

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 5, 2024 – 4:00pm – Microsoft Teams

CALL TO ORDER

Chair Melinda Smith called the meeting to order at 4:04 p.m.

Chair Smith reminded members of etiquette in the Microsoft Teams environment.

FACULTY COUNCIL AGENDA ITEMS:

I. FACULTY COUNCIL AGENDA – March 5, 2024

A. ANNOUNCEMENTS

- a. Next Faculty Council Meeting – April 2, 2024 – Microsoft Teams – 4:00pm
- b. Next Faculty Council Meet and Greet will be on Thursday, March 21st, from 3:30 p.m. to 5:00 p.m. in Lory Student Center Room 322

Chair Smith: The next Faculty Council Meet and Greet will be on Thursday, March 21st from 3:30 p.m. to 5:00 p.m. in the Lory Student Center, room 322. Vice President for Research Cassandra Moseley will be in attendance. This is a good opportunity to meet not only Faculty Council members and officers, but also have a chance to chat with our new Vice President for Research.

- c. Harry Rosenberg Award – Nominations due on March 29, 2024 – [Harry Rosenberg Award | Faculty Council | Colorado State University \(colostate.edu\)](https://www.colostate.edu/faculty-council/harry-rosenberg-award)

Chair Smith: Nominations for the Harry Rosenberg Award should be sent to Vice Chair DiVerdi and are due by March 29th. The [nomination form](#) can be found on the Faculty Council website.

- d. AAUP Panel on New Budget Model for CSU – March 7, 2024 at 4:00 p.m. via Zoom

Chair Smith: There is an AAUP panel on the new budget model for CSU on March 7th. Directed members' attention to the link in the chat to register.

B. MINUTES TO BE APPROVED

- a. Faculty Council Meeting – February 6, 2024

Chair Smith: Hearing no corrections or changes to these minutes, the Faculty Council minutes from February 6th are approved by unanimous consent.

C. UNFINISHED BUSINESS

D. CONSENT AGENDA

1. UCC Minutes – December 1, 2023 & January 26, February 2, 9, 16 & 23, 2024

Chair Smith: Asked if there was anything to be pulled from the University Curriculum Committee minutes for further consideration.

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

Steve Reising: The Faculty Council officer positions, eligibility, and terms for elections are listed in [Section C.2.1.3.3](#) of the Academic Faculty and Administrative Professional Manual. The Faculty Council officers serve one-year terms. Today, Faculty Council is electing officers to serve for the next academic year, which is July 1, 2024 to June 30, 2025.

- a. Candidate Statement – Melinda Smith

Reising: Directed members' attention to the candidate statement for Melinda Smith for a second term as Faculty Council chair as seen in the agenda packet. Asked if there were additional nominations from the floor.

Reising: Hearing no other nominations, move to elect Smith as chair of Faculty Council for 2024-2025. Thanked Smith for serving.

2. Election – Faculty Council Vice Chair – Committee on Faculty Governance – Steve Reising, Chair
 - a. Candidate Statement – Joseph DiVerdi

Reising: Directed members' attention to the candidate statement for Joseph DiVerdi for vice chair of Faculty Council as seen in the agenda packet. Asked if there were additional nominations from the floor.

Reising: Hearing none, move to elect DiVerdi for the position of vice chair for next academic year. Thanked DiVerdi for serving.

3. Election – Faculty Council Representative to the Board of Governors – Committee on Faculty Governance – Steve Reising, Chair
 - a. Candidate Statement – Jennifer Martin

Reising: Directed members' attention to the candidate statement for Jennifer Martin for the Board of Governors representative as seen in the agenda packet. Reminded members that this position is limited by state law for a two (2) years maximum. Asked if there were additional nominations from the floor.

Reising: Hearing none, move to elect Martin as the next Board of Governors representative. Thanked Martin for serving.

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

Reising: On behalf of the Committee on Faculty Governance, move to nominate the two (2) candidates for the Committee on Faculty Governance and the Committee on Teaching and Learning. We will have more elections in the coming months.

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

Motion approved.

5. Proposed Revisions to CSU Undergraduate Certificate Definition – University Curriculum Committee – Brad Goetz, Chair

Brad Goetz: On behalf of the University Curriculum Committee, move that Faculty Council considers the changes to the Undergraduate Certificate policy as seen in the agenda packet.

Chair Smith: Asked if Associate Vice Provost Andrea Duffy would be willing to speak to this as someone who has been working on these revisions, to provide some background rationale for the proposed change.

Associate Vice Provost Andrea Duffy: Thanked Chair Smith and Faculty Council for the time. What we are trying to do is broaden the definition of undergraduate certificates at CSU to provide the capability for offering certificates to non-degree seeking students, as well as to provide the opportunity to create and innovate certificates in areas of need.

Associate Vice Provost Duffy: Students and employers know that microcredentials, meaning certificates and other kinds of bite-size credentials, are valuable for obtaining a career. Certificates are the most effective when they meet all or many of these criteria, which includes credit-bearing, transcriptable, standalone, accessible, right-sized, stackable for degrees, flexible, skills-based, and industry-aligned. What we are trying to do with our revised certificate definition is support our access mission, promote student success and career readiness, provide

opportunities for academic innovation and creativity, funding and resources, contribute to Colorado workforce development, and support state interests and national trends. This was a trend we were seeing across the country and has full support at the state level. Think it also emphasizes the importance of higher education.

