

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

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

**MINUTES**  
**Faculty Council Meeting**  
**February 1, 2022 – 4:00pm – Microsoft Teams**

**CALL TO ORDER**

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

Chair Doe: Welcomed members to first Faculty Council meeting of the spring semester. Reminded members of protocols in the Microsoft Teams environment.

Chair Doe: Asked if there were any objections to slightly changing the agenda. Provost Mary Pedersen has another obligation and needs to leave meeting early, so we are looking to move the Provost's report up. Asked if there were concerns about doing report following announcements.

Hearing none, agenda change approved by unanimous consent.

**FACULTY COUNCIL AGENDA ITEMS:**

**I. FACULTY COUNCIL AGENDA – February 1, 2022**

**A. ANNOUNCEMENTS**

- a. Next Faculty Council Meeting – March 1, 2022 – Microsoft Teams – 4:00pm
- b. Harry Rosenberg Award

Chair Doe: Encouraged members to nominate themselves or others for the Harry Rosenberg Award. The Harry Rosenberg Distinguished Service Award is intended to honor individuals who have given service to shared faculty governance. The nomination process and forms are available on the Faculty Council [website](#).

- c. Faculty Council Officers Election to be held on March 1, 2022
  - 1. Elections will be conducted by the Committee on Faculty Governance. Eligibility for candidacy is specified in Section C.2.1.3.3 of the Manual.  
Call for Nominations:
    - Faculty Council Chair
    - Faculty Council Vice Chair
    - Board of Governors Faculty RepresentativePlease e-mail nominations, including a 1-2 page statement of

intent, to: [Steven.Reising@ColoState.edu](mailto:Steven.Reising@ColoState.edu)  
**Nominations due by Friday, February 18, 2022**

Chair Doe: We will be holding our Faculty Council Officers' election at our March meeting. It will be conducted by the Committee on Faculty Governance and eligibility for candidacy can be found in Section C.2.1.3.3 of the Manual. The positions of Chair, Vice Chair and Board of Governors Representative will be available for nominations. Asked members to contact Steve Reising, Chair of Committee on Faculty Governance, if they or someone they know, is interested in being nominated for these positions. The due date for statements to Reising is February 18<sup>th</sup>.

d. Multicultural Staff and Faculty Network Awards

Chair Doe: The Multicultural Staff and Faculty Network honor and celebrate faculty, administrative professionals, and state classified employees who have made outstanding contributions within the University and beyond. This network has been actively working since the 1970s. They work towards a visible, inclusive, and engaged community that supports, empowers, and sustains underrepresented staff and faculty. They are currently accepting nominations for their 2022 Distinguished Service Awards. Encouraged members to offer up their nominations. More information is available on their [website](#).

Chair Doe: Following the Faculty Council meeting, we will be opening the evaluation survey for the University Grievance Officer. This is an opportunity to provide feedback on processes of University Grievance Officer. The survey will open tomorrow, February 2<sup>nd</sup>, and close on February 11<sup>th</sup>. Encouraged members to participate in this survey.

**B. MINUTES TO BE APPROVED**

a. Faculty Council Meeting – December 7, 2021

Chair Doe: Asked if there were any corrections to be made to these minutes.

Hearing none, minutes approved by unanimous consent.

**C. UNFINISHED BUSINESS**

**D. CONSENT AGENDA**

1. UCC Minutes – November 19, December 3 & 10, 2021

Chair Doe: Asked if there were any items that members would like to have pulled for separate consideration in these University Curriculum Committee minutes or any questions.

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

**E. ACTION ITEMS**

1. Election – Graduate Student Representative to Committee on Non-Tenure Track Faculty – Committee on Faculty Governance – Steve Reising, Chair

Steve Reising: On behalf of the Committee on Faculty Governance, move the nomination of Kendall Stephenson as the graduate student representative to the Committee on Non-Tenure Track Faculty to serve for a one-year term.

Chair Doe: Asked if there was any discussion of this nominee or any questions. Hearing none, have a motion on the floor. Requested a vote in the chat using Microsoft Forms.

Motion approved.

2. Election – Faculty Representative to Committee on Scholastic Standards – Committee on Faculty Governance – Steve Reising, Chair

Steve Reising: On behalf of the Committee on Faculty Governance, move the nomination of Tobin Lopes from the College of Health and Human Sciences for a three-year term on the Committee on Scholastic Standards. Tobin will replace Karen Barrett, who retired in December.

Chair Doe: Thanked Reising. Asked if there were any questions about the nominee. Hearing none, we have a motion on the floor. Requested a vote in the chat using Microsoft Forms.

Motion approved.

3. Revisions to the Graduate and Professional Bulletin: Informal and Formal Complaints – Committee on Scholarship, Research and Graduate Education – Melinda Smith, Chair

Melinda Smith: On behalf of the Committee on Scholarship, Research and Graduate Education, move that Faculty Council adopt this new section titled “Informal and Formal Complaints” of the Graduate and Professional Bulletin as seen in the packet.

Smith: Wanted to provide a brief rationale. The graduate students have asked for a formal process so they can file their complaints to Graduate School. This section describes process and policies that already exist, but not been articulated in text in Graduate and Professional Bulletin.

