



## CU Denver Faculty Assembly Meeting

**February 5th, 2019**

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

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- 12:00 PM**     **Peter Anthamatten, CU Denver Faculty Assembly, Chair**
- Approval of Minutes from December 2018
- 12:05 PM**     **Roderick Nairn, PhD, Provost and Executive Vice Chancellor**
- 12:20 PM**     **Sharon Grant, Organizational Change Program Manager**
- CU Anschutz and VPN Changes
- 12:30 PM**     **Karen Klimczak, Assistant Vice Chancellor, Marketing and Brand Strategy**  
**Leanna Clark, Vice Chancellor of University Communications**
- Market survey results
  - Communications update
- 12:50 PM**     **Candice Shelby, Chair, University Curriculum Committee (UCC)**
- Approval of UCC by-laws
  - UCC Annual Report
- 1:05 PM**     **Peter Anthamatten, CU Denver Faculty Assembly, Chair**
- Regents' Civics Initiative Updates
  - By-Laws Revisions
  - Nominees for the Chair for 2019-2021
  - New Business
- 1:35 PM**     **Committee Reports / Campus Updates**
- Academic Personnel Committee (APC)
  - Budget Priorities Committee (BPC)
  - Committee on the Status of Women (CSW)
  - Disabilities Committee (DisC)
  - Educational Policy & Planning Committee (EPPC)
  - Ethnic Diversity Committee (EDC)
  - Faculty Advisory Committee to the Auraria Board (FACAB)
  - Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+)
  - Learning, Educational Technology, Teaching & Scholarship (LETTS)
  - Student Government Association (SGA)
  - UC Denver Assoc. of Lecturers & Instructors (UCDALI)

**Next CU Denver Faculty Assembly Meeting**

March 5, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



## Faculty Assembly

UNIVERSITY OF COLORADO DENVER

### CU Denver Faculty Assembly Meeting

February 5<sup>th</sup>, 2019

12:00 pm - 2:00 pm

LSC, Chancellors Conf. Room

#### Minutes

**Attendees:** Peter Anthamatten, Angela Gover, Marta Maron, Diana White, Maren Scull, Lucy Dwight, Tod Duncan, Cristina Gillanders, Jeffrey Schrader, Matthew Kriese, Tammy Stone, Timberley Roane, Bruce Neumann, Ilkyeun Ra, Eric Baker, Sherry Taylor, Jeremy Nemeth, Geoff Johnson, Vivian Shyu, Linda Fried, Geeta Verma, Matt Shea, Steffen Borgwardt, Provost Nairn, Lee Potter

**12:00 PM** **Peter Anthamatten - CU Denver Faculty Assembly Chair**

- Meeting brought to order.

**12:10 PM** **Roderick Nairn, Provost and Executive Vice Chancellor**

- The search committee for the Vice Chancellor for Faculty Affairs has been formed. The first committee meeting will hopefully be next week. It is a dual campus position.
- Things are slowing down revolving around the budget until we can see how things play out in the Governor's Office.
- Enrollment is up for the Spring, Census day is the 6<sup>th</sup>.
- There are discussions regarding first year housing. There is a project in the Tivoli, to create a bit more space.
- There is talk about a big expansion of bioengineering between CU Denver and the Anschutz Medical Campus.
- The Government shutdown primarily effected research funding. Things are currently ok.
- The faculty advisor position replacement is really up to the faculty, and what they would like moving forward. It would be important to talk with Nelie Vivarios. The Provost has indicated that the resources will be maintained for this position.

**12:30 PM** **Sharon Grant, Organizational Change Program Manager, OIT**

- The AnyConnect VPN system will be phased out March 29<sup>th</sup> and replaced with a New VPN system. You can visit OIT's Webpage for more information on the VPN.

**12:30 PM** **Leanna Clark, Vice Chancellor of University Communications**

**Karen Klimczak, Assistant Vice Chancellor, Marketing and Brand Strategy**

- Awareness of our University is up in the Denver Metro Area. The CU in the City campaign has been very successful, and has been working very well with the systems All Four campaign. The University of Colorado Denver Communications team is now specific CU Denver and not working with the Anschutz Medical Campus. For more information visit the University Communications webpage.

12:30 PM

**Candice Shelby, Chair, University Curriculum Committee**

- The University Curriculum Committee has received the Faculty Assembly approved bylaws. They have been completed and voted on by the committee.
- Motion to approve final version of UCC bylaws as submitted: Colleen Donnelly.
  - David Bondelevitch Seconds
  - One Abstention
  - Motion approved (22-0-1) (*in favor – opposed – abstention*)

12:58 PM

**Peter Anthamatten – Chair of the Faculty Assembly**

*Chairs Report*

- Discussion regarding FA officers and a new chair from 2019 – 2021. This as well as a secretary for 1 year.
  - Peter Motions to Elect Diana White as the Election Officer.
    - Lucy Dwight Seconds
  - Diana White opens the floor for nominations for the Chair of the Faculty Assembly.
    - Peter Anthamatten nominates David Tracer
  - Diana White opens the floor for nominations for the Secretary of the Faculty Assembly.
    - Angela Glover nominates Lucy Dwight for a second term.
  - If you have nominations for either position please contact Diana White.
- Peter Anthamatten proposes various bylaw amendments. These proposed amendments consider the following:
  - Language improvements
  - Making the “organizational meeting” optional
  - Adding the option to combine the secretary and vice-chair roles
  - Adding a term limit (three consecutive terms) for officers
  - Specifying that the past chair may serve as an ex-officio, non-voting member for one year following the completion of his or her term
  - Establishing a CU Denver representative to the Colorado Faculty Advisory Council (CFAC). This will be an elected role from the Faculty Assembly and this person would serve on the Executive Committee.
  - Bruce Neumann proposed that we review the proportion of CLAS representation. These changes will be reviewed at the April meeting.
- Most of the meetings are mapped out. In March Brenda Allen and the Budget team will be joining. In April Bruce Benson will be coming, as well as Regent Griego, Regent Hill, and Regent Smith.

1:40 PM

**CU Denver Faculty Assembly Committee & Campus Reports:**

- **Academic Personnel Comm (APC):** Meeting in Feb. They are tracking the work being done on the Faculty Advisor position.
- **Budget Priorities Comm (BPC):** Things still look good for the state budget. There are no tuition increases for resident undergraduates. Still on track for a 3% raise pool. Number of Freshman enrolled for next year decreased for the first time in a decade, this may be due to the unexpected increase this past year.
- **Committee on the Status of Women (CSW):** Meeting this Thursday, they had Rebecca Hunt visit to continue work on their Women’s Suffrage Centennial Event.
- **Disabilities Committee (DisC):**
- **Ethnic Diversity Committee (EDC):**
- **Educational Policy & Planning Comm (EPPC):** Reviewed their bylaws. Meeting next week.