Associate Vice Provost Duffy: Directed members' attention to the main changes. We added some language at the front end to frame what we mean by "certificates" at Colorado State University, because that definition varies widely across institutions. We wanted to broaden the definition to include any academic unit, and we are also broadening the range of credits within a certificate and removing the former requirement that there must be at least nine (9) credits of upper division coursework. All these changes make certificates potentially more accessible to non-degree seeking students, as well as providing innovation and flexibility in certificate proposals aimed at degree-seeking students and current students. Think this update definition will serve current students, as well as prospective non-degree seeking learners.

Chair Smith: Thanked Associate Vice Provost Duffy. Asked if there were any questions.

Craig Partridge: Asked for clarification that the University Curriculum Committee needs to approve any certificates. Asked: This proposed change makes it possible for any academic unit to propose a certificate, which creates the possibility that an academic unit could propose a certificate using courses from another academic unit, who may not have the resources to support the certificate, correct? Am assuming this will get caught in the University Curriculum Committee evaluation.

Associate Vice Provost Duffy: We are not proposing any changes to the workflow or curricular review of certificates. If we move forward with standalone certificates or certificates to non-degree seeking students, we will probably have additional steps in that workflow, but we are not proposing any changes to that right now. The University Curriculum Committee will continue to measure the efficacy and feasibility of certificates, just as it has always handled them, since we already have undergraduate certificate courses in multiple disciplines.

Associate Vice Provost Duffy: Responded to a question in the chat asking whether a certificate-seeking student would qualify for financial aid. The answer is that some will, if we are talking about degree-seeking students, just as they do for financial aid in general. For non-degree seeking students, it must be a certificate program that has qualified for federal aid, which requires additional steps, and it also requires that it be sixteen (16) or more credits. That is one reason we wanted to raise the number of credits so that we can offer some standalone certificates down the road that may be eligible for financial aid. There were also questions in previous discussions about this about whether non-degree seeking learning enrolled in certificates might take away financial aid resources from degree-seeking students, and the Office of Financial Aid has confirmed that this would not be the case.

Blake Naughton: Curious about the part about admission. Asked: When you are divorcing certificates from baccalaureate admission processes, how are setting criteria for admissions? For graduate level certificates, the departments make the criteria for admission largely, whereas the

undergraduate is a centralized operation. Wondering whether we are allowing for a different admission standard and process for short course certificate admission.

Associate Vice Provost Duffy: This is the kinds of nuts-and-bolts issues that relate to process that we hope to work out through charging a task force on undergraduate certificates policy and process. Having met multiple times with admissions, the Office of the Registrar, and the graduate program, the Admissions Office is ready to create a new category for non-degree seeking students and we need to identify what kind of criteria we want them to meet and if there is an application fee. Those are the kinds of details we will need to work out, but it will likely be a separate category. It will be similar to guest student status, but probably with some additional criteria and more streamlined than the admissions process for a degree-seeking student.

Naughton: Faculty Council needs to understand that this is putting a huge pin in it to say we do not yet have criteria for admission to undergraduate certificate programs, and that those criteria for admission might be different from our criteria for admission to a baccalaureate program. That we, as faculty, have not determined what we want for admission is big step that we can tackle. Am supportive of everything said here about the changes to the criteria or structure of undergraduate certificates but am hesitant about the aspect of faculty not having a real definitive voice about what we consider to be criteria for admission to an undergraduate certificate program. Would suggest that Faculty Council take that on before approving this.

Associate Vice Provost Duffy: Expressed agreement. Have been working on this for a year and there are various steps. Right now, we are asking Faculty Council to look at the definition that will go into the General Catalog. We are not planning to offer any standalone certificates until we have worked out the admissions process and other details relating to process and policy. This is just one step toward paving the way to being able to offer standalone certificates at the undergraduate level, as we have already done at the graduate level. Think those things will be worked out with a task force and significant input from faculty as well.

Chair Smith: There is a question from Mary Van Buren in the chat asking why Faculty Council is being asked to approve this before the admissions criteria is developed. Asked if Associate Vice Provost Duffy wanted to speak to this.

Associate Vice Provost Duffy: Think this relates to what was just said. There is a little bit of a chicken and egg thing going on here. It is important to consider this as a multi-stage initiative. Broadening our definition is just one stage in that initiative.

Chair Smith: Expressed agreement and appreciate concern raised about the policy piece of this. The definition piece is just the first part of the process of trying to establish policies and procedures for approval and implementation of these kinds of stand alone certificates. Emphasized that more work will need to be done to consider how these kinds of certificates will come to life. Will work with Associate Vice Provost Duffy and others on implementing a task force to tackle this important issue.

Joseph DiVerdi: Asked: When admission requirements for undergraduate and graduate students change, where does Faculty Council weigh in? Think it would satisfy all the existing questions if

we were to hear that Faculty Council will get to weigh in on the approval of the admissions process for these. Indicated that no response was necessary.

Associate Vice Provost Duffy: Expressed agreement.

Antonio Pedros-Gascon: Would like to reiterate the concern expressed by Van Buren. Not long ago, we had a similar situation of approving something before we had been presented a more thorough understanding. Think it is bad procedure that we should be asked to vote on specific wordings and create a task force on something we have already voted on. Wondering as well if we have assessed the impact that this measure may have on our current course offerings or enrollments, since that is a clear concern of faculty.

Associate Vice Provost Duffy: Think the conversation is focusing on standalone certificates, and certainly broadening this definition is paving the way to offer standalone certificates, but we are not there yet. What we are looking for today, for the purposes of Faculty Council, is broadening our definition of undergraduate certificates, and broadening the language that goes into the General Catalog so that we can do innovative things. There are many steps to this process. Expressed appreciation for all the feedback and questions, and they will be good things for the task force to consider.

Rob Mitchell: Asked what has been seen at other universities in Colorado and beyond, and what the potential costs would be of going slowly on this.