Chair Doe: Thanked Smith. Asked if there were any questions for either Smith or Dean Mary Stromberger about this revision. Hearing none, there is a motion on the floor. Requested a vote in the chat using Microsoft Forms.

Motion approved.

## **F. PROVOST/EXECUTIVE VICE PRESIDENT REPORT – Provost Mary Pedersen**

Provost Mary Pedersen: Want to start report by thanking everyone for all their dedication and hard work in returning us to an almost fully in-person campus. We have heard from many students and families about how much they appreciate being on campus and in-person. Realize it has been a lot of work and a lot of anxiety for everyone. It has been a difficult two years and starting this semester with a new variant is another unexpected turn which has put stress on us. We recognize this and are working to provide additional support.

Provost Pedersen: Have a brief update on current COVID status. The numbers reflected are from January 24<sup>th</sup> through January 28<sup>th</sup>. We completed 4,273 saliva screenings, with a positivity rate of 5.1%, which is a slight drop from the week before. The positive CSU cases is a combination of data from saliva screening and testing, county testing, pharmacies, and doctors. As of earlier today, February 1<sup>st</sup>, we have 438 positive cases. Of those, 241 are isolated and we have 30 students in isolation in our residence halls. Numbers are trending down. As of January 27<sup>th</sup>, our COVID projection models from our modeling team, in consultation with Colorado School of Public Health and other state experts, predict a rapid decline as we go into the next few weeks. Current community transmission in the state remains high, creating substantial risk for those who are unvaccinated or at high-risk. We will continue to be vigilant, and the data is still holding up that vaccines and boosters greatly reduce the risk of severe illness and hospitalizations. Will keep everyone updated on numbers.

Provost Pedersen: Thanked Dean Benjamin Withers, current chair, and Vice Provost Kelly Long for their work with the Teaching Continuity and Recovery Team. This is an interdisciplinary team, including the Office of the Registrar, the Institute for Learning and Teaching. Chair Doe is also a member of this team and helping represent the faculty perspective. This is an incredible working group to identify what the current needs are, and the group is focused on protecting the integrity of the academic mission, mitigating teaching and learning impacts and to identify the needs of the faculty have in the teaching environment.

Provost Pedersen: We have been working to provide more communication, both academic and general. We have communications that have gone out from the Teaching Continuity and Recovery Team, as well as communicating to faculty, Deans, chairs, and students. Encouraged members to contact the Teaching Continuity and Recovery Team if they have issues they would like addressed. Their email, as well as an anonymous feedback link, are available on [website](#).

Provost Pedersen: We are working right now on instituting additional student and hourly graduate support to assist faculty with managing course delivery. Encouraged faculty to go to department heads if additional support is needed. We have funding to support additional areas of need. Department leadership can share more information.

Provost Pedersen: Fall enrollment numbers look good. For Summer and Fall 2022, as of January 30<sup>th</sup>, we have received over 30,000 applications, which is a slight increase over this point last year. We have had over 24,000 admitted, which is about a 4.5% increase over this time last year. We are making good progress on our goals and the numbers are encouraging.

Provost Pedersen: We will be continuing to work on the Academic Master Plan. Our phase two launch will be a week from Friday, on February 11<sup>th</sup>. We will have a large forum, and this will

be focused on demographics and emerging opportunities for teaching and engagement. We will publish the outcomes on the Courageous Strategic Transformation website.

Provost Pedersen: We are also focusing on our reaccreditation. We are putting together working groups around the issues that we need to specifically address. Our site visit is scheduled for September 18<sup>th</sup> and 19<sup>th</sup>, 2023.

Provost Pedersen: With our student success initiatives, we have continued to meet every other week with our general team and with our leadership team during the off weeks. Almost all of the colleges have received funding for their pilot initiatives, and we have two more that we are waiting for. We have also provided funding to the Graduate School and the Libraries, as well as other units. At the end of spring semester, we will have a workshop where all the colleges, as well as some of the units, will be presenting the results of their pilot projects.

Provost Pedersen: We are making good progress on two of our Dean searches, for the College of Veterinary Medicine and Biomedical Sciences and the Warner College of Natural Resources. The committees are working on the final job descriptions, and they will soon be ready to post. We will be bringing the finalists to campus later this semester.

Provost Pedersen: Have a few other announcements:

- We had a successful Martin Luther King Day march and celebration with more than 1,500 CSU and northern Colorado community participants.
- The 2022 Northern Colorado Human Trafficking Symposium is scheduled for February 17<sup>th</sup> and 18<sup>th</sup>. This symposium seeks to engage and educate on issues of human trafficking through research, training, and collaboration. Encouraged members that are interested to attend.
- The Office of International Programs, in partnership with the School of Global Environmental Sustainability, have been awarded a grant to host a four-day summit on climate change and sustainability. We will be hosting 90 Fulbright Scholars from institutions across the United States. This is funded by the U.S. Department of State and administered through the Institute of International Education. They have been awarded \$120,000 per year renewable for up to five years. The first summit will be held April 25<sup>th</sup> to April 30<sup>th</sup>. We will be sending out more information about this.
- Open educational resources is an effort to provide free textbooks for students for various courses. CSU Libraries will be leading the System effort, and there will be a possible earmark supported by Congressman Joe Neguse's office. We will be putting together a committee to move forward those efforts and they will send out more information.
- Our MBA and Masters of Computer Information Systems were ranked #1 in Colorado in the U.S. News and World Report.

