



Faculty Council

Thursday, August 27th, 2026

12:00-3:00 p.m.

Via Zoom Video Conference

Minutes

Attendees:

Faculty Council Leadership: Diana White (Chair, UCD), Greg Kinney (Chair-Elect, Anschutz), Jorge Chavez (Immediate Past Chair, CUD), Wendy Bolyard (FA Chair, UCD), Andrea Hutchins (FSGC Chair), David Paradis (FA Chair, UCB)

Anschutz: Claudia Amura, Christy Thrash, Cindy O'Bryant, David Kroll, Madiha Abdel-Maksoud, Melanie Joy, Shandra Knight, Thomas Pshak

Boulder: Alastair Norcross, Andy Cowell, Avedan Raggio, Deb Palmer, Elizabeth Novosel, Jed Brown, Jenna Settles, Kay Weaver, Leigh Holman, Ravinder Singh

Denver: Anthony Villano, Elizabeth Pugliano, Erin Hauger, Jeffrey Schrader, Joanne Addison, Katy DiVittorio, Kelly McCusker, Troyann Gentile, Wendy Bolyard

Colorado Springs: Harris, Emily Mooney, Karen Larkin, Norah Mazel, Suzanne Cook

System: Michael Lightner, Jay Dedrick, Maureen Durkin, Anne Fleming

1. 12:00 p.m. Call to Order & Approval of April 2nd Faculty Council Meeting Minutes

- **Motion:** Gregory Kinney moved to approve the April 2026 Faculty Council meeting minutes. Wendy Bolyard seconded the motion.
- **Vote Outcome:** The Zoom poll showed 12 votes in favor and 12 abstentions among 24 poll responses. The final approval status was unresolved. Diana White said the April minutes would be addressed by the next meeting.

2. 12:05 p.m. Faculty Council Chair's Report - Diana White

A. Summer Board of Regents Meeting Updates

- White reported that recent Board of Regents work included changes associated with Article 5, including faculty grievance matters and termination of faculty appointments following discontinuance. Faculty input had gone through EPUS, and additional grievance-related work is expected to continue into the spring.
- Once the Article 5 work is completed, Faculty Council may need to review its bylaws to ensure consistency with Regent law and policy.
- Jorge Chavez reported that the University is developing a 12-year strategic plan organized into three-year review and revision cycles. Proposed focal areas include education and student success; healthcare and clinical excellence; research and creative innovation; workplace of choice; stewardship, efficiency and resilience; and Love Colorado. The completed strategic plan was expected to be presented at the September Board of Regents meeting.
- White noted that the Board had approved the University budget for the current year and reminded members that Regent agendas, minutes, and supporting materials are available on the Board of Regents



website.

B. Faculty Council Report to the Board of Regents

- White will provide her first Faculty Council report to the Board of Regents on September 10 and invited committee chairs, Faculty Assembly chairs, Executive Committee members, and other Faculty Council members to submit items for inclusion.

C. Meetings with University Leadership

- White reported that she has a standing monthly meeting with President Todd Saliman, attended also by Michael Lightner, and invited members to send forward issues or concerns they would like raised with the President.
- The combined Faculty Senate/Faculty Council meeting will be held October 22. President Saliman is expected to participate for approximately 30 minutes. Members were encouraged to begin identifying potential questions and topics, with a target of having them developed by approximately the end of September.

D. Committee Vacancies and Membership Terms

- White reminded the group that Faculty Council bylaws call for campus selections to be completed by April 15 and said Faculty Council will work toward greater consistency with that deadline and appropriately staggered three-year committee terms.
- When a member leaves before completing a term, Faculty Council may use a shorter replacement term so the seat returns to its intended rotation rather than automatically beginning a new three-year cycle. Partial terms have not been counted toward the limit of two consecutive three-year terms.

E. Special Faculty Council Meetings and In-Person Activities

- A special Faculty Council meeting focused solely on artificial intelligence will be held September 3 from 12:00-3:00 p.m. in hybrid format at the CU System Office and Zoom.
- Faculty Council is considering holding its annual retreat in the fall, potentially in person at the CU System Office in October, to establish shared priorities early in the academic year.
- Committee chairs were reminded that funding is available for committees wishing to hold an occasional in-person meeting, including reasonable food or refreshments.

