part of the deliberative process. Every year when we form that budget, we will carve out space for this step service over time, but the most stressful points of that period will be when students begin to enroll, and we are covering a full share of the debt service payment. That will go down as more students come and are paying tuition that we can pledge into the financial structure.

Chair Smith: Thanked Vice President Hanlon. Asked if there were any questions for Dean VandeWoude, Vice President Hanlon, or President Parsons. Hearing none, thanked them all for being here and presenting.

[Full Presentation Slides for Update on Veterinary Teaching Hospital expansion](#)

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

1. University Benefits Committee Annual Report 2022-2023

Chair Smith: Asked if there were any questions regarding the University Benefits Committee annual report.

Hearing none, University Benefits Committee annual report received.

## 2. Faculty Council Chair Report – Melinda Smith

Chair Smith: Went to a proposed hiring retreat over the summer where the deans of each college presented their plans for hiring tenure-track faculty for the 2023-2024 academic year. There are seventy-one (71) hires proposed, with about \$7.7 million in salary and \$27 million in startup. This meeting was interesting, as it provided perspective on the priorities of each college. Believe there is a follow-up meeting planned with the goal of more analysis of future hiring by different colleges.

Chair Smith: The other major issue is the budget model, which President Parsons discussed. The University of Colorado presentation, titled “The CU Experience and Lessons Learned” is available for people to view at their leisure. It provides an interesting perspective on moving from our incremental model to a responsibility-centered model (RCM) in a hybrid form. Encouraged members to look at that presentation if interested. We will hopefully have Executive Vice President Rick Miranda at Faculty Council to present more on this. Encouraged those interested in this to get involved and show up at some of these meetings and forums, such as the budget forum on Thursday.

Chair Smith: Acknowledged Rob Mitchell and Jennifer Martin, who are members of the Faculty Council Executive Committee, who are also Presidential Fellows working with Executive Vice President Miranda on the budget model. Feel confident that Faculty Council is going to have a strong voice in this budget model and process as it moves forward.

Chair Smith: Thanked the search committee for the Provost. Encouraged everyone to attend the forum for the third candidate next week and submit thoughts and opinions through the search website.

Chair Smith: We are also working on some task forces in Executive Committee. We will communicate those soon, but they are likely to be related to AUCC 1C and interdisciplinary degrees.

Chair Smith: Am working with Pam Jackson and Amy Barkley on a strategic communications plan for Faculty Council so we can get the word out about the work Faculty Council does and the important role we play in shared governance.

## 3. Board of Governors Report – Andrew Norton

Norton: We have had three (3) Board of Governors meetings since Faculty Council last met. At our May and June meetings, we discussed money. The Board of Governors received a recommendation for a 5% salary exercise for faculty and administrative professionals, which the Board of Governors approved in June. Thanked everyone for bringing the need for this salary

exercise repeatedly to the Board of Governors. Part of what enabled that was an 11.4% increase to all higher education from the legislature.

Norton: Other significant things that have the potential to affect us in the future is that enrollment, and thus revenue, at CSU Global is down. There are a few reasons for that. Coming out of the pandemic, there is more competition for online degree programs. There may also be a shift in what degree-seeking students want, and in looking at the history of that, there is a very rapid cycling of what degrees students want in these online programs. Becky Takeda-Tinker was appointed president this past February and has her eye on these levels. On average, over the last five (5) or six (6) years, there has been a \$25 or \$30 million surplus that is at the discretion of the Board of Governors to distribute for university operations how they see fit. Our university has benefitted from that, as well as student success, the rural initiative.

Norton: We have new Board members and leadership on the Board of Governors. Armando Valdez is now chair, John Fisher is the Vice Chair, Kenzo Kawanabe is treasurer, and Nate Easley is the secretary. All these appointments were approved in June.

Norton: We had a lengthy discussion about the expansion of the Veterinary Teaching Hospital at the August Board of Governors retreat. In June, the Board is given a detailed audit of their financial position. The Board felt satisfied with the presentation about the need for the expansion and went forward with that.

Mary Van Buren: Would like to know how CSU Global pays their faculty and how much they are paid, since we are reaping the benefits of their work.

Norton: They have faculty distributed around the country. Believe they are paid by student credit hour. Can get that information about pay structure.

Van Buren: Would like to have that information. Noted that their website does not provide much information on their faculty or administration.

Chair Smith: Suggested that this be a future discussion item at Faculty Council.