Provost Pedersen: Will now turn presentation over to Vice Provost Susan James to provide updates on tenure and promotion, employee salary, competitiveness, and the Advanced Grant.

Vice Provost Susan James: We are amid tenure and promotion and annual reviews. Wanted to give an update on the Administrative Professional annual review process. Have been working with the team in Human Resources since last fall to put together a comprehensive process that

will ensure that all Administrative Professionals receive annual reviews. Next year, this will probably include a mid-year check-in and more standardization around forms and templates, but more importantly, they are using our current Human Resources systems to make sure that every supervisor and every Administrative Professional are notified about the review process.

Sarah Olson: Asked in the chat if there were any Administrative Professional Council individuals working with Human Resources on the Administrative Professional evaluation process. Also wondering if Research Associates are being included, have often been excluded in the past.

Debora Nunes: Commented in the chat that graduate teaching assistants and instructors should be included as well.

Vice Provost James: Responded to Olson in the chat. Believe Human Resources is working with the Administrative Professional Council on that, and that Research Associates are being included in the Administrative Professional salary equity studies. Replied to Nunes' comment. Believe Dean Mary Stromberger has been working on salary equity for the GTAs.

Vice Provost James: We have had a lot of questions around COVID statements. We are continuing to encourage faculty who want to include COVID statements as part of their annual review processes to do that. These are not required, only optional, but we realized many people are more impacted than they may have been even two years ago. Directed members to the [Council for Gender Equity on the Faculty website](#), where their two COVID letters are posted. There is a reminder about the differential impacts of COVID on various employees.

Vice Provost James: Have been encouraging chairs to hold department discussions with their faculty about the impacts of COVID on different people. This was advice they were given, and it is still listed on our website under the annual review process.

Vice Provost James: There have also been a lot of questions around the COVID clock extension. When the pandemic began, former Provost Rick Miranda indicated that there was an option for individuals to take a one-year extension to their tenure clock due to COVID. That option is still on the table but am encouraging chairs and heads to consider the implications for a person's career, as it can affect not only salary but a whole career path and advancement and promotion. Part of the discussion is our workshop last week was about the need to be flexible and contextual when considering the tenure and promotion process.

Vice Provost James: We have put together a plan that will be communicated to the CSU community about providing retroactive pay for those that took the COVID extension and did not get their 10% pay bump. Have been working with Human Resources and payroll to figure out how we can retroactively make up the difference for what those individuals missed.

Vice Provost James: For faculty on the tenure-track, promotion and tenure dossiers are under review right now. For faculty off the tenure-track, dossiers are due to the Provost's Office on February 12<sup>th</sup>.

Vice Provost James: Salary competitiveness is something we have been talking about for a while. When we talk about competitiveness, it is about how competitive the salaries are in the external market and how we compare to our peers at other universities. This is a top priority for Courageous Strategic Transformation. We are getting ready to put together a comprehensive big picture plan. We have asked several units to put some of their equity plans on hold so we can do this all together. We should be communicating to the campus community about this towards the end of February. It will cost a lot of money, and therefore happen over multiple years. We are hoping we can be more concrete about how long this will take and how we will prioritize things in the coming month.

Vice Provost James: The internal salary equity studies will continue, and these are done for all our employee groups. If Faculty Council is interested in getting updated on how that process works, would be happy to bring a group back to a future meeting.

Vice Provost James: For Advance at CSU, we just hired our new program manager, Jen Dawrs. More information can be found on the website, and we have a link to it through the Provost's website as well.

Vice Provost James: We are also continuing our exit interview retention study. We started this with a program called COACHE out of Harvard University. It has been going for many years and involves hundreds of institutions of higher education across the country. It is part of a standardized research approach to why faculty leave and why they stay. These studies here are ongoing and will continue for two more years.

Vice Provost James: In partnership with the Office of Inclusive Excellence, we are kicking off CHIE, which is the Chairs and Heads Institute for Inclusive Excellence. April will be the first run of this, and all the heads have been emailed about this.

Provost Pedersen: We have been following up on some questions that had come up at the Faculty Council meeting in December regarding coaches. Have contacted Athletic Director Joe Parker to see if he is able to join us, and both him and President Joyce McConnell are planning to attend the March meeting to answer these questions.

Chair Doe: Thanked Provost Pedersen and Vice Provost James. Asked if there were any questions from the members.

Jared Orsi: Want to ask Vice Provost James about the ongoing salary equity reviews for Administrative Professionals. Had recently put in a request for someone and was told at the college-level that those are being put on hold for a University-wide review process to take place. Wondering what the timeline is on this and what Administrative Professionals can be told about how the process is proceeding.