3. 12:20 p.m. Shared Governance Presentation - Diana White

A. Shared Governance Framework

- White presented a shared governance overview as onboarding for new members and a refresher for continuing members. She emphasized that shared governance is a collaborative, relationship-based process involving faculty, administration, staff, and students.
- The institutional basis for shared governance is found in Regent Law and Policy 5.A.1 and the Faculty Senate Constitution.
- Faculty have principal responsibility for matters including pedagogy and curriculum; research, scholarly, and creative work; academic ethics; and recommendations concerning faculty selection and evaluation.



Administration has primary responsibility for internal operations and external relations, while matters such as the academic calendar, course scheduling, and teaching modalities are expected to involve faculty collaboration.

- Faculty Council represents faculty perspectives on systemwide issues affecting multiple campuses and brings campus concerns forward through established governance channels.
- Faculty Senate encompasses eligible faculty across the University of Colorado system. Faculty Council is the representative governing body of Faculty Senate and consists of selected or elected representatives from the four campuses.
- The University President chairs Faculty Senate, and the Faculty Council Chair serves as Faculty Senate Vice Chair.

B. Faculty Council Voting Membership

- Voting members include the Faculty Council Executive Committee, chairs of the standing Faculty Council committees, campus members-at-large, and the chair of the Faculty Senate Grievance Committee.
- Faculty Council committee members who do not fall into a voting-member category are welcome but are not required to attend Faculty Council meetings and should not participate in formal Faculty Council votes.

C. AI and Collective Bargaining Ad Hoc Committees

- White explained that the new Artificial Intelligence and Collective Bargaining groups will operate as ad hoc Faculty Council committees during the current year. The Executive Committee has agreed that both committees will operate this year and is finalizing their charges.
- Alastair Norcross suggested that a future bylaw change could instead make chairs of ad hoc committees voting members without necessarily converting each ad hoc committee into a standing committee. He also noted that campuses control how they select at-large Faculty Council representatives and can structure those positions to align with campus governance roles.

E. Communication and Membership

- White emphasized the importance of information flowing both upward and downward through the shared governance structure, from departments and schools/colleges to campus Faculty Assemblies and Faculty Council and back again.
- Eligible faculty must hold at least a 50% appointment to be members of Faculty Senate. Campus Faculty Assemblies are responsible for selecting members of Faculty Council and its committees under their own campus processes.
- Faculty Council terms are generally three years and renewable. After two consecutive full three-year terms, members are expected to take a one-year break; partial terms have not been counted toward that limit.

4. 12:40 p.m. Academic Affairs Report and System Overview - VP Michael Lightner

A. CU System Office Overview

- Lightner explained that the CU System Office is administratively separate from the four campuses and is located at 1800 Grant Street near the State Capitol. It does not conduct academic instruction or research;



instead, it coordinates and supports university wide administrative services.

- Examples of system-level functions include Concur and procurement systems; finance and student-support systems; payroll and tax processing; employee benefits and retirement programs; advancement and fundraising support; risk management; university wide communications and outreach; and state and federal government relations.
- Lightner reviewed the authority of the Board of Regents and noted that Regent law and policy provide the underlying institutional framework for matters such as academic freedom, shared governance, tenure, sabbaticals, degrees, departments, and other fundamental University functions.

B. Officers and Organizational Structure

- Lightner distinguished officers of the University, who are appointed and evaluated by the Board of Regents, from officers of the administration, who are appointed within the administrative structure.
- He reviewed the broad System Office reporting structure, including legal services, external relations, human resources and employee services, information systems and procurement, finance, compliance, risk management, and academic affairs.
- Campus provosts do not report to Lightner; they report to their respective chancellors. Lightner and the four provosts meet weekly to exchange information, discuss practices, and coordinate academic issues across campuses.

C. University Affairs Committee

- The Board of Regents University Affairs Committee approved its work plan for the year. Meetings will include academic business, unit deep dives, and recurring discussions intended to improve understanding of the CU community.
- The first unit presentation featured CU Denver's College of Architecture and Planning. The committee also heard from an IRC faculty panel representing instructional, clinical teaching, and research faculty.
- Lightner emphasized that instructional, research, and clinical faculty should not be treated as a single uniform category because their roles and working environments vary significantly.
- Future University Affairs topics are expected to include graduation rates, credit hours, core classes compared with peer institutions, student financial literacy, the changing Colorado education landscape, internships, and cooperative education programs.