Van Buren: That would be great. Given the fact that they generate all this extra money that goes to different projects, it does not seem that they are reaping the rewards of their work. Stated that they do not have a voice on Faculty Council. Think there are a lot of problems associated with it.

Norton: Clarified that CSU Global is a separate campus, with their own Faculty Council and representative structure. Will see if we can get a summary of how CSU Global works for the faculty.

## **H. DISCUSSION**

1. CSU Strata Updates – Vice President for Technology Transfer  
Richard Magid, CSU Strata

Richard Magid: Will be sharing updates on what is happening over at CSU Strata. We rebranded last summer, essentially combining the CSU Research Foundation (CSURF) and CSU Ventures under the CSU Strata umbrella. The services we are providing under this new branding are broadly in the same three (3) buckets, which are technology transfer, real estate services, and equipment financing. Will be focusing mainly on technology transfer for this presentation.

Magid: For those unfamiliar with tech transfer, this involves the traditional activities of looking at new technologies that have come out of inventions, assessing intellectual property and commercial value filing, prosecuting, maintaining intellectual property market, and license these technologies. There are also some other functions since startup creation is becoming a common path to go to market. We see fewer big companies working at the edge of innovation space. Startup creation is important in terms of job creation, and is also a key pathway for accessing medium and large companies because that is how they are doing their own business development.

Magid: There are many different groups from the department and college levels to the Vice President for Research Office that have industry relation groups, sometimes related on the research aspect. This is something that CSU Strata also needs to be getting into. We recently created a position for Director of Strategic Partnerships, which focuses on some of the non-traditional industry engagements. We also have licensing in place, as well as monitoring compliance, distributing income, and some of the other traditional functions.

Magid: Main hope is to align with Colorado State. CSU Strata is organized as a separate 501(c)3 for legal reasons and is the common structure that many public institutions have for their technology transfer office. It allows us to hold equity in startup companies and shields some of our business records from CORA and Sunshine Acts or something similar. It lets us be a little more flexible when working with these businesses. Being aligned with Colorado State is a key in our vision so you can be successful. In terms of alignment, it is not just alignment with the traditional tech transfer activities but is a broader vision.

Magid: Noted that he serves on several University committees, including the Conflict of Interest Committee, as well as an unofficial open source guidance committee, where we provide guidance to people developing software and understanding the different flavors of open source licenses. Am also serving on the search committee for the Vice President for Research. We are bringing ourselves to campus through office hours. We want to have a presence on campus even though we are located on south campus. We are also offering lectures on intellectual property basics for departments or classes that want it.

Magid: In terms of last year's numbers, we had \$3.8 million in total and transfer revenue generated just over \$1.3 million, which was distributing back to the departments, colleges, and Vice President for Research Office and a little over \$840,000 back to the inventors. When we can do these deals and generate money, it also flows back to both the campus and inventors.

Chair Smith: Asked if there were any questions. Hearing none, thanked Magid for being here.

## 2. CSU Health Network Presentation – Executive Director of CSU Health Network Laurel Halsey

Laurel Halsey: Thanked Chair Smith for time on the agenda. We realized we needed to clarify what the Health Network is doing around supporting students, medical care, and documentation of healthcare needs, especially as we come out of the COVID pandemic.

Halsey: We have about 11,000 undergraduate students and between 2,000 and 3,000 graduate students coming to see us any given year. That is because these students are paying healthcare fees for access to certain services here. Some of our students also take our student health insurance plan, which means we are their primary care providers. About 5,000 students are signed up for the health insurance plan. Of those, roughly 3,000 are graduate students, and roughly 2,000 are undergraduate students.

Halsey: When they come here, we are helping students with their medical care needs, as well as mental health care needs. In that respect, we are documenting our active care for them, and we may be recommending temporary modifications due to a healthcare need. The other role we play as their primary care provider is to provide documentation to the Student Disability Office in support of an ongoing accommodation that the student needs to succeed at school as related to their physical or mental care.

Halsey: Noted that we do not document anything that is not related to medical or mental health care that we are providing. We are seeing that with students coming after the fact, being sick with a temporary illness, and receiving information from certain academic contacts or on their syllabus that is directing them to us to get an absence note. We do not document their illness after the fact, and they are not coming to us for care. We are trying to track down and clarify this information.

Chair Smith: Thanked Halsey. Think the two (2) takeaways from this is that students are going to the Health Network when they should be going to Student Case Management, and ensuring our syllabi are up to date and not including these recommendations, specifically around COVID, that no longer make sense. Asked if there were any questions.