Vice Provost James: Human Resources has been working with a consulting firm on Administrative Professional salaries and job descriptions. We had many state classified employees get re-classified as administrative professionals and never were able to keep up with the different types of jobs and job descriptions. Understanding is that they are in the process of

reviewing market data for salary equity and by the end of February, they plan to modify and finalize the market benchmark data. They will do pay range development in March and look at impacts and costs and then start working on prioritizing and communication. By end of February, should have enough communication out so people know what to expect. Expressed appreciation for everyone's patient with this.

Chair Doe: Thanked Orsi. Hearing no further questions, thanked Vice Provost James and Provost Pedersen for their time.

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

### **1. Faculty Council Chair Report – Sue Doe**

Chair Doe: Have been attempting to attend a meeting of every standing committee at least once each semester and was able to attend the meeting of the Committee on Intercollegiate Athletics yesterday, January 31<sup>st</sup>. Have also attended a meeting of the Committee on Faculty Governance and the Committee on Teaching and Learning so far this semester. Was able to visit every committee last fall.

Chair Doe: Executive Committee has already met several times this spring semester, and they participated in a Courageous Strategic Transformation event in the fall before we broke for winter break. Executive Committee assisted with trying to help establish priorities among the feedback that the Courageous Strategic Transformation team was receiving.

Chair Doe: We have formed a task force for the AUCC core curriculum. Andrew Norton, Vice Chair, will be leading that group and they will be helping to keep faculty involved in efforts relating to core curriculum, particularly considering our emerging new Academic Master Plan. Encouraged members to be in touch with Norton if interested in what group is doing.

Chair Doe: Separately, we have a task force for AUCC 1C. This task force is being chaired by Rebecca Atadero from Engineering. They are working to develop a set of criteria for courses that are seeking to remain part of 1C. They hope to not only meet the immediate needs of all the courses that are trying to figure out whether they want to be part of the 1C, but to also address the larger objectives of the 1C transition. Reminded members that Faculty Council voted to approve 1C in May 2020 and voted extend the deadline for completion of this transition to the academic year 2024-2025.

Chair Doe: Expressed appreciation for being able to serve on the Teaching Continuity and Recovery Team. Encouraged members to contact her if they have any feedback regarding the faculty experience at any point or have concerns or needs to be addressed. Reminded members of the forms of communication for that team that Provost Pedersen mentioned. There are also those mechanisms available if people want to contact the team.

Chair Doe: We have many offices around campus that are interested in updating Faculty Council. While we are asked if it would be possible for people to provide a report, we also want



to be conscious of everyone's time. We are endeavoring to determine when a written report will do and when an oral discussion on the floor of Faculty Council seems important.

## 2. Board of Governors Report – Melinda Smith

Smith: Reminded members that the Board of Governors meeting this week will be virtual, and only on a single day, Thursday, February 3<sup>rd</sup>.

Smith: The key items that will be discussed that may be of interest to Faculty Council is the budget. We can get a sense of what the Board of Governors might be open to as far as budgeting for CSU. The other item that may take up a chunk of time is President McConnell's presentation of Courageous Strategic Transformation.

## 3. University Grievance Officer Annual Report – Richard Eykholt, University Grievance Officer

Chair Doe: Welcomed Richard Eykholt to the meeting to discuss the University Grievance Officer report. Directed members' attention to report as seen in the agenda packet.

Richard Eykholt: Happy to answer any questions Faculty Council may have.

Antonio Pedros-Gascon: In the Administrative Professionals section, there is an explanation of one case involving bullying. Wondering if bullying isn't grievable. Asked Eykholt to confirm if Administrative Professionals are being protected from bullying or similar situations.

Eykholt: The reason that bullying is not grievable is because we have a bullying policy to deal with that. When someone comes with a bullying issue, they are directed to the Human Resources solutions partner, where they manage the bullying process. Once there, that is a confidential process, and am not informed of what goes on there. Because we already have a bullying policy to deal with that, it doesn't fall under the grievance policy.

Andrew Norton: Looks like it was busy last year for the Grievance Officer. Asked if Eykholt could comment on the number of disciplinary cases. It seems to be a large number, as well as the number of people who initiated or wanted to pursue the grievance process.

Eykholt: Will start with the grievance process. Think that is typical. The number of people who are in contact is slowly increasing, but often it is because people have questions. Not necessarily everyone wants to file a grievance. The number of administrative professionals reaching out is increasing, which seems to be a positive thing. This office is a resource, can refer people to appropriate avenues or give them advice.

Eykholt: Regarding the disciplinary cases, that was unusual. The number of cases this year was probably as big as it typically is in a decade. Do not have a reason for that. One factor may be that we are in a tightening budget environment. There were also two cases that involved a felony and criminal charges, which is also unusual. It's possible that the large number is related to the

pandemic, but don't have any concrete evidence to back up the reasoning for the large number of disciplinary cases this year.

Chair Doe: Asked Eykholt if there was a sense that the changes made to Section E of the Manual in December are reflective of this unusual year. Asked: Did this unusual year bring to light things in the Manual that required reevaluation?

Eykholt: We don't have many disciplinary cases, so the fact that we had so many has us going through the process with several people and finding problems. People going through the process objected to certain processes and procedures they felt unfair or cumbersome. Most of the changes suggested were spurred by requests from people going through the process.