- **Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+):**
- **Learning, Educational Technology, Teaching, and Scholarship Committee (LETTS):**
- **UCD Assoc. of Lecturers & Instructors (UCDALI):** Meeting in February, one of their main goals for the semester is getting the Deans together to discuss issues revolving around CTT, Lecturers, and Multi-year contracts.
- **Student Government:**

**2:00 PM Meeting Adjourned**



## CU Denver Faculty Assembly Meeting

**March 5th, 2019**

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

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- 12:00 PM**      **Peter Anthamatten, Chair of CU Denver Faculty Assembly**
- Approval of minutes from December 2018
  - Approval of minutes from January 2019
- 12:10 PM**      **Roderick Nairn, PhD, Provost and Executive Vice Chancellor**
- 12:30 PM**      **Terry Potter, Associate Vice Chancellor for Academic Planning**
- CU Denver and Faculty Information Systems (FIS), Updates
- 12:45 PM**      **Cristina Gillanders, Chair of the Committee on the Status of Women**
- Memo addressing Title IX and Title VII resolution
- 1:00 PM**      **Jennifer Sobanet, CU Denver Senior Vice Chancellor for Administration and Finance, CFO**  
**Todd Haggerty, CU Denver Assistant Vice Chancellor for Budget**
- Budget Update
- 1:30 PM**      **Peter Anthamatten, Chair of CU Denver Faculty Assembly**
- Old and New Business
- 1:45 PM**      **Committee Reports / Campus Updates**
- Academic Personnel Committee (APC)
  - Budget Priorities Committee (BPC)
  - Committee on the Status of Women (CSW)
  - Disabilities Committee (DisC)
  - Educational Policy & Planning Committee (EPPC)
  - Ethnic Diversity Committee (EDC)
  - Faculty Advisory Committee to the Auraria Board (FACAB)
  - Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+)
  - Learning, Educational Technology, Teaching & Scholarship (LETTS)
  - Student Government Association (SGA)
  - UC Denver Assoc. of Lecturers & Instructors (UCDALI)

### **Next CU Denver Faculty Assembly Meeting**

April 2<sup>nd</sup>, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



Faculty Assembly  
UNIVERSITY OF COLORADO **DENVER**

## CU Denver Faculty Assembly Meeting

**April 2<sup>nd</sup> 2019**

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

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- 12:00 PM**      **Bruce Benson, President of University of Colorado**
- Farewell to Bruce Benson
- 12:30 PM**      **Roderick Nairn, PhD, Provost and Executive Vice Chancellor**
- 12:45 PM**      **CU Denver Regent Leslie Smith**
- University Business, Regent Initiatives
- 1:30 PM**      **Linda Bowman, Interim Vice Provost/Senior Vice Chancellor Student Access and Achievement**  
**Jeff Franklin, Associate Vice Chancellor for Undergraduate Experiences**
- Major Declaration Deadlines
- 1:45 PM**      **Peter Anthamatten, CU Denver Faculty Assembly, Chair**
- Faculty Assembly Elections for AY 2019-2020
  - CU Denver Faculty Assembly By-laws Revisions
  - Continuing Business
  - New Business

### Next CU Denver Faculty Assembly Meeting

May 7<sup>th</sup>, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



Faculty Assembly  
UNIVERSITY OF COLORADO DENVER

## CU Denver Faculty Assembly Meeting

April 2<sup>nd</sup>, 2019  
12:00 pm - 2:00 pm  
LSC, Chancellors Conf. Room

### Minutes

**Attendees:** Peter Anthamatten, Lonnie Schaible, Angela Gover, Lucy Dwight, Kelly McCusker, Geoff Johnson, Geeta Verma, Bruce Neumann, Jeffrey Schrader, Vivian Shyu, Rebecca Hunt, Matt Shea, Steffen Borgwardt, Sherry Taylor, Ilkyeun Ra, Linda Fried, David Bondelevitch, Tod Duncan, Cristina Gillanders, Diana White, Eric Baker, Provost Nairn, Lee Potter

**12:00 PM** **Peter Anthamatten - CU Denver Faculty Assembly Chair**

- Meeting brought to order.

**12:10 PM** **President Bruce Benson**

- The search had 170 names submitted, and they ended up with 17 people sitting on the search committee. There are 4 airport interviews tomorrow, 2 the next day, and hopefully end up with 1 person. President Benson would like the candidate to also be a semi-non-traditional candidate like himself. Who understands academia, as well as business.
- The state is looking closer to early childhood education and transportation. So higher education is possibly going to take a hit in the budget process. What was looking like a good budget year for higher education is panning out to be not so good.
- Engineering building for this campus has been identified as the one project that we really need. President Benson believes that this building will be back on the agenda next year.
- A four-billion dollar fundraising campaign has just been announced. It is important that you continue to push for bigger numbers.
- It doesn't look like schools are going to be shut down in our state. CU isn't interested in taking over other universities but they are interested in creating partnerships.
- There is talk about getting rid of the Taxpayer Bill of Rights (TaBoR) refunds. This would be great for the university.
- The Faculty Assembly presented Bruce with a framed photo of CU Denver in appreciation of his work.

**12:30 PM** **Roderick Nairn, Provost and Executive Vice Chancellor**

- The budget is going to be hard to finalize with all of the moving parts. But as we get information, we will be passing it along.
- An interim Dean for the business school has been appointed, and that search will be starting soon.
- VC for Research search committee has identified a group of finalists. The next phase is the two-day interviews on both campuses. They would like to finish that by May.

- The VC for Faculty Affairs search committee is moving along. They are hopefully identifying finalists by the end of April.
- They are coming up with interim strategies for Brenda Allen and Raul Cardenas' positions. Both are leaving at the end of April.
- We did not get the funding for the proposed engineering building.

**12:30 PM**

**Lesley Smith, CU Regent at Large**

- They are going to be locked away this weekend discussing the presidential search.
- Two of the Regents have seen all of the candidates as they were on the initial search. Now the rest of the Regents have seen all of the candidates as they were on the initial search. Now the rest of the Regents will deliberate on the search.
- Lesley would love to see the board be more data and fact-based driven. She is pushing for the board to be less partisan.

**12:30 PM**

**Jeff Franklin, Associate Vice Chancellor for Undergraduate Experiences**

**Linda Bowman, Vice Provost / Senior Vice Chancellor for Student Access and Achievement**

- There are a dozen universities nationwide that are undertaking reforms.
- Making a purposeful program choice. It is important to us that our students are making a thoughtful, and purposeful major choice from the start. We want our undeclared students to make a meta-major choice by 30 credit hours. We also want our students to declare a major by 40 credit hours.
  - In order for students to complete their gateway math course, they have to have a meta-major or major declared.
- The Meta-major is an advising tool that doesn't stay with the student forever.
- We lose 2/3 of our undeclared students between their first fall and their second fall.
- 50% of incoming students are undeclared.