Associate Vice Provost Duffy: Think this also speaks to the other part of Pedros-Gascon's question in terms of how we looked at the impact of these. Just broadening the definition of undergraduate certificates provides us the opportunity to create applicable skills, focused, industry-aligned certificates for our current and prospective students. This will help us attract students; students we are now losing to many of our peer institutions who are way ahead of us in this space. Expressed concern that if we do not move forward with offering certificates and other microcredentials, not just to non-degree seeking students, but also providing milestones and highlight applicable skills for our current students, we are going to lose students and become less relevant as an institution. Think this is an important initiative. Happy to share the data showing the value and appeal of microcredentials at our peer institutions and nationally.

Andrew Norton: The question was raised about the role of Faculty Council in setting admission standards. If you look in Section C.2.1.2 of the Manual, titled "Powers and Responsibilities," it indicates that one of Faculty Council's purposes is to set minimum standards for admission to the undergraduate colleges and the Graduate School. Think Faculty Council has a primary role in that, although legally the Board of Governors will do what they want to do. Our agreement with the Board of Governors is that we set standards for admission and the curriculum and graduation criteria and so forth. It is all part of the same basic function of Faculty Council.

Jennifer Martin: Spoke in favor of this proposal. We are actively losing students because of the absence of this opportunity here at CSU. Applaud our institution for being innovative and not letting perfect be the enemy of good and recognizing that this is a big advancement for the next

generation of a land-grant institution. Think this will make us competitive with our peer institutions.

Chair Smith: Thanked Associate Vice Provost Duffy. Hearing no further questions, requested a vote in the chat using Microsoft Forms.

Motion approved.

6. Proposed Revisions to Section E.2.2.7.1 of the Academic Faculty and Administrative Professional Manual – Committee on Teaching and Learning – Lumina Albert, Chair

Lumina Albert: This motion is regarding the expansion of the eligibility criteria for the University's Distinguished Teaching Scholars title. According to current language, only persons holding tenure at CSU are eligible. Our motion is to expand eligibility criteria to include tenure-track, as well as continuing and contract faculty, in addition to tenured faculty. This change is being proposed to be inclusive and to recognize outstanding teachers who hold continuing, contract, tenure-track, and tenured positions.

Chair Smith: Thanked Albert. Asked if there was any discussion of the motion.

DiVerdi: Spoke in favor of this motion. This is a long time coming. The people on the Committee on Non-Tenure Track Faculty and others have worked for a long time to correct this and we appreciate the appearance of this amendment.

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

Motion approved.

F. PRESIDENT'S REPORT – President Amy Parsons

President Amy Parsons: Just returned from India. It was an amazing trip with a great group of faculty and researchers. Thanked the Office of International Programs for working hard to put that trip together. Many of the faculty on the trip have been working with these universities for a long time, and they were ready for our large delegation to travel over there and sign important Memorandums of Understanding, letters of intent, and to continue to create connections faculty to faculty, as well as research collaborations and explore student exchanges as well. There were a lot of creative ideas and progress out of this trip. Was traveling with faculty from the College of Veterinary Medicine and Biomedical Sciences, College of Engineering, the Energy Institute, the College of Business, and the College of Natural Sciences. We were well-represented as a group. We came back energized about the opportunities and collaborations that we explored there, and we are excited to dial up some of those university partnerships that we explored.

President Parsons: Yesterday, we had a wonderful celebration of our First-Generation Award students. It was celebrating forty (40) years of CSU rewarding scholarships to first-generation students. We were the first university in the country to do that. Last night, we had many of the

founding faculty and administrators who created that idea and have been sustaining it over the last four (4) decades.

President Parsons: A recommendation came forward to approve revisions to Section E.6 of the Academic Faculty and Administrative Professional Manual, which would allow the extension of faculty contracts to five (5) years. This is one we are prepared to support, just to give the deans and others this tool in their toolbox. It is not required and is optional, so we think this is a good thing to go ahead and approve.

President Parsons: In terms of budget, this is potentially the most frustrating time of year when it comes to budget because we do not have any more new information than we did two (2) months ago. The state budgets are still what they are. We anticipate understanding more about state investment by the end of the month. In the meantime, we continue to plan for the different scenarios. Provost Marion Underwood and Vice President Brendan Hanlon and others have been working diligently with all the deans' offices and vice president offices to look through both our cut scenarios as well as revenue opportunities. They have sent revisions back to all those leaders to continue to revise and look at those. Once they get the revisions, will see those presentations at the end of March and beginning of April. We will be going through those, and by that time, we will have a better indication from the state of which way we want to go.

President Parsons: Vice President Hanlon walked Faculty Council through the incremental budget and the E&G budget, which was presented to the Board of Governors, is still the best information we have right now until these other bits of information come through. We are still planning to continue prioritizing compensation, even if it is at the 1% level. We do not want to fall any further behind on that, so we want to hold to it if we can. Another important piece of good news is that the state is willing to fund at least some portion of our veterinary hospital project. It is still working its way through, but it looks very promising. With the state investment at \$50 million, as well as all the good philanthropy work and the increased revenue this will create, feel this project is moving in a positive direction.

President Parsons: With regards to personnel, we made a change to one of our leadership positions, Athletics Director Joe Parker, and have installed an interim Athletics Director, John Weber. Have not decided on the timing of that search to fill this position but will do so by the end of this fiscal year. Will keep everyone post on what will happen with this position.