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

Chair Doe: Hearing no further questions, thanked Eykholt for coming. We will put this report in the record. Reminded members that we do not amend reports, we just receive them.

## H. DISCUSSION

1. International Programs, Todos Santos & Semester at Sea –Rick Miranda, Chief Academic Office for the CSU System, Kim Kita, Director of Todos Santos and Vice Provost for International Programs Kathleen Fairfax

Chair Doe: Welcomed Vice Provost Kathleen Fairfax and Dr. Rick Miranda.

Vice Provost Kathleen Fairfax: Will start this report by giving a general update on International Programs and then go over to Dr. Miranda for Todos Santos.

Vice Provost Fairfax: The pandemic has wreaked havoc on our international mobility, which includes our ability to bring in international students and to send CSU students abroad to study or do internships. Trends are starting to look up. We did start to see some new student increases as of Fall 2021, which is still not high enough to replace the number of students we have graduated. We are not quite at the replacement point but have equipped ourselves to pay attention to this and help increase our international enrollment. All the U.S. Embassies and consulates are open and providing visas. Some are still backlogged, and there is still concern in some countries about the U.S. handling of the pandemic, but all of this is starting to wane.

Vice Provost Fairfax: In the summer of 2019, we had 600 students abroad, and in Spring 2020, we had 516 students abroad. When the pandemic hit, everyone was brought home. We went from about 1,700 students abroad a year to none. We had no students abroad in Summer 2020, only six in Spring 2021. The whole year was a bit awash in terms of education abroad, but we are starting to see things pick back up. We have 97 students abroad last summer, and 85 in the fall. We currently have 291 students abroad, which is a big improvement over the Spring of 2021.

Vice Provost Fairfax: Some of the numbers are more of a factor of the rules and restrictions of other countries about the pandemic. We have had successful programs in Japan and New Zealand, both of which have currently closed their borders for international students. Some countries aren't ready to receive students, but this will start to change as well. We have seen some relaxation in countries in Europe in terms of quarantine requirements.

Vice Provost Fairfax: Want to update everyone on Programs for Learning Academic and Community English (PLACE). This is a successor program to INTO but does more and different things. INTO closed on Friday, May 14, 2021, and PLACE began offering classes the following Monday so there was no lapse in service for students. All twelve continuing, contract and adjunct faculty were retained. They were retained at half time, and we have made it an effort to bring as many as want to be at full time to full time. We have been able to do that recently due to needs for some of their services in other departments. We have PLACE faculty teaching there half time and teaching in the Department of English as well.

Vice Provost Fairfax: We are working on enrollments. We hired a new director for PLACE, Lauren Kinter, who started in August. We have 30 students enrolled last summer, and this past fall semester we had 43 Intensive English students. We have 29 enrolled currently, with 10 more coming in March.

Vice Provost Fairfax: For the Semester at Sea update, we ended our voyage in Spring 2020 because of the pandemic. We went three semesters without sailing, but we sailed again this spring with just under 400 students. There were roughly 25-30 CSU students as part of that group. There have been a few minor disruptions with some ports, but students and faculty onboard have been flexible.

Vice Provost Fairfax: We have had a few leadership changes. Our Director of International Students retired in December 2021, and we will be launching a national search to fill that position soon. Our Director of Education Abroad has moved to University Advancement, which is exciting for us, because now we will have some dedicated advancement support for International Programs. We will be launching a search to fill that position soon as well.

Vice Provost Fairfax: We have launched an international enrollment center, and that is recruitment, marketing, and admissions of international students. All undergraduate admissions take place through this unit. Graduate admissions will still happen at the Graduate School.

Dr. Rick Miranda: Introduced himself as the Chief Academic Officer of the CSU System and am the person responsible in that office for Todos Santos.

Dr. Miranda: In the past with Todos Santos, we featured short courses, workshop retreats, all of which are mostly managed through CSU Fort Collins. All of these short courses were faculty developed and led, working with Todos Santos Director, Kim Kita, to make the arrangements. We have had great emerging connections with people in the town of Todos Santos and with the University of Baja California Sur in La Paz, which is about an hour away and is the major university in that part of Mexico.

Dr. Miranda: We have shifted the Todos Santos facility to be a System-level asset because CSU Pueblo and even CSU Global have started to run programs down there. Todos Santos is managed by the Office of International Programs, and Vice Provost Fairfax works closely with Kita, who provides the overall leadership for it.

Dr. Miranda: We have had faculty-led programs from CSU Pueblo, as well as other universities. We anticipate this to continue. We have had credit courses, non-credit courses, mostly short courses. We have one to three weeklong workshops and a variety of retreats. There have been two full-semester programs. The center doesn't offer courses on its own, so we rely on the faculties of campuses in the System to generate the courses. We try to support the implementation of the initiatives of the faculty.

Dr. Miranda: There are some challenges with the current model. The only way students can come to Todos Santos is if they make a connection with a faculty member teaching a short course. It's not an easy connection to make. Also, in order to run one of these courses, faculty have to invest a lot of time to develop the experience and deliver a very customized program that is difficult to replicate. It usually involves one or two trips down there to design the course. The utilization of the facility also fluctuates based on the availability of faculty and which courses are being offered.

