Faculty Senate Meeting
Thursday, November 30, 2017
12:00 – 3:00 p.m.
Executive Lounge at the Warwick Hotel, 1776 Grant Street, Denver, CO 80203

Minutes

Attending: Peter Anthamatten, Bruce Benson, Neil Box, Greg Carey, Rian Cheley, Jay Dedrick, Tabatha Farney, Lauren Fontana, Monique French, Vicki Grove, Anna Hasenfratz, Mike Harper, Jacqueline Jones, Maja Krakowiak, Michael Lightner, Leann Morgan, Melinda Piket May, Cindy O’Bryant, Felicity O’Herron, Patrick O’Rourke, Bita Rivas, Ravinder Singh, Tamara Terzian, David Thompson, Ron Tzur, John Welton, Diana White, Monica Yoo

Approval of Minutes: Meeting minutes for October 26, 2017, were approved as presented.

Privilege & Tenure Committee Update, Anna Hasenfratz

HR Update, CHRO Felicity O’Herron–no report.

Academic Affairs Update, VP Michael Lightner
Review of Article 5 is entering the next phase of the project timeline, and the new draft should be available by the second week of December. A red-lined version will not be available. Feedback on the new draft should be submitted in the same manner as the first round of comments earlier this fall (http://www.cu.edu/regents/rlpreview).

Board of Regents November Motion for CU online learning–appended.

Faculty Council Chair Report, Ravinder Singh
Board of Regents chair Sue Sharkey and regent Steve Ludwig attended the November 30 Faculty Council Executive Committee meeting to discuss the CU online proposal. Assembly chairs/president and committee chairs are tasked with collecting feedback ahead of the Faculty Council meeting on January 25, 2018.

The Faculty Council Retirement subcommittee met with administration on November 3, 2017, and agreed to quarterly meetings, as well as to move forward with the retirement plan survey.

The Faculty Council Inclusive Excellence taskforce will meet on December 7, 2017.

The Leadership in Public Higher Education award presentation for Governor Hickenlooper is delayed and the rescheduled date will be announced in January 2018.

The proposed new workplace bullying APS will be circulated for comment and up for vote at the Faculty Council meeting on January 25, 2018.
Campus Faculty Assembly Updates
Anschutz, Jacqueline Jones
There are concerns about the potential expansion of the flexplace policy to include faculty
(http://www.ucdenver.edu/about/departments/HR/Documents/Flexplace%20Agreement.doc).

Boulder, Vicki Grove
Work on the Academic Futures Initiatives is in progress.

The BFA is considering ways to elevate the role of faculty governance on campus, including the recent
support by campus administration to revive the Silver and Gold publication.

Colorado Spring, Maja Krakowiak
The campus FCQ taskforce is revising their existing instruments. A survey is out to faculty and staff to
help guide the revisions.

The assembly will discuss the CU online proposal at their next meeting.

Denver, Peter Anthamatten
Discussions on the new incentive-driven budget model are in progress.

The assembly wishes to move forward with FCQs.

Committee Updates
Communication, Neil Box
Guidelines and schedule for the CU Connections feature are sent to all committee chairs. Please
respond to Carrie Makarewicz to let her know if the date works for your committee and if you have any
questions about the format.

The committee would like to attend an Anschutz, Denver, and Boulder assembly meeting this spring to
discuss the flow of communications between Faculty Council, the assemblies, and the faculty on each
campus. They'll be contacting the assembly chairs to reserve time on their agenda. Specifically, they
are looking for feedback on setting up a listserv or another preferred type of communication.

Work in underway with University Relations staff to develop a quick reference guide on how and where
to submit different types of announcements at the campus and system level.

The longer term goal is to create a new faculty orientation guide about Faculty Council, the
assemblies, and other information related to shared governance.

Budget, Bita Rivas/John Welton—no report.

EMAC, Tina Moser
The EMAC and LGBTQ+ Joint Symposium, held on the Denver campus on November 3, 2017, was a
success. The next symposium will be on the UCCS campus in Fall 2018.

Kathy Nesbit and Felicity O'Herron will attend the committee's January meeting.

LGBTQ+, Lauren Fontana/Scarlet Bowen
Refer to EMAC Update on the joint symposium. The committee will debrief the event at their
December meeting.
EPUS, David Thompson
The committee is busy with Article 5 discussions and a high volume of APS reviews.

Personnel and Benefits, Tamara Terzian
Collaborative discussions on paid parental leave continue with CU Staff Council and Human Resources.

The proposed new anti-bullying APS is moving forward for a vote at the Faculty Council meeting in January 2018.