President Parsons: It will probably come as no surprise to anyone that universities across the country are struggling with the new FAFSA form, which is not ready yet. We are unable to award our financial aid packages to our newly admitted students. We have pushed our enrollment deadline from May 1st to June 1st. Most universities are doing something similar while waiting for financial aid information to come in from the Department of Education. It looks like that will start rolling this month and we will be able to hold that deadline. It does not affect continuing undergraduate students or graduate and professional students. It only affects first-year students, so we are doing everything we can to work with incoming families, and as soon as that information comes in from the Department of Education, we will be quickly working through that backlog and get up to speed awarding those financial aid packages and getting those students enrolled.

President Parsons: Want to extend a few invitations as part of the democracy initiative. We are having the President of Johns Hopkins University, Ron Daniels, coming to CSU on April 18th. Would appreciate as many faculty, leadership, and Faculty Council members participating as possible on that day. We will be hosting a larger CSU and community fireside chat about President Daniels new book, which is called “What Universities Owe Democracy.” Encouraged members to read this book before President Daniels’ visit. President Daniels will be spending time with students to go through the book and we will have a big community event. There is a specific event for faculty, which is a lunch that day, from 12:15 p.m. to 1:45 p.m. in the Lory Student Center. Provided a [link to the invitation](#) in the chat.

President Parsons: We also have a First Amendment panel on March 25th that will discuss what the First Amendment means at CSU. We have a democracy summit the week of April 9th, with a keynote conversation with Kamau Bell on race, culture, and democracy.

President Parsons: Would like to also talk about commencement. We have been discussing this with deans, Faculty Council leadership, and other people about how we might want to do commencement going forward. As everyone knows, we have somewhat identical ceremonies in both December and May, and some colleges are outgrowing Moby Arena. A group has been looking at how other universities of similar size do this and what best practices would be, as well as the pros and cons of different ways of doing commencement. The recommendation coming forward is that we primarily fold the December commencement into one big ceremony in May that we hold at Canvas Stadium. This is a common model and is built around a lot of traditions on campus. Rather by college, individual departments can have ceremonies where they recognize students by name, and their families get to meet the faculty and department, and it is a more meaningful and intimate ceremony. Am supportive of this recommendation and the traditions we can build around it. There is more planning to go into this, and this decision will not affect this coming commencement in the spring. Will see more information about this and am happy to engage in dialogue.

Chair Smith: Would like to ask about the strategic vision for the Athletics program, with respect to the changing landscape that is occurring with Name, Image, Likeness (NIL), the transfer portal, and other things, as well as the changing demographic of students. Thinking about how there will be students taking standalone certificates and things like that, wondering how these might impact the future of athletics and how we envision athletics.

President Parsons: As was mentioned, there have been more changes in the landscape of collegiate athletics in the last two (2) years than we have had in the last twenty (20) years combined. There are lawsuits at the federal and state level, there are changes working through Congress and through the NCAA, various committees about how we are handling transfer portals and how we are handling NIL. There are some new rulings that might require us to start considering student athletes as employees going forward. There are so many changes afoot right now that it is difficult to create a strategic plan because we do not know what waters we are navigating yet. We have to be nimble. Will be in a board meeting next week with all the Mountain West presidents and our commissioner going through all these changes to help inform us how to have a strategic plan going forward. We have to be ready to play the game handed to us, whether we agree or not, so that our students are on a level playing field with their peers, and

it is tricky to navigate. We always aspire to play at the highest levels of Division I and compete well and win championships within the Mountain West. We are proud of our students. Currently putting together a strong leadership team to position us well to navigate these changes going forward and to continue to compete at the highest level.

President Parsons: We are known at CSU for treating our students well and treating the whole student. Not sure how the changing student demographics will change our athletics, but what we need to do is continue to listen to our students. Will be meeting with our student athlete representatives tomorrow. These are the elected athletes from each sport who speak to us about their concerns, issues, and desires. Am hearing directly from student athletes on what they want in a strategic plan in athletics, and that is our most important voice. Taking all this into consideration, think this will be a good path forward. It is exhausting trying to keep up with the daily changes that are happening in the landscape across the country and figuring out what affects us. There will be more to come.

Chair Smith: Thanked President Parsons. It would be great to hear more about this in the future. Will speak on behalf of the Faculty Council officers and Executive Committee, and more generally from Faculty Council, that we care deeply about our student athletes, and we recognize the important role they play at the University. One of the push and pull pieces of this is the investment we put into the Athletics program and thinking about this with respect to the upcoming budget cuts. Asked if President Parsons could speak about priorities in place, and as we think about these upcoming budget cuts, whether they will be impacting all the administrative units, including the Athletics department.

President Parsons: They are impacting all administrative units. Athletics is going through the same cut scenarios as everyone else. Vice President Hanlon has been meeting with interim Athletic Director Weber to get him up to speed on what he needs to do and the state of the budget. Have not seen the scenarios yet and what they are proposing to cut over there but will be seeing them over the coming months. Working with own office on our cut scenarios, so those will all come forward by the end of the month, or first week of April.

Chair Smith: Thanked President Parsons. Asked if there were other questions.

Pedros-Gascon: Would like to transmit that there is an understanding among faculty that administration has been growing exponentially, at a rate that faculty lines have not grown. The investment and amount of money that is being spent on paying administration has skyrocketed compared to the amount of money being spent on the teaching mission. Expressed hope that this is something President Parsons can understand and be sensitive of, because it is concerning that the upper administration of the institution has metastasized to levels that are hardly sustainable for an institution of this size.

President Parsons: Thanked Pedros-Gascon. Am working with Vice President Hanlon to understand what happened with the budget here at CSU over the last few years, as well as identify areas of growth and areas of strategic cuts to keep the priority on the academic side.

Chair Smith: Hearing no further questions, thanked President Parsons for the report.