Dr. Miranda: The center has about 45 student beds, another half-dozen faculty spots. The budget model of the center relies on filling the center up, so when that doesn't happen, the financial model is difficult. This lack of consistency, particularly in the short-term programs, is challenging for making the finances work. The Board of Governors has supported Todos Santos with a subsidy, but the pandemic and the difficulties of running the center have increased expenses. There are also certain increased expenses with working in Mexico, and the subsidy has risen to a point that the Board of Governors is uncomfortable with the amount of subsidy.

Dr. Miranda: We were charged with imagining how we can utilize this facility in a more stable way. We want to make a facility that is available to all the institutions and students and faculty in the System, and even beyond the System, managed by International Programs. We have six goals. We don't want to compromise on quality, we want to have stable and flexible programs, we want to involve more faculty, broaden experiences down there, and we want to deepen our partnerships locally in Mexico, both in the town and the university. We also want to get operations on a more financially stable footing.

Dr. Miranda: We want to try to run a semester model, where we fill the center three times per year for ten weeks each. It would be a compressed accelerated program as we do in the summer. There would still be time for short courses, workshops, and retreats. We think this model can provide a more stable and consistent curricula. The faculty can come in and out more seamlessly and more faculty will be able to participate from all the campuses. The three campuses will create enough consistency in curricular offerings that we can count on faculty coming down. We can also have faculty from University of Baja California Sur as contract faculty to do some team teaching with us, which will strengthen our connections with the university. Part of the curriculum will also include community engagement, which will help make deeper connections to the town of Todos Santos.

Dr. Miranda: We will try to plan in concert with a group of faculty. The courses will be delivered in any ten-week period and we will try to make consistent offerings planned in advance so we can market the whole experience effectively to students. We will also try to have some synergy to maximize opportunities for local excursions and experiential learning. We will also look at more collaboration with Mexican faculty and we will have a variety of options for our own faculty to participate.

Dr. Miranda: With the semester schedule, we imagine that a student would take two courses in the first five weeks and then another two courses in the last five weeks. This is accelerated, and there will be a one-credit course that lasts the full ten weeks in community engagement and the Mexican culture.

Dr. Miranda: There are benefits to this model. Students will have a variety of courses available to them and they will know what is available in advance. There will be more in-depth cultural exchanges with the local community. There will also be more creativity with the curriculum. There are also benefits to the faculty. We can engage faculty in all aspects of the experience, and we can lower the energy barrier needed to get down there. We will continue to have opportunities with the short courses. The semester models in Fish, Wildlife, and Conservation Biology and Liberal Arts that already exist can morph into this new semester model.

Dr. Miranda: Explained the budget for Todos Santos. We have revenue from housing and dining, and there are program fees and revenue from the short courses. The Board will continue to subsidize. At full capacity, we can fit 120 students. We have variable costs for mounting courses and paying faculty and vendors who run the residence halls and employees who work at the center. There are also fixed costs for the legal aspects of working in Mexico and the maintenance of the facilities.

Dr. Miranda: We think this new model will work, and it is not an unfamiliar model for people who work in education abroad. We believe we are close to filling out what will be available in fall semester, and it will be advertised soon. Thanked Vice Provost Fairfax for her leadership during the past few years.

Chair Doe: Thanked Dr. Miranda and Vice Provost Fairfax. Asked if there were questions.

Orsi: Asked in the chat if this presentation could be shared with colleagues.

Dr. Miranda: Agreed in the chat to share presentation. Presentation is posted on Faculty Council [website](#).

Smith: Have a colleague at Arizona State University who is interested in getting involved. Asked: How can we get those partnerships going? Think there could be a lot of interest if we advertise this to our colleagues. Wondering what the process is for proposing a potential course for Todos Santos per semester.

Dr. Miranda: At the moment, Director Kita is handling those conversations. For the upcoming fall, we have almost all the classes together and still need two to three classes to fill out the semester.

Vice Provost Fairfax: As we are planning, we are under a crunch for fall semester and next spring so students can plan for this coming academic year. We are going to try to think of the right themes. The long-term plan is to work with a faculty advisor group, come up with general themes, and then invite proposals from faculty who want to participate in that given semester.

Pedros-Gascon: Understanding is that the Department of English agreed to move the operations of INTO to the Office of International Programs, with the agreement that the GTAs as allocated currently be maintained. This is critical to students' recruitment and the preparation of future professionals. It has come out that this is being rescinded due to low enrollment. In presentation, there were comments on four different hires, which don't come cheap. If money is a constraint, do not understand how it is a constraint for GTAs, but not for hires at a higher level.

Vice Provost Fairfax: Glad this question was raised, as there are some misconceptions. When we wound down the program in May of last year, it was too late to do any kind of budget considerations for GTA positions that were promised. We will honor that for this year with the English department and we will continue to have GTAs in PLACE. We needed a strategy to fund them. The PLACE budget is already well into the hole, and it is a different kind of operation. This is funded by student fees within the program, and it doesn't fund other parts of the operation. Have not rescinded anything, just need to figure out funding. Have worked with Dean Withers to put together a funding request to the Provost for GTA funding.