**12:58 PM**

**Peter Anthamatten – Chair of the Faculty Assembly**

*Chairs Report*

- Motion to approve March minutes: Vivian Motions, David Bondelevitch seconds.
  - Minutes unanimously approved.
- Peter will be sending out a notice regarding changes to the bylaws prior to voting.
- The elections are approve or disapprove, please return ballots to Lee.
- They are creating a Faculty Assembly Award.
- The Chancellor has issued the student grade forgiveness initiative.

**1:40 PM**

**Frida Silva – Vice President of SGA**

- SGA is creating one last proposal to create a fulltime undocumented student coordinator.
- They are also hoping to create a program that would provide free menstrual products in all CU Denver Restrooms. They have calculated that the funds are available, so they are hoping for backing from the Faculty Assembly.

**2:00 PM**

**Meeting Adjourned**



## CU Denver Faculty Assembly Meeting

May 7<sup>th</sup>, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

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- 12:00 PM**      **Peter Anthamatten, CU Denver Faculty Assembly, Chair**
- Approval of Minutes from the April 2<sup>nd</sup>, 2019 Faculty Assembly Meeting
- 12:05 PM**      **The (inaugural) 2018-2019 Faculty Assembly Award**
- Margaret Wood, Director of the Center for Faculty Development
- 12:10 PM**      **Dorothy Horrell, Chancellor of the University of Colorado Denver**
- 12:45 PM**      **Roderick Nairn, Provost and Executive Vice Chancellor**
- 1:00 PM**      **Colleen Donnelly, CU Denver Faculty Assembly, Chair**
- AHEAD Review Report
  - Faculty Threat Assessment (FaST) Review and Concerns
- 1:20 PM**      **Peter Anthamatten**
- CU Denver Faculty Assembly Bylaws Vote
  - The New CU President, Updates, and Other Business
  - Summary of Faculty Assembly Activity, AY 2018-2019
  - Prospectus of Faculty Assembly Activity, AY 2019-2020
- 1:40 PM**      **Committee Reports and Other Campus Updates**
- Academic Personnel Committee (APC)
  - Budget Priorities Committee (BPC)
  - Committee on the Status of Women (CSW)
  - Disabilities Committee (DisC)
  - Educational Policy & Planning Committee (EPPC)
  - Ethnic Diversity Committee (EDC)
  - Faculty Advisory Committee to the Auraria Board (FACAB)
  - Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+)
  - Learning, Educational Technology, Teaching & Scholarship (LETTS)
  - Student Government Association (SGA)
  - UC Denver Assoc. of Lecturers & Instructors (UCDALI)

### **Next CU Denver Faculty Assembly Meeting**

September 3<sup>rd</sup>, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



## CU Denver Faculty Assembly Meeting

September 3, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

FA Exec Cmtee Meeting Notes 8/27/19

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- 12:00 PM**      **Michael Zinser, CU Denver Faculty Assembly, Chair**
- Approval of Minutes from the May 7, 2019 Faculty Assembly Meeting
- 12:10 PM**      **Audience Response System Setup**
- 12:20 PM**      **Ellen Metter, OER Lead**  
**Margaret Wood, Center For Faculty Development Director**
- 12:40 PM**      **Linda Bowman, Interim Vice Provost and Senior Vice Chancellor**
- 1:00 PM**        **Sommer Browning, Associate Director Technical Services Division**
- 1:20 PM**        **Michael Zinser, CU Denver Faculty Assembly Chair**
- 1:40 PM**        **Committee Reports and Other Campus Updates**
- Academic Personnel Committee (APC)
  - Budget Priorities Committee (BPC)
  - Committee on the Status of Women (CSW)
  - Disabilities Committee (DisC)
  - Educational Policy & Planning Committee (EPPC)
  - Ethnic Diversity Committee (EDC)
  - Faculty Advisory Committee to the Auraria Board (FACAB)
  - Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+)
  - Learning, Educational Technology, Teaching & Scholarship (LETTS)
  - Student Government Association (SGA)
  - UC Denver Assoc. of Lecturers & Instructors (UCDALI)

### **Next CU Denver Faculty Assembly Meeting**

October 1<sup>st</sup> 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



## Faculty Assembly

UNIVERSITY OF COLORADO DENVER

### CU Denver Faculty Assembly Meeting

September 3<sup>rd</sup>, 2019

12:00 pm - 2:00 pm

LSC, Chancellors Conf. Room

#### DRAFT Minutes

**Attendees:** Diana White, Lonnie Schaible, Geoff Johnson, Angela Gover, Geeta Verma, Tammy Stone, Kelly McCusker, Bruce Neumann, Chloe East, Steffen Borgwardt, Lucy Dwight, Linda Fried, Sandra Bland, David Bondelevitch, Jeffrey Schrader, Eric Baker, Vivian Shyu, Tod Duncan, Diana Tomback, Cristina Gillanders, Rebecca Hunt, Peter Anthamatten, , Christy Briles, Sharon Coggan, Jeremy Nemeth, Marta Maron, Lee Potter

**12:00 PM** **Michael Zinser - CU Denver Faculty Assembly Chair**

- Meeting brought to order.
- iClicker Reef introduction. We will be using this to conduct votes and do polling.

**12:20 PM** **Ellen Metter, OER Lead**

- Open Educational Resources, are high quality teaching, learning, and research materials that are available for free. This movement came around due to the prohibitively expensive nature of text books for some students. On our campus this is being promoted through the CFD, ThingStudio, Open Auraria through the Auraria Library. There is 1 million dollars in grants available from the State that are focused on OER content creation.
- The CFD, CU System, ThingStudio, Auraria collaborated on a grant to promote OER on our campus. The first wave was OER Jumpstart to guide faculty to resources and how to evaluate them.
- Expected textbook savings from the first wave of 30 faculty for AY 19-20 is estimated around \$200k.