Chair Smith: Hearing none, thanked Halsey for being here.

## 3. HLC Accreditation Update – Vice Provost for Planning and Effectiveness Laura Jensen

Vice Provost Laura Jensen: Our accrediting body, the Higher Learning Commission, will be sending a team of reviewers here on September 18<sup>th</sup> and 19<sup>th</sup>. Provided link for more information on schedule and documents on the [Institutional Research website](#). Most of the sessions where they will be speaking are open to the campus community. We also have a session specifically for faculty, as well as one specific to staff and another for students. We had over 160 people contribute to our assurance argument and a lot of campus engagement. Thanked everyone from Faculty Council who participated in that process.



ELECTED MEMBERS	REPRESENTING	TERM
<b>Agricultural Sciences</b>		
<b>Stephen Kroll</b>	Agricultural and Resource Economics	2025
<b>Jennifer Martin</b>	Animal Sciences	2024
<b>Jane Stewart</b>	Agricultural Biology	2024
TBD	Horticulture & Landscape Architecture	2025
(substituting for Kelly Curl, Fall 2023)		
<b>Esten Mason</b>	Soil and Crop Sciences	2026
<b>Bradley Goetz</b>	College-at-Large	2026
<b>Andrew Norton</b>	College-at-Large	2026
<b>Health and Human Sciences</b>		
<b>Ruoh-Nan (Terry) Yan</b>	Design and Merchandising	2024
<u>Jennifer Richards</u>	Health and Exercise Science	2025
TBD	Food Science and Human Nutrition	2025
<b>Blake Naughton</b>	Human Development and Family Studies	2026
<u>Erin Arneson</u>	Construction Management	2024
<b>Aaron Eakman</b>	Occupational Therapy	2026
<b>Sharon Anderson</b>	School of Education	2024
<b>Elizabeth Kiehne</b>	School of Social Work	2025
TBD	College-at-Large	2024
(substituting for Brian Butki, Fall 2023)		

**Business**

<b>Nate Nguyen</b>	Accounting	2026
<b>John Hoxmeier</b>	Computer Information Systems	2024
<b>Bharadwaj Kannan</b>	Finance and Real Estate	2025
<b>Rob Mitchell</b>	Management	2024
<b>Jonathan Zhang</b>	Marketing	2026

**Engineering**

<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
<b>Soheil Fatehiboroujeni</b>	Mechanical Engineering	2026
<u>Thomas Bradley</u>	Systems Engineering	2026
<b>Sybil Sharvelle</b>	College-at-Large	2026
<b>Pinar Omur-Ozbek</b>	College-at-Large	2026

**Liberal Arts**

<b>Mary Van Buren</b>	Anthropology & Geography	2026
<b>Marius Lehene</b>	Art & Art History	2025
(substituting for Mary-Ann Kokoska, Fall 2023)		
<b>Mark Saunders</b>	Communication Studies	2025
TBD	Economics	2024
(substituting for Anders Fremstad, on sabbatical 2023-2024)		
<b>Genesea Carter</b>	English	2026
<u>Maricela DeMirjyn</u>	Ethnic Studies	2025
<b>John Slater</b>	Languages, Literatures, and Cultures	2025
<b>Tracy Brady</b>	History	2026
<b>Marilee Long</b>	Journalism and Media Communication	2025
TBD	Music, Theatre, and Dance	2025
(substituting for Madeline Harvey, Fall 2023)		
<u>Andre Archie</u>	Philosophy	2025
<b>Marni Berg</b>	Political Science	2024
<b>Laura Raynolds</b>	Sociology	2025

<b>Alexandra Bernasek</b>	College-at-Large	2026
<b>Antonio Pedros-Gascon</b>	College-at-Large	2025
<b>Emily Morgan</b>	College-at-Large	2026
<u>Lisa Langstraat</u> (excused)	College-at-Large	2024
<b>Allison Goar</b>	College-at-Large	2024
<u>Abigail Shupe</u>	College-at-Large	2024
<b>Sanam Emami</b>	College-at-Large	2026
<b>Fabiola Ehlers-Zavala</b>	College-at-Large	2026
<b>Mohammed Hirchi</b>	College-at-Large	2026

**Natural Resources**

<b>Randall Boone</b>	Ecosystem Science and Sustainability	2026
<b>Camille Stevens-Rumann</b> (substituting for Chad Hoffman, Fall 2023)	Forest and Rangeland Stewardship	2024
<u>Yoichiro Kanno</u>	Fish, Wildlife, & Conservation Biology	2024
<b>William Sanford</b>	Geosciences	2026
<u>Alan Bright</u>	Human Dimensions of Natural Resources	2026