Vice Provost Fairfax: Issue we were having was that within PLACE, there was a perception that we were funding GTA positions without having yet honored the commitment to our own permanent faculty to give full-time assignments. Have put in a request for funding and am waiting to hear back.

Norton: Wondering if Dr. Miranda can talk some more about the budget and financial plans for students and what tuition would look like for them at Todos Santos.

Dr. Miranda: We have designed the price point of the program to be in line with other university education study abroad programs. This typically comes in at around \$15,000, including airfare, tuition, fees, room and board. Think our tuition rate comes in underneath that.

Vice Provost Fairfax: The tuition rate we use is similar to the extended tuition rate or online tuition rate, which makes it equally accessible to both in-state and out-of-state. It will be a flat tuition rate, and then we set a room and board tuition to break-even on the room and board component of the program. We also do quite a bit of experiential learning and planned excursions. Believe the total price will come in at around \$14,000 for a ten-week term. There is also financial aid and will have scholarships aimed at lower-income and racially minoritized students, as well as passport access award scholarships.

Norton: Asked if this was reasonable and how it compares to what students pay here.

Vice Provost Fairfax: Not sure how it compares. When we give our cost of attendance to international students, it's almost \$48,000 a year, but that is for out-of-state tuition.

Wes Kenney: Asked in the chat: Who are the community partners for Todos Santos?

Vice Provost Fairfax: We have a lot of community partners in Todos Santos. It is a smaller community and is environmentally focused. We have nonprofits that we work with, community partners and organic farming organizations. We also work with the local university. One of the problems with our previous model is that faculty will bring a group down, get involved with a community partner, and then everyone goes back and never comes back. With this new model, we will be able to better able to maintain ongoing relationships with these community partners.

Yoichiro Kanno: Our department of Fish, Wildlife and Conservation Biology has been running one of the semester programs Dr. Miranda mentioned. We have a short-term one we did this year, as well as a 10-week semester where students can get 16 credits. Asked how this new model affects some of the existing programs and how this would impact us.

Vice Provost Fairfax: Think the Fish, Wildlife and Conservation Biology and Liberal Arts programs are different kinds of programs. The Liberal Arts program is easy to convert to the new model, so that is the basis for the fall semester. The Fish, Wildlife and Conservation Biology is more specialized, so our goal for the spring semester of this new model is to not run the Liberal Arts program at the same time. In the fall we are limited due to hurricane season threats, but in spring we have twenty weeks and can run both programs.

Chair Doe: Thanked Dr. Miranda and Vice Provost Fairfax for coming and presenting. Asked if there was anything else for the good of the order.

Hearing none, meeting adjourned.

Meeting was adjourned at 6:00 p.m.

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





<b>Kirk McGilvray</b>	Mechanical Engineering	2023
<b>Thomas Bradley</b>	Systems Engineering	2023
<b>Sybil Sharvelle</b>	College-at-Large	2023
<b>Steven Reising</b>	College-at-Large	2022
<b>J. Rockety Luo</b>	College-at-Large	2022
<b>Liberal Arts</b>		
<u>Mary Van Buren</u> (excused)	Anthropology & Geography	2023
<b>Jason Bernagozzi</b>	Art	2022
<b>Morgan Johnson</b>	Communication Studies	2022
<b>Anders Fremstad</b>	Economics	2024
<b>Tony Becker</b>	English	2023
<b>Albert Bimper</b>	Ethnic Studies	2022
<b>Maria Del Mar Lopez-Cabrales</b>	Languages, Literatures, and Cultures	2022
<b>Jared Orsi</b>	History	2023
<b>Michael Humphrey</b>	Journalism and Technical Communication	2023
<b>Wes Kenney</b>	Music, Theatre, and Dance	2023
<b>Moti Gorin</b>	Philosophy	2022
<b>Marni Berg</b>	Political Science	2024
<b>Tara Opsal</b>	Sociology	2022
<u>Ajean Ryan</u> (excused) (on sabbatical Spring 2022)	College-at-Large	2023
<b>Antonio Pedros-Gascon</b>	College-at-Large	2023
<b>Emily Morgan</b>	College-at-Large	2023
<u>Lisa Langstraat</u>	College-at-Large	2024
<b>Allison Goar</b>	College-at-Large	2024
<b>Abigail Shupe</b>	College-at-Large	2024
<b>John Carlo Pierce</b>	College-at-Large	2024
<b>Natural Resources</b>		
<b>Randall Boone</b>	Ecosystem Science and Sustainability	2023
<b>Chad Hoffman</b>	Forest and Rangeland Stewardship	2024
<b>Yoichiro Kanno</b>	Fish, Wildlife, & Conservation Biology	2024
<b>William Sanford</b>	Geosciences	2023
<b>Alan Bright</b>	Human Dimensions of Natural Resources	2023
<b>Natural Sciences</b>		
<b>Olve Peersen</b>	Biochemistry & Molecular Biology	2022
<b>Mike Antolin</b>	Biology	2024
<u>Rob Paton</u>	Chemistry	2023
<b>Ross McConnell</b>	Computer Science	2022
<b>Emily Hardegree-Ullman</b>	Physics	2024
<u>Silvia Canetto</u>	Psychology	2022
<b>Ann Hess</b>	Statistics	2022
(substituting for Mary Meyer, on sabbatical 2021-2022)		