D. Grants, Awards, and Academic Affairs Updates

- Lightner highlighted the President's Fund for the Humanities, the Chase Faculty Community Service Award, AI Sprint grants focused on teaching and learning, the Regent Awards Committee process, and the annual distinguished professor nomination and selection process.
- Lightner reported that APS 6012 had been posted and would remain open to ongoing comments and future revision.
- White reiterated that the September 3 meeting would be dedicated to AI and would include system



representatives and invited campus IT leadership.

5. 1:25 p.m. Campus Faculty Assembly Updates

A. Anschutz - Melanie Joy, Chair

- Anschutz Faculty Assembly is developing a formal constitution and revising its bylaws. Draft materials have been distributed to faculty for feedback, with additional discussion and a future vote anticipated.
- The Assembly is identifying common faculty pain points across the campus to determine where processes could be streamlined and administrative burdens reduced.
- Anschutz has filled its required positions for the AI and collective bargaining groups and is continuing to recruit for Faculty Council committee vacancies. Four positions were currently being voted on, with approximately three additional vacancies remaining.
- The Faculty Assembly received an introductory presentation on collective bargaining from Adrienne Howarth-Moore, Vice Chancellor and Chief Human Resources Officer, and plans to continue educational programming featuring additional perspectives.

B. Boulder - David Paradis, Chair

- Boulder faculty leadership identified the federal Compact 2.0 communication as a high-priority concern and wants faculty involved in developing any CU response. Paradis had sent a draft letter for Faculty Council Executive Committee consideration and planned to share it with the Boulder Chancellor. Paradis expressed his view that, if CU determines a response is required, the University should consider delaying its response until after the election.
- Paradis also reported concern regarding what he described as a new ICE directive affecting international students' ability to participate in internships. He forwarded the matter to Lightner and requested guidance from University Counsel.
- At the state level, Boulder continues work related to pay equity requirements and annual review of equitable compensation practices.
- Boulder is developing a centrally managed reserves policy. Paradis reported that approximately \$900 million in reserves are distributed across units throughout the campus, including colleges, departments, and other accounts. A draft policy was expected to be reviewed by the Boulder Faculty Assembly Executive Committee and was anticipated to be controversial.

C. Colorado Springs - Emily Mooney, Chair

- UCCS Faculty Assembly's first meeting will be September 11. The Assembly plans to begin developing a formal procedure for votes of censure and no confidence, using the CU Denver procedure as one potential reference point.
- UCCS is working to fill vacancies both within its own representative assembly and in CU system-level governance positions.
- Enrollment conditions have improved from earlier projections. Mooney reported that student credit hours were approximately 3% below prior levels, compared with approximately 8% below earlier in August. The number of students was not necessarily declining at the same rate; students appeared to be taking fewer



credit hours.

- UCCS launched a Voluntary Retirement Incentive Program focused on programs or units facing enrollment challenges, potential discontinuance, or personnel reductions. The ultimate scope and impact were not yet clear.
- Kirsten Fleming, the sole candidate interviewed for the interim provost position, declined the role, leaving the position unresolved. The Dean of the College of Public Service had also accepted another position, contributing to continued leadership turnover.

D. Denver - Wendy Bolyard, Chair

- CU Denver held an onboarding event for Faculty Assembly voting members prior to its first Executive Committee meeting.
- Summer working groups focused on collective bargaining and Faculty Course Questionnaires, with both expected to remain priorities during the academic year. Artificial intelligence, wages, and faculty working conditions will also remain significant areas of attention.
- CU Denver acquired Independence Plaza, including a 25-story tower, connected annexes, and underground parking totaling more than 560,000 square feet. Long-term plans for the property had not yet been determined.
- CU Denver is awaiting further action from India's Ministry of Education regarding plans for a CU Denver presence in India.
- The Faculty Assembly will continue work to strengthen shared governance, review governance documents and committee structure, increase faculty engagement, and improve transparency.