#### **Natural Sciences**

<b>Olve Peersen</b>	Biochemistry & Molecular Biology	2025
<b>Mike Antolin</b>	Biology	2024
TBD	Chemistry	2023
<b>Craig Partridge</b>	Computer Science	2026
<b>Emily Hardegree-Ullman</b>	Physics	2024
<b>Silvia Canetto</b>	Psychology	2025
<b>Ander Wilson</b>	Statistics	2025
<b>Steve Benoit</b>	Mathematics	2026
<u>Alan Van Orden</u>	College-at-Large	2026
<b>James Liu</b>	College-at-Large	2026
<b>Kim Henry</b>	College-at-Large	2026

#### **Veterinary Medicine & Biomedical Sciences**

<b>DN Rao Veermachaneni</b>	Biomedical Sciences	2025
<b>Shari Lanning</b>	Clinical Sciences	2025
TBD	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>Del Leary</b>	College-at-Large	2026
<b>Dan Regan</b>	College-at-Large	2026
<b>Zaid Abdo</b>	College-at-Large	2025
<b>Brian Geiss</b>	College-at-Large	2025
<b>Jennifer Rawlinson</b>	College-at-Large	2026

#### **University Libraries**

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

<b>Melinda Smith</b>	Chair, Faculty Council/Executive Committee	2024
<b>Joseph DiVerdi</b>	Vice Chair, Faculty Council	2024
<b>Andrew Norton</b>	BOG Faculty Representative	2024
<b>Steve Reising, Chair</b>	Committee on Faculty Governance	2024
<b>Gregg Griffenhagen, Chair</b>	Committee on Information Technology	2024
<u>Shane Kanatous, Chair</u>	Committee on Intercollegiate Athletics	2024
<u>Jerry Magloughlin, Chair</u>	Committee on Libraries	2024

<b>Ryan Brooks</b> , Chair	Committee on Non-Tenure Track Faculty	2024
<b>Jennifer Martin</b> , Chair	Committee on Responsibilities and Standing of Academic Faculty	2024
<b>William Sanford</b> , Chair	Committee on Scholarship, Research, and Graduate Education	2024
<u>Alan Kennan</u> , Chair	Committee on Scholastic Standards	2024
<b>Gamze Cavdar</b> , Chair	Committee on Strategic and Financial Planning	2024
<b>Lumina Albert</b> , Chair	Committee on Teaching and Learning	2024
<u>Cayla Bellamy</u> , Co-Chair	Committee on Teaching and Learning	2024
TBD, Chair	Committee on University Programs	2024
<b>Brad Goetz</b> , Chair	University Curriculum Committee	2024
<b>Karen Thorsett-Hill</b>	Committee on Non-Tenure Track Faculty	2026
<b>Thomas Conway</b>	Committee on Non-Tenure Track Faculty	2024
<b>Sean Bryan</b>	Committee on Non-Tenure Track Faculty	2025
<u>Ann Hess</u>	Committee on Non-Tenure Track Faculty	2025
<u>Jennifer Reinke</u>	Committee on Non-Tenure Track Faculty	2025
<b>Scott Wiebensohn</b>	Committee on Non-Tenure Track Faculty	2025

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

<b>Amy Parsons</b>	President
Rico Munn	Chief of Staff
<b>Rick Miranda</b>	Executive Vice President
<b>Jan Nerger</b>	Interim Provost
Derek Dictson	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>Eric Ray</b>	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
Christa Johnson	Interim Vice President for Research
<b>Blanche M. Hughes</b>	Vice President for Student Affairs
<b>Tom Siller</b>	Interim Vice Provost for Undergraduate Affairs
<b>Kyle Henley</b>	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
Ken Reardon	Interim Dean, College of Engineering
Lise Youngblade	Dean, College of Health and Human Sciences
<b>Colleen Webb</b>	Dean, Graduate School
Ben Withers	Dean, College of Liberal Arts
Karen Estlund	Dean, Libraries

Simon Tavener

**Susan VandeWoude**

A. Alonso Aguirre

**Justin Schwendeman-Curtis**

(substituting for Matt Klein, Chair of APC)

Interim Dean, College of Natural Sciences

Dean, College of Vet. Medicine & Biomedical Sciences

Dean, Warner College of Natural Resources

Administrative Professional Council