<u>Yongcheng Zhou</u>	Mathematics	2023
<u>Alan Van Orden</u>	College-at-Large	2023
<u>Anton Betten</u>	College-at-Large	2022
<b>Brad Conner</b>	College-at-Large	2022
<b>James Liu</b>	College-at-Large	2023
<b>Veterinary Medicine &amp; Biomedical Sciences</b>		
<b>DN Rao Veeramachaneni</b>	Biomedical Sciences	2022
<u>Kevin Haussler</u>	Clinical Sciences	2022
<u>Elizabeth Ryan</u>	Environmental & Radiological Health Sciences	2023
<b>Tony Schountz</b>	Microbiology, Immunology and Pathology	2024
<b>Candace Mathiason</b>	College-at-Large	2022
<b>Marie Legare</b>	College-at-Large	2023
<b>Doreene Hyatt</b>	College-at-Large	2022
<u>Christianne Magee</u>	College-at-Large	2022
<b>Jennifer Peel</b>	College-at-Large	2023
<b>John Rosecrance</b>	College-at-Large	2023
<b>Sheryl Magzaman</b>	College-at-Large	2023
<b>University Libraries</b>		
<b>Linda Meyer</b>	Libraries	2022
<b><i>Ex Officio Voting Members</i></b>		
<b>Sue Doe</b>	Chair, Faculty Council/Executive Committee	2022
<b>Andrew Norton</b>	Vice Chair, Faculty Council	2022
<b>Melinda Smith</b>	BOG Faculty Representative	2022
<b>Steven Reising, Chair</b>	Committee on Faculty Governance	2022
<u>Shane Kanatous, Chair</u>	Committee on Intercollegiate Athletics	2022
<u>Jerry Magloughlin, Chair</u>	Committee on Libraries	2022
<b>Jenny Morse, Chair</b>	Committee on Non-Tenure Track Faculty	2022
<b>Marie Legare, Chair</b>	Committee on Responsibilities and Standing of Academic Faculty	2022
<b>Melinda Smith, Chair</b>	Committee on Scholarship, Research, and Graduate Education	2022
TBD, Chair	Committee on Scholastic Standards	2022
<b>James Graham, Chair</b>	Committee on Strategic and Financial Planning	2022
<b>Shawn Archibeque, Chair</b>	Committee on Teaching and Learning	2022
<b>Jose Luis Suarez-Garcia,</b> Interim Chair	Committee on University Programs	2022
<b>Brad Goetz, Chair</b>	University Curriculum Committee	2022
<u>Susan (Suellen) Melzer</u>	Committee on Non-Tenure Track Faculty	2024
<b>Christine Pawliuk</b>	Committee on Non-Tenure Track Faculty	2022
<b>Leann Kaiser</b>	Committee on Non-Tenure Track Faculty	2022
<u>Jamie Neilson</u>	Committee on Non-Tenure Track Faculty	2022
<b>Leslie Stone-Roy</b>	Committee on Non-Tenure Track Faculty	2022
<u>Mary Van Buren</u> (excused)	Committee on Non-Tenure Track Faculty	2023

<b>Steve Benoit</b>	Committee on Non-Tenure Track Faculty	2022
<b>Sean Bryan</b>	Committee on Non-Tenure Track Faculty	2022
<b>Pinar Omur-Ozbek</b>	Committee on Non-Tenure Track Faculty	2023

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

Joyce McConnell	President
Ann Claycomb	Chief of Staff
<b>Mary Pedersen</b>	Provost/Executive Vice President
<b>Blake Naughton</b>	Vice President for Engagement & Extension
<b>Yolanda Beville</b>	Interim Vice President for Enrollment and Access
Diana Prieto	Vice President for Equity, Equal Opportunity & Title IX
<b>Susan James</b>	Vice Provost for Faculty Affairs
<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>Alan Rudolph</b>	Vice President for Research
Jenelle Beavers	Vice President for Strategy
Blanche M. Hughes	Vice President for Student Affairs
<b>Kelly Long</b>	Vice Provost for Undergraduate Affairs
Kim Tobin	Vice President for University Advancement
<b>Yolanda Beville</b>	Vice President for University Communications
Lynn Johnson	Vice President for University Operations
James Pritchett	Dean, College of Agricultural Sciences
Beth Walker	Dean, College of Business
David McLean	Dean, College of Engineering
Lise Youngblade	Dean, College of Health and Human Sciences
<b>Mary Stromberger</b>	Dean, Graduate School
Ben Withers	Dean, College of Liberal Arts
Karen Estlund	Dean, Libraries
Jan Nerger	Dean, College of Natural Sciences
Colin Clay	Interim Dean, College of Vet. Medicine & Biomedical Sciences
John Hayes	Dean, Warner College of Natural Resources
<b>Sarah Olson</b>	Chair, Administrative Professional Council