**12:30 PM** **Linda Bowman, Interim Vice Provost and Senior Vice Chancellor**

- Message from Linda Bowman
  - The divisions of Student Access and Achievement and Student Development have come together as Student Success, with the goal of redesigning our support services to better serve our students, faculty, and staff, and to focus on the Unparalleled Student Experience. The realignment is focused on creating greater collaboration and reducing navigational obstacles. What were formerly approximately 16 areas have been consolidated into eight. Each group has been charged with reexamining our practices, asking how the ways in which we have been providing support services can be improved, updated, and streamlined. We are working on new organizational charts, which we will share broadly, and on specific goals for the next three months, next year, and next three years.
- Message from Margaret Wood

- As part of our organizational realignment and in an effort to further expand our support for all faculty, we are creating a new **Center for Excellence in Teaching and Learning (CETL)**. With a strong commitment to honoring the interconnectedness of teaching and learning, CETL will work to foster the use of evidence-based instructional techniques that have been demonstrated to foster learning and improve academic outcomes for students. The CETL will be led by a faculty leader who will support all faculty in their roles as educators and work to move the institution forward in achieving its strategic priorities related to student success. CETL will support these activities through structured programing, teaching observations, consultations, grant opportunities and other programing for teaching enhancement. The CETL is being created to meet the increasing demand for faculty support and is an outgrowth of some of the outstanding work that has traditionally been done by the **Center for Faculty Development**. The **CFD** will continue to exist and will take on a dedicated and focused mission assisting faculty with career-track issues. The CFD will provide peer-based advice to faculty related to the processes of appointment, reappointment, comprehensive review, tenure, and promotion (tenured, tenure-track, and CTT faculty). The important Faculty Mentoring program which provides mentoring matches for faculty of all ranks will continue to be organized by the CFD. The new leader of the CFD will also host the annual New Faculty Orientation and expand programing for first-year faculty as they transition to CU Denver. The Dossier Library, an archive outstanding Dossiers for career advancement and faculty awards (all rostered faculty) will continue to be housed in the CFD. The CFD will also provide programing that will support faculty in planning their research goals and achieving writing productivity. With a new mission focused on faculty career success, the CFD will build out programing and provide faculty development grant funds to meet the professional needs of all faculty.

- There has been an administrative reorganization to focus on making life a bit more streamlined for our students.
- The Center for Excellence in Teaching and Learning will be headed up by Margaret Wood. The Center for Faculty Development will continue to work with faculty on TNP related issues.
- The Student Journey, or student web interaction is a big focus. They are refocusing on the shift to Sitefinity and pushing a mobile first plan.
- Lynx Connect is a space in the Tivoli, that is being remodeled. It has been pushed back from the first week of August to the 2<sup>nd</sup> week of October.
- Please participate in Early Alert. Currently we are at 21% participation last year. This tool is focused on providing advising and tutoring services for students who need more support.

**1:00 PM**

**Sommer Browning, Associate Director Technical Services Division**

- The library is currently working through a ScienceDirect Renewal. The current deal includes access to all 2,300 Elsevier journals, and ends December 2020. This is a consortial deal that includes 15 libraries in Colorado & Wyoming. The Alliance Libraries cannot sustain the continual increase in cost.
- The University of California System cancelled their \$10M ScienceDirect deal due to unsustainable price increases and refusal by Elsevier to make UC research Open Access.
- They are currently collecting use data on how often journals are accessed.
- They are forming a taskforce to start working through this and come up with a renewal strategy for our campus to bring to the alliance.

**1:20 PM**

**Michael Zinser – Chair of the Faculty Assembly**

### *Chairs Report*

- The system has just announced that they have put together a new strategic plan that will be launched in the next few weeks.
- There is a search for a Chief Diversity Officer at the system level, but there is concern regarding whether or not that is necessary given the existence of this position on each campus.
- The Civics initiative has gone ahead. The UCCS proposal has been funded, and the regents have the certificate proposals from Boulder and our campus.
- Faculty Council is in the process of developing an RFP to look into pay equality across campuses.
- The Climate survey from the system is coming down the pipe and should be out in the next couple of weeks.
- Salary Grievance: Two regent policy changes were posted online, there are two 11B and 10E. 11B states there should be joint faculty oversight over the faculty salary process.

1:40 PM

### **CU Denver Faculty Assembly Committee & Campus Reports:**

- **Academic Personnel Comm (APC):** Meeting on the 4<sup>th</sup> Tuesday of September. Regent Policy 11B will be on the agenda.
- **Budget Priorities Comm (BPC):** They held an organizational meeting. They are hoping to look into the sweeping of professional development funds, and the fact that there is not a campus policy for that to happen.
- **Committee on the Status of Women (CSW):** They are hoping to concentrate on organizing some activities for the centennial of women's suffrage.
- **Disabilities Committee (DisC):** The FAST team has been reorganized and will now start sending yearly reports. DisC is focusing on doing a survey on how disability is being handled on campus. The AHEAD visit happened, and the report is currently on campus in the chancellor's office.
- **Ethnic Diversity Committee (EDC):** No Significant News
- **Educational Policy & Planning Comm (EPPC):** First meeting is next Tuesday, please bring forward any issues to Tod Duncan.
- **Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+):** No Significant News
- **Learning, Educational Technology, Teaching, and Scholarship Committee (LETTS):** OIT did a strategic plan last year, it has not be released quite yet. Once that is they are planning on reviewing that when it is released.
- **UCD Assoc. of Lecturers & Instructors (UCDALI):** Did some work during the summer. They did a review of lecturers work on campus. They met last month with all of the Deans or representatives from each school and college.
- **Student Government:** No Significant News

2:00 PM

**Meeting Adjourned**



Faculty Assembly  
UNIVERSITY OF COLORADO **DENVER**

## CU Denver Faculty Assembly Meeting

**October 1, 2019**

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

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- 12:00 PM**      **Michael Zinser, CU Denver Faculty Assembly, Chair**
- 12:00 PM**      **Roderick Nairn, PhD, Provost and Executive Vice Chancellor**  
*Provost Update*
- 12:20 PM**      **Michael Zinser, CU Denver Faculty Assembly, Chair**  
*Chair's Report*
- CAM Program Discontinuance Vote
  - Fresh Start Policy Vote
  - Interfolio Vote
  - Call for Rep: Working Group on Curriculum & Fiscal Planning
- 12:40 PM**      **Selected Committee Reports**
- Introduction of SGA President Jamie Sutliff
  - Other Committees
- 1:00 PM**      **Mark Kennedy, President of the University of Colorado**  
**Dorothy Horrell, Chancellor of CU Denver**  
**Venkat Reddy, Chancellor of CU Colorado Springs**

### Next CU Denver Faculty Assembly Meeting

November 5 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



## Faculty Assembly

UNIVERSITY OF COLORADO DENVER

### CU Denver Faculty Assembly Meeting

October 1<sup>th</sup>, 2019

12:00 pm - 2:00 pm

LSC, Chancellors Conf. Room

#### DRAFT Minutes

**Attendees:** Michael Zinser, Brent Wilson, Jeremy Nemeth, Marta Maron, Linda Fried, Cristina Gillanders, Tod Duncan, Peter Anthamatten, Jamie Sutliff, Lucy Dwight, Kelly McCusker, Geoff Johnson, David Bondelevitch, Diana White, Lonnie Schaible, Jeffrey Schrader, Vivian Shyu, Angela Gover, Geeta Verma, Shea Swauger, Colleen Donnelly, Steffen Borgwardt, Christy Briles, Rebecca Hunt, Diana Tomback, Sondra Bland, Maryam Darbeheshti, Tammy Stone, Bruce Neumann, Provost Nairn, President Kennedy, Michael Lightner, Lee Potter

**12:00 PM** **Michael Zinser - CU Denver Faculty Assembly Chair**

- Meeting brought to order.