G. PROVOST/EXECUTIVE VICE PRESIDENT REPORT – Provost Marion Underwood

Provost Marion Underwood: The three (3) leadership searches that are active now have active websites linked to the Provost's website. The position for the dean of the College of Liberal Arts went live last week, and the job position is now posted along with the timeline. The application deadline for that position is March 24th, and the search committee anticipates semifinalist interviews in early April. The deadline for the dean of the College of Agricultural Sciences closed on February 9th and semifinalist interviews are expected to begin soon. The Vice Provost for Undergraduate Affairs position had more than one hundred (100) applications that met the full criteria, and the deadline for full consideration was on February 25th. That committee is meeting this week to select semifinalists, and interviews will likely happen after spring break, with on-campus interviews for finalists in late March and early April.

Provost Underwood: Students received an email yesterday encouraging them to consider summer session. Summer session enrollment begins on March 19th, right after spring break. Summer session provides opportunity for student success, to generate net revenue, and an opportunity for faculty that wish to earn supplemental pay. Our numbers of those enrolled in summer session has increased steadily in recent years. Last year's summer session showed a 5.3% increase in undergraduate student credit hours over 2022. There is good evidence that summer classes benefit students academically, especially students on academic probations, who have had positive impacts with summer enrollment. Summer enrollment fosters student success, taking fewer classes over shorter terms, and helps them focus more deeply on coursework and improve their GPA. The summer session also opens up opportunities for more experiential learning, study abroad, research in lab, artistry, and internships. Encouraged faculty to have their students consider summer session.

Provost Underwood: Have some points of pride to share and want to acknowledge a few amazing acts of excellence. University Distinguished Professors Sonia Kriedenweis and Jorge Rocca have been elected to the National Academy of Engineering, which honors those who have made outstanding contributions to engineering, research, practice or education. Professors Dean Hendrickson and Melissa Reynolds have been named as members of the National Academic of Inventors. This honor recognizes faculty, scientists, and administrators who foster a spirit of innovation within their communities and institutions, while educating and mentoring the next generation of inventors. Congratulated these four (4) new National Academy members.

Provost Underwood: Colorado State University was named in late January as a key leader in a \$160 million National Science Foundation-funded climate, community, and technology initiative. The Colorado-Wyoming partnership, called the CO-WY Engine, will initially receive funds from the National Science Foundation to launch a climate solutions and clean energy innovation hub aimed at expanding startup ideas to measurable cut greenhouse gases. Congratulated members of the CSU Energy Institute and affiliated faculty in the Walter Scott Jr. College of Engineering that were central in securing this project. Congratulated Vice President for Inclusive Excellence Kauline Cipriani, who has been named the Chief Diversity Officer for this project.

Provost Underwood: For the third year in a row, CSU has been recognized by the U.S. Department of State as being on of the institutions with the highest number of faculty and administrators selected for the Fulbright U.S. Scholars Program. The 2023-2024 cohort of the eight (8) Fulbright Scholars from CSU can be found on this website: [Colorado State University is a top producer of Fulbright U.S. Scholars \(colostate.edu\)](https://colostate.edu).

Provost Underwood: Would like to highlight the Best Teacher Awards for 2024. Research, scholarship, and artistry are critical to our mission and success, but our standing as a top public university equally relies on the outstanding caliber of our teachers. [The six \(6\) individuals who received this honor](#) represent five (5) colleges and six (6) departments across the University.

Provost Underwood: These points of pride bring wonderful recognition to the individual recipients, but they also bring so much pride and distinction to our University. There is incredible dedication and hard work at this institution to serve our students and to serve all our missions. We celebrate these prestigious recognitions, but we also remember that much of what our faculty and staff do every day is not awarded with a title or public accolade. Thanked all the faculty, staff, and students who give great effort daily to achieve this institution's excellence.

Provost Underwood: Have had the honor and privilege to come to the standing meetings of Executive Committee of the Faculty Council. It is very helpful to meet with Faculty Council leaders who care deeply about principles and best practices of shared governance and ensuring that faculty voices are heard in the University's policymaking. Care deeply about shared governance and the collaboration. Expressed appreciation for ability to meet with you all regularly. Some of the issues we have discussed in Executive Committee include the FY25 budget and the conversations among the deans to share their reduction scenarios to ensure that colleges were not hurting other colleges' students success or other faculty members' opportunities. We have had a lot of discussions about the budget and budget redesign initiative and emerging priorities for the academic enterprise. We have discussed some possible pilot changes in the latter parts of the promotion and tenure process to invite more faculty input at the latter stage of those procedures. We have also discussed bringing academic analytics back to Colorado State University to help faculty and the University get the recognition they deserve.

Provost Underwood: Vice Provost for Faculty Affairs Susan James is here to provide an update on the Faculty Success Program.

Vice Provost Susan James: Indicated there are resources on the [Faculty Success website](#) that are available. We are planning another open public forum on the promotion and tenure process for faculty, which will take place on Thursday, April 18th from 9:00 a.m. to 10:30 a.m. This forum will be recorded and posted. This particular forum is aimed at our early-career faculty, whether they are continuing, contract, adjunct, or tenure-track. Provost Underwood will be in attendance, and we will talk about the future of the process and how to continue to improve it.

Vice Provost James: We also have an experiential learning series. You can register for that on the Faculty Success website. The next one is on Wednesday, March 27th. This is an interactive workshop that is based on extensive research and it helps show how equity issues can influence promotion along the academic path.

Vice Provost James: The Task Force on Faculty Workload Equity has finished visiting all the executive committees for all the colleges. They have sat down with the deans and all the department chairs and have received feedback from them on what they do right now to promote workload equity and areas where they may need help, as well as what resources they have found helpful that they want to share. We are putting together a list of resources and have started sharing them between colleges because they are learning from each other's best practices. We are also kicking off a couple pilots in a couple departments to work on workload equity, where we can help departments develop things like effort calculators for service and teaching.