6. 1:45 p.m. Summer Working Group Updates

A. Summer Collective Bargaining Share Out - Deb Palmer and Jorge Chavez

- Palmer thanked summer working group members and described the summer meetings as a useful forum for bringing together discussions occurring independently across the four campuses.
- Collective bargaining was described as the negotiation process between an employer and an organized group of employees that can result in a legally binding collective agreement governing terms and conditions of employment. The legal framework in Colorado is complex and may involve state and federal law, administrative regulations, and judicial decisions.
- The working group identified four broad potential pathways through which collective bargaining rights could arise at CU: state legislation, a ballot referendum, voluntary recognition, or action by the Board of Regents.
- The presenters emphasized that obtaining the right to collectively bargain would only create the conditions under which employees could choose whether to organize. It would not itself create a union or determine the structure of a bargaining unit.
- Chavez provided background on increasing collective bargaining activity across the campuses and prior discussions with members of the Board of Regents. Faculty Council work has intentionally focused on education, coordination, and understanding potential models rather than supporting any particular labor



organization.

- Chavez recalled that Regent Elliott Hood had raised the possibility of a Regent collective bargaining policy during the prior academic year. Faculty governance leaders urged adherence to Regent law and policy and meaningful faculty involvement. Hood later indicated he would not move a proposal forward at that time, citing the need for faculty discussion and insufficient Board support.

i. Campus Collective Bargaining Updates

- CU Denver: Joanne Addison reported that Denver had prepared a draft report that would first go through the Faculty Assembly Executive Committee and then the full Faculty Assembly before broader faculty distribution. A potential second report would examine bargaining models in greater detail and address issues such as the right to strike.
- CU Boulder: Palmer reported that Boulder expects to complete its report in approximately mid-October. The group includes faculty representing varied titles, colleges/schools, and perspectives and has reviewed scholarship, interviewed colleagues at institutions with collective bargaining, examined collective bargaining agreements, engaged campus union and shared governance representatives, and begun involving Staff Council.
- UCCS: Dylan Harris reported that the UCCS working group began meeting in July and expects its report to be completed by October 20. Members are reviewing scholarship, Colorado labor law and policy, and existing collective bargaining agreements. The group plans to survey faculty regarding their knowledge and questions and hopes to host educational speakers or forums.
- Anschutz: Anschutz's work began later in the summer, but the campus will participate in the Faculty Council ad hoc committee going forward and has begun its own campus-level educational work.

ii. Relationship Between Shared Governance and Collective Bargaining

- Participants repeatedly emphasized that Faculty Council and campus Faculty Assemblies are not union organizing bodies, are not selecting or endorsing a union, and would not themselves constitute a bargaining unit.
- Wendy Bolyard noted that the decision of whether and how faculty organize belongs to faculty and emphasized that current shared governance work is intended in part to ensure that future Regent policy does not improperly predetermine or restrict faculty rights.
- Dylan Harris stressed that the Faculty Council committee is an educational and policy-focused body rather than an organizing committee. Andrew Cowell similarly emphasized that faculty governance should not be confused with a union and that a union would organize independently.
- Jed Brown cautioned that shared governance participation directly at a bargaining table could, in some models, complicate or weaken the separate role of the bargaining unit.
- David Paradis noted that communication between shared governance bodies and bargaining units could nevertheless occur even if governance representatives are not bargaining-table participants.
- Joanne Addison discussed the possibility of non-encroachment clauses to distinguish responsibilities between a bargaining unit and shared governance. Participants also discussed whether collective bargaining



agreements could codify existing shared governance rights while maintaining separate institutional roles.

- The Faculty Council Collective Bargaining group will continue during the academic year as an ad hoc committee, expected to meet approximately every other week. The Executive Committee is finalizing its formal charge.