**12:05 PM** **Roderick Nairn, Provost and Executive Vice Chancellor**

- Chancellor Horrell has announced her retirement. Chancellor Reddy from Colorado Springs will be chairing that search committee.
- Business school Dean search committee has started, Paul Teske is the chair. They are planning on using a search firm, which they are hoping to finalize today.
  - The Springs is also looking for a Business School Dean
  - Boulder just named an interim Business School Dean.
  - DU just hired a new Dean
- The VC Faculty Affairs Search was not successful; the issues were salary-based. There is a team that is covering that position in the interim. They are planning on advertising for the position soon.
- The search for the VC Diversity and Inclusion will be starting soon. The search committee is being finalized. There is an interim structure in place.
- There was a large restructuring in student affairs, and they are going to be starting the search for the Vice Provost and Senior Vice Chancellor for Student Access and Achievement position soon.
- We have an enrollment challenge this year, we are down about 2% in enrollment, which is a 2% deficit in the budget. There is a plan on how to deal with the deficit, and they are working on a plan for how to improve enrollment numbers.

12:30 PM

**Michael Zinser - CU Denver Faculty Assembly Chair**

- David Bondelevitch Votes to approve September Minutes, Tammy Stone Seconds
  - Minutes approved.
- A vote is called to support the CAM Program discontinuance. Jeffrey Schrader Statement regarding the program in appendix A.
  - The vote was unanimously approved.
- Mark Heredia came to give an update on the Fresh Start Program Policy.
  - The policy will hopefully have a final draft next week, and then it will go for a legal review, Provost review, and finally the Chancellor's approval.
- Peter Anthamatten leads a discussion regarding Interfolio, which is the proposed Faculty Information System. Before the system is moved forward for final approval, they wanted to hear from the Faculty Assembly. The Assembly votes 22 yes, one no, and six abstain to approve the system.

12:45 PM

**Jamie Sutliff – President of the Student Government Association**

*Introduction*

- Jamie Sutliff introduces herself as the new SGA President

12:50 PM

**Mia Fischer – Vice Chair of the LGBTQ+ Committee**

*Committee Update and Introduction of Memo*

- The committee had their first meeting in September, and they heard from some constituents who were concerned about the amount of representation on the search committee. They have drafted a letter regarding this View letter in appendix B. Their hope is to get this letter turned into a Faculty Assembly memo, and voted on by the Assembly.

1:00 PM

**President Kennedy**

*Strategic Plan and Questions*

- President Kennedy gave an update on his strategic plan. To review this plan visit <https://www.cu.edu/strategic-planning>.
- For a detailed list of the questions that were asked, view the questions in the appendix C.
- Regarding the Chancellor's Search, Chancellor Reddy will be chairing the search. There will be an RFP for a search firm. They are committed to having a diverse search committee, that reflects our campus.
- The Faculty Assembly brought forward a few details they would like the search committee to focus on.
  - The Assembly feels like it is important they have knowledge of fundraising, have experience coming up through the ranks of higher education, knowledge of urban campuses, and an individual who has a vision of the university as an agent for social change and not just as an education institute.

○

2:00 PM

**Meeting Adjourned**

## Appendix A

### Short Statement for Faculty Assembly regarding Termination of BA Degree in Film and Television Department

The faculty of the Film and Television Department in the College of Arts & Media, in response to evolving student demand and changes in faculty, voted unanimously (11-0) in August 2019 to seek discontinuance of the BA degree in Theater, Film, and Television.

This BA degree is a remnant from when the department had a vibrant theater program. However, the department currently has a BFA degree with students specializing in Film and Television, where student interest and demand have been much stronger than in the Theater BA.

In 2014, after years of declining enrollment by students, the Department stopped admitting students into the BA program in Theater. Faculty in theater have retired, moved away, or retooled away from the BA program to teach in the BFA degree.

No students are now enrolled in the BA in Theater, so discontinuing the BA program will affect neither students nor the remaining faculty.

The dean of the College and Arts & Media supports the faculty of the Film and Television program to discontinue the BA and to move full steam ahead with the BFA degree.

## Appendix B



16 September 2019

CU Denver Faculty Assembly  
Michael Zinser, Chair  
1380 Lawrence Street Center  
Denver, CO 80204

RE: Search for a new Vice Chancellor for Diversity and Inclusion

Dear CU Denver Faculty Assembly:

The membership of the LGBTQ+ Faculty Assembly Committee write to express concern regarding the search for a replacement for Dr. Brenda Allen in the position of Vice Chancellor for Diversity and Inclusion. It has been brought to our attention that there is no representative from any of the centers on campus that serve various student populations (e.g., Black Student Services, Women and Gender Center, etc.) on the search committee. Given the import of this position, we are concerned about whether the search committee currently provides underrepresented groups a voice in the process.

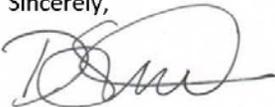
Further, we believe spreading Dr. Allen's former duties among several individuals in other positions has diluted a clear focus on diversity and inclusion issues. While no fault of any one individual tasked with more responsibilities, the result appears to be a lack of clear and attentive leadership. It appears that one consequence of this leadership void was the abrupt cancellation of the Diversity Dialogue on LGBTQ+ issues.

While we understand that preparations are underway to conduct these sessions in the future, attention to the concerns of the LGBTQ+ community is urgent. Those who shared stories with the Diversity Dialogue hoping for attention and change feel silenced and are disappointed in the outcome. It may be necessary to appoint an acting Vice Chancellor, or, at the least, clarify how diversity and inclusion matters will be handled until a suitable, qualified replacement for Dr. Allen can be found.

The LGBTQ+ Committee asks the Faculty Assembly to pursue these matters with CU Denver administration. We also request a response from the administration regarding our concerns.

Thank you for your attention to these matters.

Sincerely,



Dale Stahl  
Chair, LGBTQ+ FA Committee

**Lesbian, Gay, Bisexual, Transgender, Queer + Committee (LGBTQ+)**

CU Denver Faculty Assembly  
1380 Lawrence Street Center • 3rd Floor, Campus Box B137 • Denver, Colorado 80204  
faculty.assembly@ucdenver.edu

## Appendix C

Q and A:

Q. Dianna Tomback – Do we have a plan for supporting innovations such as undergraduate curriculum given that funding is always a challenge for implementation of innovation?