Women, Leann Morgan/Sarah Anderson
Retreat and symposium planning are going really well. The 16th annual CU Women Succeeding Symposium, “Empowered Women, Empower CU” will be held on the Boulder campus, Williams Village, on February 22-23, 2018.

Submissions for the student logo contest are due December 8, 2017.

Discussion with VP Patrick O’Rourke, University Counsel and Secretary of the Board of Regents
Issues of fear of retaliation and hostile work environment were discussed. The discussion will be continued in a separate meeting to be announced in January 2018.

Discussion with President Bruce Benson
CU Key Performance Indicators, FY2007-08/FY 2017-18–appended.

Adjournment
There being no other business, the meeting was adjourned at 3:00 p.m. The next meeting will be held on January 25, 2018, in the first floor conference room at 1800 Grant Street.
Summary of Privilege and Tenure Committee Cases
Academic Years 2017/18 – 2011/12

2017/18 (to date):

1 grievance filed, accepted and investigated; recommendation to mediate accepted by both the grievant and university administrators
   Outcome: Awaiting administrative response

1 grievance filed, accepted and under investigation
   Outcome: Pending

1 closed grievance in ongoing mediation (See AY 2016/2017)
   Outcome: Pending

2 potential grievances: awaiting decision from either campus Office of Equity, Equal Employment Opportunity Commission (EEOC) or Colorado Civil Rights Division (CCRD) investigations
   Outcome: Pending

2 potential grievances: awaiting filing by faculty member
   Outcome: Pending

1 possible Dismissal for Cause action may be brought by university administration before the end of the academic year
   Outcome: Awaiting administrative action

1 appeal filed, accepted and investigated (See AY 2016/2017)
   Outcome: No grounds

1 grievance filed
   Outcome: Not accepted by P & T

3 faculty inquiries
   Outcome: No grievances filed to date
2016/17:
   3 grievances filed, accepted, investigated; recommendation to mediate accepted by both the grievant and university administrators
   Outcome: 1 Closed (no grounds) and Appealed (See AY 2017/18)
   1 Closed (no grounds), Mediation (attempted and failed twice)
   1 Ongoing Mediation (See AY 2017/18)
   1 grievance filed
   Outcome: Not accepted by P & T
   1 – 2 possible Dismissal for Cause action(s) may be brought by university administration before the end of the academic year
   Outcome: Pending

2015/16:
   2 grievances filed, accepted and investigated
   Outcome: Closed (no grounds)

2014/15:
   1 grievance filed, accepted and investigated
   Outcome: Closed (no grounds)
   1 Dismissal for Cause action and hearing
   Outcome: Recommendations made to university president, however faculty member chose to resign with a cash settlement

2013/14
   2 grievances filed, accepted and investigated
   Outcome: Closed (no grounds)
   1 grievance filed, accepted and investigated
   Outcome: Recommendations accepted and acted upon by university administration
   1 Dismissal for Cause Action
   Outcome: Faculty member resigned prior to hearing

2012/13:
   1 grievance filed
   Outcome: Not accepted by P & T
   3 grievances filed, accepted and investigated
   Outcome: Closed (no grounds)
   1 mediation (no grievance filed)
   Outcome: Recommendations accepted and acted upon by university administration

2011/12:
   1 grievance filed, accepted and investigated
   Outcome: Recommendations accepted and acted upon by university administration
   1 grievance filed, accepted and investigated
   Outcome: Recommendations made to university administration, however faculty member chose to resign
RESOLVED that in order to more fully meet the needs of current and future students; increase access and affordability especially for first generation college students, working adults, and rural residents; and ensure that Colorado has the trained workforce it needs; the University of Colorado Board of Regents directs the administration to meet the goals listed below so that CU can embark on a new era for online learning:

- By Fall 2018, identify a set of five key bachelor’s degrees and five key master’s degrees that serve the current and near-term employment needs in Colorado and the Rocky Mountain Region. Expand these degrees to be available completely online, using techniques such as asynchronous delivery, multiple start-times per semester and pedagogical models that allow efficient, effective and scalable delivery with a goal to double their degree production by August 2022.
- By Fall 2022, develop and launch two online only degrees with a total fixed cost to students of $15,000, including books and fees, one for bachelor’s level and one for master’s level. These proof-of-concept online degrees would use techniques such as asynchronous delivery, multiple start-times per semester, efficient scaling, and open educational resources.
- By 2023, through the use of asynchronous delivery, multiple start times and efficient course scaling, the University of Colorado will have 6,000 students seeking their degrees using only online resources. It is acknowledged that most of these students will be part-time and thus a concurrent goal is 1,500 graduates of online only programs per year.
- By 2024, through online courses and online experiences—including at least one full year of CU credit (30 hours) available through concurrent online enrollment—as well as traditional on-campus and face-to-face programs, provide support available to every Colorado high school student that advances high school students’ understanding of their options in higher education. The Board of Regents notes that this will support the CCHE Master Plan.
- Noting that the proposed alternate technologies and pedagogies will require changes to basic infrastructure such as admissions, financial aid, registration systems and bursar operations, and will also require support for the faculty, such as instructional design professionals and studio facilities, the university shall invest over the next four years at least $20 million to reach these goals. Additionally, the university shall develop revenue models that will support the ongoing needs of the online efforts across the campuses after this investment.