Vice Provost James: Faculty Council has been supportive of this group. We will be sending a report to Faculty Council to provide information on what we have been going, as well as a detailed appendix that will have the various resources that we have developed.

Vice Provost James: We have also developed a Faculty Success blog, called "[Elevating Equity](#)." The blog posts are meant to be informative and educational and get people thinking more progressively and newly about faculty success and point people toward resources. If you would like to contribute to the blog, we would love to hear from you.

Chair Smith: Thanked Provost Underwood and Vice Provost James. Asked if there were any questions.

Antonio Pedros-Gascon: Thanked Provost Underwood and former Dean Benjamin Withers, as well as Dr. Jonathan Carlyon for being able to come to an agreement for a solution for the teaching load for Languages, Literatures, and cultures. Want to emphasize that there are still sixty (60) plus faculty in other departments that will eventually need this addressed when it comes to teaching loads.

Mary Van Buren: Asked what consulting firms we have employed to help us transition to a new budgetary model, and what the relationship is between their advice and the decisions that are made within the steering committee.

Provost Underwood: We have consulted with EAB. Some of the universities we have heard about nationally, for example West Virginia and University of North Carolina, have been working with a firm called RPK, which looks at universities' portfolios and makes recommendations for reductions to maximize their financial standing. Colorado State University is not working with any such consultant. We are instead working carefully with vice presidents and deans on modest reduction scenarios, done strategically and carefully to preserve our essential missions. The University does have a relationship with the firm called EAB that provides us with general advice with sound guidance based on national best practices from other universities that have gone through this process. They are not driving any of the decisions or telling us what to do. They are providing expert advice on what we might consider.

Van Buren: That is reassuring. Know the CSU has employed RPK in the past for a particularly initiative that they were engaged in. Happy to hear this response.

Mitchell: Indicated that EAB is a helpful part of this process. They are engaging and supportive around the steering committee to enable transparency and a process that is grounded in faculty governance and a process that can move forward in a way we feel confident with. EAB is not recommending specific decisions, but really sharing with us some of the things they have seen in terms of process and how to make it work.

Partridge: Think it is worth reminding people that Colorado State University is a unique institution, and that sometimes there is an instinct to look at our peers with the presumption that our peer's experience is ours.

Jennifer Martin: Want to speak to Van Buren's earlier question on the role of the consulting firm with the steering committee. To Partridge's comments, the steering committee has guided us that this has to be uniquely CSU. Being part of this process, have seen colleagues and the intentionality they are bringing to the conversation and saying that something that works for one institution may not necessarily work for us. That is really the interface of the consultants. We've seen suggestions from other institutions and the role the steering committee is playing in this process is being intentional and examining what is the best practice in this phase for CSU.

Chair Smith: Hearing no further questions, thanked Provost Underwood for the report.

H. REPORTS TO BE RECEIVED

1. Faculty Council Chair Report – Melinda Smith

Chair Smith: Directed members' attention to an important policy change that has been proposed, which has to do with the Inclement Weather policy. They are requesting feedback by March 10th. Encouraged members to carefully consider this policy change and to please provide feedback about this. The Administrative Professional Council has also sent this out to their council requesting feedback. Showed members the changes. The main change states that during inclement weather, when the University is closed, employees will be provided with administrative leave with pay during that time, except in situations where the employee is considered a hybrid or remote employee. We can see the implications of this and will point out that a primary implication of this is an equity issue. The impact of having to work when anyone that is in-person is given administrative leave creates an unequitable situation. Encouraged members to read the policy and provide feedback.

Chair Smith: The task force on interdisciplinary degrees is underway, and the co-chairs are Shawn Bingham and Sarah Badding. They will be sending out a survey to get feedback and insight from the CSU community about interdisciplinary undergraduate degrees and what people think. Encouraged members to complete this survey.

Chair Smith: We are in the process of initiating the task force on the Principles of Community, co-chaired by Lumina Albert and Jimena Breton. We put out a call for volunteers in February. Expressed appreciation for those that have volunteered, and you will be hearing from them soon about when that task force will be meeting.

Chair Smith: There are two (2) other task forces. One of them has to do with the changes in the definition of standalone certificates and working on the policies behind that. If you are interested in participating in such a task force, requested that members reach out. We are also exploring a task force on mentoring as well. That is in the early stages, so more information will come.

Chair Smith: Back in 2019, before COVID, the Committee on Teaching and Learning produced a report in response to feedback from the 2014 accreditation, noting the lack of institutional learning objectives. Faculty Council received that report, and then COVID happened. The institutional learning objectives can be found on the assessment website, but they were adopted without an actual vote from Faculty Council. That is one part of the motivation of this new special committee. Some would say that these institutional learning objectives are not being used in meaningful ways except with respect to student success, and it is certainly worth revisiting since it has been about five (5) years since they were formulated by the Committee on Teaching and Learning. This special committee would be tasked with considering what the best practices are for these kinds of institutional learning objectives and what they should be for CSU and how we can connect them to CSU's mission and provide a framework for decision-making around curriculum. This could be important when we think about the new budget model that will be put in place soon. Encouraged members to reach out if they are interested in getting involved.

Partridge: Would like to address the institutional learning objectives. If people are not aware of those, those departments doing self-studies are being encouraged to create what is called a "learning enhancement action project" for the department in which you were supposed to align with your own department objectives, learning objectives, and the University objectives. They are asking the departments to put some resources into this over the coming five (5) years. Where those resources will come from is unclear. Expressed appreciation for this being taken on.