A. Acknowledges challenges given other big issues such as deferred maintenance. Perhaps seed money, process for quick determination of outcomes. Described process of prioritization for investment opportunities.

Q. Geeta Verma – Scholarship of knowledge but also integration and application. We are leaders in student success but we do not have an office of technology transfer or similar as does Anschutz and Boulder. Throwing out that this campus also needs innovation office.

A. Most of these offices are not focused on innovative educational offerings. That actually could be a good idea, especially as a revenue source. It would work as a system effort.

Q. Shea Swauger – Circle back to 4<sup>th</sup> Industrial Revolution. So much of the SP is predicated on this, but he doesn't see this as having a lot of academic support. It is largely not supported by scholarship. Odd to see it so prominent, and critical that even if it were supported, that we should lean into it because of massive gender and racial inequity issues inherent in this. Please respond.

A. It is not academia's choice whether this is happening to the extent that it's going to affect many people, and we need to address those types of questions head on. How does it affect the economic underpinnings? We need to prepare our students for what is happening.

Internet of things, artificial intelligence, machine learning, ever more powerful. This construct is as important to the humanities and social sciences as it is to the technological disciplines.

Lightner – Ethical issues are huge, the requirement that we prepare students for the policy discussions around this are huge. Much broader than technological aspect.

Q. Rebecca Hunt – What do you see as the role of traditional liberal arts in this new world?

A. Just spoke to this. They say that more than half of all high school students will work at jobs that haven't even been created yet. The liberal arts facilitate critical thinking, diversity, teamwork. Part of the challenge is that a big drive in managing costs is concurrent or dual enrollment so that a lot of the liberal arts education has already been completed before they come to us. How do we ensure that everyone who gets a CU diploma gets that?

Q. Colleen Donnelly – I noticed the change in the structure of the SP process. How do faculty who lead in curriculum and innovation have been involved already in decision-making, not just working groups that have yet to meet?

A. Michael Lightner – Faculty Council has been contacted, but the groups are mostly set. They're not to decide but to explore.

Q. Follow-up from Colleen-- Are there faculty involved now?

A. Lightner – Yes [recounts faculty representation in these working groups]. Outreach group, not decision-making group.

A. Kennedy – Groups will explore what campuses need for the initiatives ...

Q. Diane White – Groups refer to the nine working groups?

A. Academic Innovation Group

Q. Brent Wilson – Curious about consultants for online education? How will that feed into Strategic Planning initiative?

A. Have added member of Faculty Council to the review committee.

Q. Brent Wilson -- Fear that some of the activity around online education focuses on commodification rather than curricular and pedagogical framework. Need integrate approach, focus on quality.

A. Digital applications related to educational delivery will continue. Very much of what is offered online is not experiential.

Q. Lucy Dwight – Our digital education offerings are mature – long standing and extensive. What does this assessment mean for the process we already have for online offerings?

A. Need to take the best of what is already working and apply it more broadly across the system.

Q. Christina Gillanders – How would the characteristics of each campus be represented in the Strategic Plan? Specifically, our students, our course delivery are unique.

A. Based right in the urban city. Having a focus on this setting – our Architecture, etc., focus on urban issues. Diverse student body, which attracts other students but also creates potential to diversity a number of professions.



## CU Denver Faculty Assembly Meeting

**November 5th 2019**

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

---

**12:00 PM**

**Michael Zinser, CU Denver Faculty Assembly, Chair**

- Approval of Minutes from October 1, 2019
- Chair's Report

**12:30 PM**

**Todd Haggerty**

- Budget

**1:20 PM**

**Committee Reports / Campus Updates**

- Academic Personnel Committee (APC)
- Budget Priorities Committee (BPC)
- Committee on the Status of Women (CSW)
- Disabilities Committee (DisC)
- Educational Policy & Planning Committee (EPPC)
- Ethnic Diversity Committee (EDC)
- Faculty Advisory Committee to the Auraria Board (FACAB)
- Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+)
- Learning, Educational Technology, Teaching & Scholarship (LETTS)
- Student Government Association (SGA)
- UC Denver Assoc. of Lecturers & Instructors (UCDALI)

### **Next CU Denver Faculty Assembly Meeting**

December 3<sup>rd</sup> 2019,

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



Faculty Assembly  
UNIVERSITY OF COLORADO DENVER

## CU Denver Faculty Assembly Meeting

November 11<sup>th</sup>, 2019  
12:00 pm - 2:00 pm  
LSC, Chancellors Conf. Room

### Minutes

**Attendees:** Tod Duncan, Jeffrey Schrader, Peter Anthamatten, Lonnie Schaible, Geoff Johnson, Sondra Bland, Bruce Neumann, Linda Fried, Colleen Donnelly, Lucy Dwight, Steffen Borgwardt, Chloe East, Vivian Shyu, Ryan Brown, Diana White, David Bondelevitch, Eric Baker, Fernando Mancilla-David, Diana Tomback, Maryam Darbeheshti, Marta Maron, Thomas Beck, Brent Wilson, Eric Baker, Jeremy Nemeth, Tammy Stone, Sharon Coggan, Provost Nairn, Lee Potter

**12:00 PM** **Michael Zinser - CU Denver Faculty Assembly Chair**

- Meeting brought to order.

**12:10 PM** **Todd Haggerty - Associate Vice Chancellor for Budget**

- We are currently facing a budget challenge for this current fiscal year, but are sitting in a good place to handle it.
- We are currently down 344 students, which has created a 2.2% budget shortfall. 80 cents out of every dollar of our unrestricted funds come from student tuition. Our biggest drop offs are with continuing students and nonresident enrollment which was down 4.5%.
- Annualized this shortfall will reach 5 million.
- Our mandatory costs increases for next year are estimated at 2.65 million.
- They are currently planning short-term and long-term actions to help shore up the stability within the budget.
- A 1% increase in retention leads to a 1.2 million dollar increase in revenue, where
- as a 1% increase in new freshman only leads to a .2 million dollar increase.
- There were concerns raised by faculty that it feels like most faculty are already working at capacity.
- Also concerns with how the Regents have defined P&T.

**12:30 PM** **Corey Edwards – Executive Director of Strategic Partnerships**

- There is a University Partnerships Steering Committee that has been created. The objective of the committee is to coordinate and streamline university partnership activity and engagement among the CU Denver schools, colleges, and relevant university business units in order to position ourselves for new growth opportunities in new markets, new channels, new programs and new partnerships.
- If you are interested in serving on this committee please contact Corey Edwards at [Corey.Edwards@ucdenver.edu](mailto:Corey.Edwards@ucdenver.edu).
- For more information, view the handout in appendix A.