B. IRC Faculty Housing Assistance Program – Elizabeth Pugliano

- Pugliano provided an update on behalf of the Personnel and Benefits Committee and thanked former chair Jeffrey Schrader and current chair Sherry McCormick for their work advocating for an IRC faculty housing assistance option.
- An IRC Faculty Housing Assistance Program Steering Committee was formed over the summer with representatives from the System Office, Faculty Council, and IRC faculty from all four campuses.
- The committee determined that employees with appointments of at least 0.75 FTE will be considered full-time for purposes of the program. Temporary and visiting faculty positions will not be eligible.
- The steering committee is still determining exactly which IRC titles will qualify. Instructor, teaching professor, and clinical teaching faculty titles are generally clearer, while some research faculty titles under APS 5060 require additional review.
- Financial qualifications, including debt-to-income requirements and considerations of financial need, are expected to parallel the existing tenure-track Faculty Housing Assistance Program.
- The committee expects to continue meeting approximately monthly through at least the fall semester. System representatives are developing the final program document for presentation to the Board of Regents Finance Committee.
- Impact Development Fund is expected to serve as the external program administrator. A contract has not yet been executed and is dependent upon program approval.
- A previously anticipated September 2 Finance Committee presentation was postponed so outstanding program details could be completed. The current goal remains to obtain Regent approval during the fall semester, potentially in November, depending on Finance Committee review.
- In response to questions, Pugliano and White explained that a third-party administrator is appropriate because the University does not specialize in mortgage administration and must comply with a complex regulatory framework.
- Gregory Kinney asked whether clinical faculty titles at Anschutz would be eligible. Pugliano and White indicated that clinical titles meeting the 0.75 FTE threshold and other program requirements are expected to qualify.
- Ravinder Singh noted that Faculty Council had raised the issue of extending housing assistance to IRC faculty approximately a decade earlier and expressed support for the progress now being made. Additional



written program information will be shared when available.

7. 2:25 p.m. Faculty Council Committee Updates

A. Budget & Finance – Erin Hauger, Chair

- The committee has not yet met but has established its calendar for the year.
- A November panel is planned with the four campus CFOs explaining campus budgeting and long-range financial planning. Faculty budget leaders and Faculty Assembly chairs will also be invited.
- January topics include system cost allocation, including how campuses are charged for System Administration and shared services; the President's Strategic Initiative Fund; and a legislative-session discussion with state relations leadership concerning the University budget request and opportunities for coordinated faculty engagement.
- A February discussion is planned with federal relations leadership regarding the federal research funding environment.

B. Communications – Elizabeth Novosel, Co-Chair

- The Communications Committee has not yet met. The co-chairs are considering how the committee can better communicate work occurring across Faculty Council, its committees, and the four campuses.
- A major goal for the year will be expanding Faculty Council's communication reach and identifying more effective ways to keep faculty informed. The committee will also need to address staggering of member terms.

C. CABO – Carlos Realí & Thomas Beck, Co-Chairs

- The co-chairs were not present. No report was provided.

D. EPUS – Ravinder Singh, Chair

- Singh welcomed new members and reported that he, White, and Lightner had recently discussed the policy review process. Lightner agreed to work toward providing EPUS with more time to review policy documents.
- Several EPUS members met over the summer to review APS 6012, provide faculty feedback, review the administration response, and submit additional comments. A fuller APS 6012 update was deferred to the September 3 AI-focused meeting.

E. LGBTQ+ - Troyann Gentile, Chair

- The chair indicated in the meeting chat that there was nothing to report. The first meeting will be held on September 10th.

F. Personnel & Benefits - Sherry McCormick, Chair

- Jeffrey Schrader provided an update on behalf of the committee. The first meeting of the year is scheduled for the following week, and the Faculty Housing Assistance Program will be on the agenda.
- Issues carried forward from the May meeting include faculty salary benchmarking and the desire to make



salary information more accessible across the campuses.

- The committee also discussed employee benefit costs and concerns regarding substantial premium increases in the CU Anthem Exclusive health insurance plan. Faculty had raised concerns about the level of advance notice provided regarding the increase.
- The committee may seek clarification about the differences between the Anthem Exclusive and Pathway plans because of perceived overlap in coverage.

G. Women's Committee - Katy DiVittorio & Lori Ryan, Co-Chairs

- The Women's Committee has not yet met and will hold its first meeting on September 10.
- The committee currently needs two additional Boulder representatives and one additional Anschutz representative.
- Paradis reported that Boulder is conducting elections for the Women's Committee vacancies in accordance with campus bylaws. Results may not be finalized until mid- to late September.

8. 2:40 p.m. Additional Announcements

- White reported that the Faculty Council website cannot currently be updated, likely until sometime in October, because of a website/content migration. Alternate methods of sharing meeting minutes and other Faculty Council information may be needed temporarily.
- White reminded members that the September 3 Special Faculty Council Meeting on AI is open to faculty and will be held from 12:00-3:00 p.m. in hybrid format at the CU System Office. Members attending in person were again asked to RSVP.

9. 2:45 p.m. Adjournment

Next Meeting: Special Faculty Council Meeting on AI - Thursday, September 3rd, 2026 | 12:00-3:00 p.m. | Hybrid at 1800 Grant Street, Denver and via Zoom