2. Board of Governors Report – Andrew Norton

Norton: The February Board of Governors meeting was right after Faculty Council. The highlights from that meeting were a presentation on mental health services at the various campuses, which was requested by the current Board chair John Fischer. It is impressive what each campus is doing, and demand has skyrocketed in recent years. We are not keeping up with that, so that is something to think about for the future.

Norton: The second thing on the agenda was a redo of the 2022 "top of mind" survey. This is the CU System and CSU System getting together with market research groups and surveying the state about where the various universities stand and what people's positions are. The importance of affordable tuition has moved up. The impressions are positive, but they are slipping, and the reasons for that are pretty much the same we hear as part of the national narrative. The national narrative around political bias on campus comes up in the survey as a reason why is a bigger issue now. People also believe we are far too expensive, and the lack of value in the college degree, are all national things that are present here in Colorado as well. Interestingly, more than half of state residents think that the state should be paying more than 50% of the cost of an undergraduate education. Currently at CSU, it is around 28%.

Norton: Gave report as a review session of the last year and a half. Indicated to them that when salaries don't increase with the pace of inflation and we cannot fill positions and we lose people, the workload is put on the same or fewer number of people and create a spiral. When you couple this with budget reallocations and cutting, we end up cutting people. It is hard to look at the survey, where people think the state should be paying half the cost of education, and the state is not doing that. We are not in a statewide budget crisis, yet the governor's request is 2.9%, which the Board is sympathetic to. Am confident that the CSU people working with legislature will get us a better outcome.

Norton: Happy to report that Section J and Section K passed through their consent agenda without comment.

Norton: Another highlight was the budget and finance committee. Vice President Hanlon presented the latest version of the incremental budget that we had seen at Faculty Council a few days before. Vice President Hanlon was able to walk through it in great detail and assume we will be hearing from him again soon as we hear more from the state.

Van Buren: Asked if there was a way to get a list of how much the Board of Governors has had available to them in reserves for the last five (5) years and how they spent it.

Norton: Am working on this. We have also been having discussions about having a webpage on the Faculty Council website for budget resources, and this could be a section on that page. There is an article in the Chronicle of Higher Education that came out last week on what faculty need to know about campus budgets and budgeting processes to be effective. This page would contain all of the incremental budgets going back, and it would be interesting how those change from year to year. Am trying to track down the Board reports and these could be posted as well. This information is public by statute, but that does not necessarily mean we are doing a good job of making that available.

Van Buren: Indicated that there has been a lot of trouble finding minutes and information. It could be those decisions were made in executive session, but the information is not readily available.

Norton: The minutes will likely be sparse because they just need to record the results of the votes, but we have been approving minutes at the last few meetings, which we had not been doing. Expressed hope that these are getting better and there is more transparency around those issues.

Norton: If the Board books are public, they always have the incremental budget for everyone in the System, and there is always at least one workbook which reports on the reserves. We have been getting the reserves every month.

Naughton: Expressed appreciation that more transparency is being sought for this information. It should be clear to Faculty Council members that the Board of Governors sees a prospective version of the budget incrementally based on prior prospective versions of the budgets, and none of that is aligned with the actual version of where allocations end up going. We saw that in the

report that came out from the Athletics department, which demonstrated that a lot more funds are going into the Athletics department that is revealed in the incremental budget. Funds are reallocated toward different units based on deals of senior leadership allocating centrally reserved funds or other unspent funds, including funds that are told to the Board are being put in the fringe reserve, which we do not need because it is overfunded, and are reallocated by central administration. Tracking this through Board action masks a whole manner of millions of dollars of allocations that occur outside that process, which is why the incremental model is broken, and why the current attempts at building a new budget model misses the fact that there is still a lot of money that is not being allocated in that process. Expressed appreciation for trying to get this information out there.

3. Budget Model Redesign Update – Susan James, Vice Provost for Faculty Affairs

Vice Provost James: There was an email that came out from the Office of the Provost yesterday morning that has information regarding the budget model redesign. We are now in Phase Three of the design and the steering committee is trying to put together regular updates. Our steering committee has reviewed and evaluated commonalities. Uniqueness, and other institutions' models and is currently considering key provisions of an overall model for our institution, as well as broad-level assumptions that would drive various levers in the model. We have broken into subgroups within the steering committee, and we are looking at some of those metrics and talking about the pros and cons of various ways of doing this. We have not made any decisions. We are just exploring and deciding. We are hoping to make progress in the next month and feel we have great momentum.

I. DISCUSSION

Chair Smith: Hearing no further discussion, called the meeting adjourned.

Meeting was adjourned at 5:55 p.m.

Melinda Smith, Chair
Joseph DiVerdi, Vice Chair
Andrew Norton, BOG Representative
Amy Barkley, Executive Assistant

Sybil Sharvelle	College-at-Large	2026
Pinar Omur-Ozbek	College-at-Large	2026

Liberal Arts

Mary Van Buren	Anthropology & Geography	2026
Emily Moore	Art & Art History	2027
Mark Saunders	Communication Studies	2025
Ramaa Vasudevan	Economics	2024
(substituting for Anders Fremstad, on sabbatical 2023-2024)		
<u>Genesea Carter</u>	English	2026
<u>Maricela DeMirjyn</u>	Ethnic Studies	2025
<u>John Slater</u>	Languages, Literatures, and Cultures	2025
Tracy Brady	History	2026
Marilee Long	Journalism and Media Communication	2025
Madeline Harvey	Music, Theatre, and Dance	2025
Eirik Harris	Philosophy	2026
Marni Berg	Political Science	2024
<u>Laura Raynolds</u>	Sociology	2025