12:30 PM

**Michael Zinser - CU Denver Faculty Assembly Chair**

- The VC Faculty Affairs Position is still open, they are considering bringing on a half time individual to help pick up some of the work load in the interim.
- The Dean of the Business school search will be starting soon.
- A major focus right now of the budget process is retention efforts.
- There is an external agency that will be looking at our strategic enrollment management with Huron Consulting.
- There is discussion in faculty council whether or not the University should divest from the Fossil Fuel industry.
  - Diana White will be joining a system committee regarding this issue.
  - We invest in collect investment trusts, and not individual companies.
  - This is still early in the process and the assembly needs more information regarding this subject.
- The Diversity and Engagement survey is out and it is due the 15<sup>th</sup>.
  - Concerns have been expressed regarding the final 3 questions, as well as possible situations of individuals being identified through their answers.
  - A third part conducts the survey and the data will be presented in aggregate, thus individuals should not be able to be identified.
- Pam Laird Fellowship
  - Members have donated money to this fund, which gives a \$1000 a year scholarship to individuals who are actively building community on this campus.
  - They just awarded two scholarships from 46 applications.
  - We are asking for help donating to this fund.
- There is a conversation regarding whether or not we should be using the SAT and ACT in admissions. If you have any thoughts on this please contact Michael Zinser.
- Michael would like to draft a resolution regarding the Regent's Civics Initiative.
  - There are concerns regarding a civics graduation requirement. Amongst other things. However the assembly decided that they were going to put forward a statement regarding Joanne Addison's letter.
  - Lucy Dwight, Motion to vote that the 5 day working day rule be suspended, Rebecca Hunt Seconded.
    - Unanimously Approved.
  - Lucy Dwight motion to approve the following statement "The Denver Faculty Assembly stands in support of Joanne Addison's letter to Regents Griego and Gallegos concerning proposals related to civics education that will be discussed and possibly voted up at this week's Board of Regents meeting."
    - Seconded by Rebecca Hunt.
    - Unanimously Approved.
  - View Joanne's letter in Appendix B
  - View Michael's letter in Appendix C

1:40 PM

**CU Denver Faculty Assembly Committee & Campus Reports:**

- **Academic Personnel Comm (APC):** Last meeting a big concern was revision of Regent Policy 11b. They submitted a memo and comments regarding this. The policy looks at Faculty Salaries. They are expecting a second draft, which they are going to look at closely. They are very interested in a policy initiative coming out of the Provost office. Nelia Viveiros has come forward with a suggestion with a one stop shop idea that would help direct individuals to the assistance they need regarding

grievances. Terry Potter has contacted the APC regarding interfolio. If you are interested in the implementation of Interfolio please contact Eric Baker.

- **Colorado Faculty Advisory Council (CFAC):** Rebecca Hunt will be attending this committee on behalf of our campus. This seat is elected, and will sit on the FA executive committee. They meet four times a year and their next meeting is on Friday.
- **Budget Priorities Comm (BPC):** No significant news
- **Committee on the Status of Women (CSW):** One issue brought forward is childcare; they have done some research on Boulder, where they spend 25 – 35 thousand dollars to connect early childhood education students with faculty who need childcare. In general, full day childcare costs 15k a year. They are working on advocating for better childcare, they are talking with Denver City Center Preschool Program, and the YMCA. The biggest issues are liability issues.
  - They hoping that Denver will be hosting the annual women’s symposium, on March 6<sup>th</sup> from 10:00 am – 2:00 pm.
  - There is a list of relevant resources on their webpages.
- **Disabilities Committee (DisC):** They have the AHEAD report, which is being held by the administration and held confidential due to some of the information. There are negotiations regarding getting the report out. According to reporting we have 9 disabled faculty, which has led them to believe they are under reported and the number is incorrect. They are putting together a CU Denver Climate survey.
- **Ethnic Diversity Committee (EDC):** Their mission is to address issues of concern for ethnically diverse students faculty and staff. Our undocumented students are their main focus. It was decided that they would reach out to 11 of our peer institutions, to see how they are working with these issues. The past chair had written a report that had the suggestion of hiring an individual who could focus on the needs of our undocumented students.
- **Educational Policy & Planning Comm (EPPC):** EPPC is starting to investigate if there are variances in School and College Drop/Withdrawal/Incomplete policies with the intent to purely report back any variances and the possible equity impacts of such differences. EPPC will shortly review three campus/administrative policies regarding a) transfer of grad experience for graduate degree credit, b) creation of/renaming of existing programs, and c) a guidelines document regarding approval requirements for new degree and new certificate programs. We will report back to FA Chair our concerns and comments on those policies. If you or colleagues have Educational Policy issues you would like to share or discuss with us, please get in touch.
- **Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+):** Ryan Brown: They were concerned regarding the search committee make up for the VCDI. They will also write a letter regarding their hopes for the committee. They nominated Stephanie Santorico to the chancellor’s search.
- **Learning, Educational Technology, Teaching, and Scholarship Committee (LETTS):** They will have some freshening up of their bylaws. They want to give attention on instructional practices, and quality. They are also looking at working with ThingStudio. They have monthly participation from Digital Education.
- **UCD Assoc. of Lecturers & Instructors (UCDALI):** They are working on the issue of naming, and looking at changing the name of NTTF to IRC or another name that doesn’t describe faculty by what they are not. They will be meeting with the Chancellor. They have gathered the Deans together to get a sense of whether there is anything standard or should be standard for IRC Faculty, such as promotion. Because Regent Law Article 5 moved the faculty titles down to the campus level, they are currently undefined. They are working on a lecturer’s report.
- **Student Government:** No Significant News

2:00 PM

Meeting Adjourned

# THE NEXT 18 MONTHS

## UNIVERSITY PARTNERSHIPS STEERING COMMITTEE

**Objective:** Coordinate and streamline university partnership activity and engagement among the CU Denver schools, colleges and relevant university business units in order to position ourselves for new growth opportunities in new markets, new channels, new programs and new partnerships.

### INVENTORY

Capture inventory of university partnerships, workplace academic programs, university expertise, and our external-facing university staff and faculty engaged with our partners.

- Identify all corporate, community, civic, and industry partners and the associated deals for the past five years (since January 2014)
- Identify all of the different ways organizations have partnered with the university for the past five years
- Determine the value of each partnership deal for the past five years
- Identify all the university staff persons who have engaged with the corporate partners for the past five years
- Identify all of the corporate academic programs that have been delivered for the past five years
- Determine the value of each academic programming deal for the past five years
- Determine the number of learners served in these academic programs during the past five years
- Identify the current inventory of corporate/workplace-facing academic programs available today
- Identify all the faculty and university expertise that may enhance our partners' operations
- Review completed inventory to determine our success outcomes

### PROCESSES

Create simplified processes to facilitate regular and ongoing information sharing across approved internal stakeholders.