Motion by Steve Ludwig, second by Jack Kroll.
Final Resolution: Motion adopted
Yes: John Carson, Glen Gallegos, Heidi Ganahl, Irene Griego, Kyle Hybl, Jack Kroll, Steve Ludwig, Linda Shoemaker, Sue Sharkey
CU Key Performance Indicators
10-year comparison
FY 2007-08/FY 2017-18
11.15.17

Enrollment is 65,375 (with an additional 7,000 taking courses for credit), up from 54,174 10 years ago.

CU awarded 15,693 degrees, up from 12,939 10 years ago.

Online enrollments are 54,911, up from 30,587 in 2010 (most recent data available).

- There are 41 degree programs completely online, up from 30 10 years ago.
- There are 52 certificate programs completely online, up from 38 10 years ago.
- There are 32 MOOCs with 1.8 million enrollments, up from 0 10 years ago.

Research funding is $1.03 billion, up from $660 million 10 years ago.

Fundraising is $386.3 million, up from $135 million 10 years ago.

University’s endowment is $1.2 billion, up from $640 million 10 years ago.

Internally generated financial aid is $184 million, up from $88 million 10 years ago.

Overall budget is $4.1 billion, up from $2.2 billion 10 years ago.

State funding is $194 million, down from $227 million in 2007-08 (with a low of $144 million in 2011-12).

CU has secured more than $1 billion in funding for capital construction and controlled maintenance over the past 10 years (state funding, bond funding, private support) for new buildings, renovations and maintenance.

Over the past 10 years, CU has promoted and/or worked with legislators to pass 16 bills that allow for greater operational efficiency (such as procurement cards, capital construction approval process, negotiating purchasing contracts, and more). Additionally, legislation passed allows flexibility in financial aid, tuition, international enrollment and PERA retiree employment, and more).
Diversity

- Minority student enrollment is 29 percent, up from 18 percent 10 years ago.
- Minority tenure/tenure track is 17 percent, up from 14 percent 10 years ago.
- Minority instructional faculty is 15 percent, up from 13 percent 10 years ago.
- Staff diversity is 22 percent. Comparisons to a decade ago are difficult due to significant shifts affecting staff categories that inhibit apples-to-apples comparison.
- School of Medicine diversity is 36 percent, up from 11 percent 7 years ago. (President’s Diversity Scholarship began in 2011)
- School of Dental Medicine diversity is to 31 of 73 students (President’s Diversity Scholarship began in 2016)
- Diversity of Thought: Center for Western Civilization, Thought and Policy has gone from zero activity to five Visiting Scholars who have taught 18 courses across seven majors, reaching 374 students. The program has hosted 31 events, reaching 2,500 people. The Visiting Scholars average a dozen outreach events beyond the campus annually.

CU’s bond rating is Aa1, up from Aa3 10 years ago.

University has 88 policies, down from 210 10 years ago. Pages of policies are 272, down from 650 10 years ago.

UCHC health has 10 hospitals, 17K employees, $3.5B budget; 10 years ago there was one hospital with a $1 billion budget.

Support to the School of Medicine from CU Hospital is $120 million, up from $30 million 10 years ago.

Expanded CU alumni/donors/friends email engagement list to 470,000 from 80,000 10 years ago.

Default rate at each campus have decreased over the past 10 years and are significantly below the state and national averages:
  - National average: 11.3, down from 14.7
  - Colorado average: 11.5, down from 15.2
  - CU Boulder: 3.1, down from 5.0
  - CU Denver: 3.3, down from 5.4
  - CU Colorado Springs: 5.5, down from 5.9

Debt load (not adjusted for inflation)
CU Boulder: $27,522, up from $21,642 10 years ago
CU Denver (includes Nursing at CU Anschutz): 29,597, up from 23,327 10 years ago
CU Colorado Springs: $25,065, up from $18,168 10 years ago
Percentage of students graduating with debt
CU Boulder: 56.1, up from 47 10 years ago
CU Denver: 71.2, down from 74 10 years ago
CU Colorado Springs: 69, down from 69.9 10 years ago

Self Insurance, instituted in 2011, saves $3-4 million annually.

Insurance Audit, instituted in 2012, saves $2.8 million annually