James Fielder	College-at-Large	2026
(substituting for Alexandra Bernasek, Spring 2024)		

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

Natural Resources

Randall Boone	Ecosystem Science and Sustainability	2026
<u>Troy Ocheltree</u>	Forest and Rangeland Stewardship	2024
(substituting for Chad Hoffman, Spring 2024)		
<u>Joel Berger</u>	Fish, Wildlife, & Conservation Biology	2024
(substituting for Yoichiro Kanno, on sabbatical 2023-2024)		
William Sanford	Geosciences	2026
Christina Cavaliere	Human Dimensions of Natural Resources	2026

Natural Sciences

Olve Peersen	Biochemistry & Molecular Biology	2025
Mike Antolin	Biology	2024
<u>Brittney Morgan</u>	Chemistry	2026
Craig Partridge	Computer Science	2026
Emily Hardegree-Ullman	Physics	2024
Silvia Canetto	Psychology	2025

<u>Ander Wilson</u>	Statistics	2025
Steve Benoit	Mathematics	2026
Alan Van Orden	College-at-Large	2026
James Liu	College-at-Large	2026
Kim Henry	College-at-Large	2026

Veterinary Medicine & Biomedical Sciences

DN Rao Veermachaneni	Biomedical Sciences	2025
Shari Lanning	Clinical Sciences	2025
Del Leary	Environmental & Radiological Health Sciences	2026
Tony Schountz	Microbiology, Immunology and Pathology	2024
<u>Katriana Popichak</u> (excused)	College-at-Large	2025
<u>Fiona Hollinshead</u>	College-at-Large	2025
Doreene Hyatt	College-at-Large	2024
<u>Tara Nordgren</u>	College-at-Large	2025
RoxAnn Karkoff-Schwiezer	College-at-Large	2026
Dan Regan	College-at-Large	2026
Zaid Abdo	College-at-Large	2025
<u>Brian Geiss</u>	College-at-Large	2025
Jennifer Rawlinson	College-at-Large	2026

University Libraries

Christine Pawliuk	Libraries	2025
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***Ex Officio* Voting Members**

Melinda Smith	Chair, Faculty Council/Executive Committee	2024
Joseph DiVerdi	Vice Chair, Faculty Council	2024
Andrew Norton	BOG Faculty Representative	2024
Steve Reising, Chair	Committee on Faculty Governance	2024
Gregg Griffenhagen, Chair	Committee on Information Technology	2024
Shane Kanatous, Chair	Committee on Intercollegiate Athletics	2024
<u>Jerry Magloughlin, Chair</u>	Committee on Libraries	2024
Ryan Brooks, Chair	Committee on Non-Tenure Track Faculty	2024
Jennifer Martin, Chair	Committee on Responsibilities and Standing of Academic Faculty	2024
William Sanford, Chair	Committee on Scholarship, Research, and Graduate Education	2024
<u>Alan Kennan, Chair</u>	Committee on Scholastic Standards	2024
<u>Gamze Cavdar, Chair</u>	Committee on Strategic and Financial Planning	2024
Lumina Albert, Chair	Committee on Teaching and Learning	2024
Peter Jan van Leeuwen, Co-Chair	Committee on University Programs	2024
<u>Tian Wang, Co-Chair</u>	Committee on University Programs	2024
Brad Goetz, Chair	University Curriculum Committee	2024
<u>Karen Thorsett-Hill</u>	Committee on Non-Tenure Track Faculty	2026
Thomas Conway	Committee on Non-Tenure Track Faculty	2024
Sean Bryan	Committee on Non-Tenure Track Faculty	2025

Ann Hess	Committee on Non-Tenure Track Faculty	2025
<u>Jennifer Reinke</u>	Committee on Non-Tenure Track Faculty	2025
Anna Ferri	Committee on Non-Tenure Track Faculty	2025
(substituting for Scott Wiebensohn, Spring 2024)		

Ex Officio Non-Voting Members

Amy Parsons	President
Rico Munn	Chief of Staff
Marion Underwood	Provost/Executive Vice President
Derek Dictson	Vice President for Advancement
James Pritchett	Vice President for Engagement & Extension
Kevin MacLennan	Interim Vice President for Enrollment and Access
TBD	Vice President for Equity, Equal Opportunity & Title IX
Susan James	Vice Provost for Faculty Affairs
Eric Ray	Vice President for Human Resources
Kauline Cipriani	Vice President for Inclusive Excellence
Brandon Bernier	Vice President for Information Technology
Kathleen Fairfax	Vice Provost for International Affairs
Laura Jensen	Vice Provost for Planning and Effectiveness
Cassandra Moseley	Vice President for Research
Blanche M. Hughes	Vice President for Student Affairs
Tom Siller	Interim Vice Provost for Undergraduate Affairs
Kyle Henley	Vice President for University Marketing & Communications
Brendan Hanlon	Vice President for University Operations
James Pritchett	Dean, College of Agricultural Sciences
Beth Walker	Dean, College of Business
Allen Robinson	Dean, College of Engineering
Lise Youngblade	Dean, College of Health and Human Sciences
Colleen Webb	Dean, Graduate School
Elissa Braunstein	Interim Dean, College of Liberal Arts
Karen Estlund	Dean, Libraries
Janice Nerger	Dean, College of Natural Sciences
Susan VandeWoude	Dean, College of Vet. Medicine & Biomedical Sciences
A. Alonso Aguirre	Dean, Warner College of Natural Resources
Justin Schwendeman-Curtis	Administrative Professional Council
(substituting for Matt Klein, Chair of APC)	