- Determine what permission and access protocols should be implemented
- Establish rules and norms for engaging partners
- Create sustainable processes for entering information into CRM
- Map engagement processes with university partners
- Identify which information should be captured when engaging partners
- Outline the training and support necessary for success
- Map ongoing internal communication processes
- Establish data sharing policies
- Change management; prepare university staff and faculty to receive the CRM tool

### INFRASTRUCTURE

Implement CRM technology to aid in tracking university partner interactions, engagement, activity, relationship history and internal communications. Work with OIT to:

- Build business case for CRM
- Advocate for adoption of CRM
- Provide subject matter experts to OIT's business analysis team
- Identify end users and key stakeholders
- Identify the individuals or groups whose acceptance is essential to the success of CRM
- Identify the potential benefits and rewards of CRM
- Test software before it goes live
- Identify the basic job-aids for our end users (step-by-step instructions on how to perform a certain task within a business process)
- Source funding for CRM





University of Colorado  
Denver

# University Partnerships Committee

Chair: Corey Edwards, Executive Director, Strategic Partnerships



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**OPEN**  
UNIVERSITY OF COLORADO DENVER  
FACULTY MEMBER



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## Appendix B

November 1, 2019

Dear Chair Gallegos and Vice-Chair Griego:

It is with great disappointment that Faculty Council learned of two major proposals related to civics that will be discussed and possibly voted on at next week's Board of Regents meeting without first having gone through the University Affairs Committee as has been the practice since the Regents established their current committee structure. Indeed, these two proposals raise such significant curricular and budget issues that it is only through a careful vetting in committee that we can fully understand their potential effects as well as engage the larger community, especially students and faculty, before final decisions are made. In addition to the lack of engagement with the larger community we raise the following concerns:

1. It remains unclear where the money for civics education will be found in both the start-up phase and after. The Board of Regents have already approved spending at least \$2 million dollars on civics for UCCS alone. These 2 new proposals are likely to cost millions more as is clear in the attached report. Indeed, the primary reason faculty on the Denver campus did not submit a proposal to the grand challenge was because it was unclear where the money would come from or how the program would be maintained after the initial investment of funds. Given that both the Denver and Springs campuses are now carrying large deficits, and President Kennedy has stated at two consecutive Faculty Council meetings that he is "very worried" about state funding in the next fiscal year, it seems irresponsible to spend millions of dollars more on civics initiatives instead of initiatives to increase enrollment and graduation rates.
2. All four campuses made clear in our reports to the Board of Regents that not only do faculty care deeply about civics education, but we also already have a variety of opportunities for students to engage in civics education. It is unclear why, particularly given the current budget environment, we would spend millions of dollars on additional work in this area beyond the efforts already underway in response to the request made by Regents last year. This is particularly concerning this year as CU's strategic plan will also require significant funding.
3. As we have stated in the past, Faculty Council believes that the type of civics education requirements proposed would create additional barriers to graduation for students. The civics general education proposal undermines current efforts to reduce the time to graduation while keeping costs as low as possible.
4. Faculty Council also requested that the effects of new K-12 standards in Colorado be taken into consideration prior to engaging in significant and expensive curricular change. As we understand it, these revised standards include enhanced civics education that may negate the need for CU to take on significant unnecessary costs.
5. The Regent's Laws and Policies of the university clearly mandate that both components of the proposal—directing a center on campus and adding a graduation requirement--fall under the authority of the faculty. Article 5 states: "Tenured and tenure-track faculty with appropriate participation by instructional, research, and clinical faculty have the principal responsibility for decisions concerning pedagogy, curriculum, research, scholarly or creative work, academic ethics, and recommendations on the selection and evaluation of faculty."

Given all of this, we ask that, at a minimum, these proposals be taken off of the agenda and referred to the University Affairs Committee. However, it should be clear that Faculty Council does not support these proposals for the reasons listed above.

Sincerely,



Joanne Addison, PhD  
Chair, Faculty Assembly  
Professor, Department of English  
University of Colorado Denver  
[Joanne.Addison@ucdenver.edu](mailto:Joanne.Addison@ucdenver.edu)

## Appendix C

November 6, 2019

Dear Chair Gallegos and Vice-Chair Griego:

At yesterday's meeting of the CU Denver Faculty Assembly we discussed proposals related to civics education put forth by the Board of Regents. A vote on support for the statement below was taken. The vote references a memo by Joanne Addison, Ph.D., Chair, University of Colorado Faculty Council addressed to you both, dated November 1, 2019. That document is attached to the present memo. The vote was unanimous.

The text of the motion:

*The Denver Faculty Assembly stands in support of Joanne Addison's letter to Regents Griego and Gallegos concerning proposals related to civics education that will be discussed and possibly voted upon at this week's Board of Regents meeting.*

We hope our action helps inform your discussion.

Thank You,

Michael Zinser, Ph.D.

Michael Zinser, Ph.D.  
Chair, CU Denver Faculty Assembly  
Associate Professor, Department of Psychology  
University of Colorado Denver  
michael.zinser@ucdenver.edu

# THE NEXT 18 MONTHS

## UNIVERSITY PARTNERSHIPS STEERING COMMITTEE

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## CU Denver Faculty Assembly Meeting

December 3, 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)

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- 12:00 PM**      **Michael Zinser, CU Denver Faculty Assembly, Chair**
- Approval of Minutes, October and September
  - Overview
- 12:10 PM**      **Roderick Nairn, PhD, Provost and Executive Vice Chancellor**
- 12:30 PM**      **Russ Poole, Associate Vice Chancellor and Chief Information Technology Officer**
- IT Governance and Dual Factor Authentication
- 12:50 PM**      **Jamie Sutliff, Student Government Association President**
- Compost Initiative
- 1:00 PM**      **Leonard Dinegar, University of Colorado Senior Vice President and Chief of Staff**
- Chancellor's Search
- 1:30 PM**      **Committee Reports / Campus Updates**
- Academic Personnel Committee (APC)
  - Budget Priorities Committee (BPC)
  - Committee on the Status of Women (CSW)
  - Disabilities Committee (DisC)
  - Educational Policy & Planning Committee (EPPC)
  - Ethnic Diversity Committee (EDC)
  - Faculty Advisory Committee to the Auraria Board (FACAB)
  - Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+)
  - Learning, Educational Technology, Teaching & Scholarship (LETTS)
  - Student Government Association (SGA)
  - UC Denver Assoc. of Lecturers & Instructors (UCDALI)

### **Next CU Denver Faculty Assembly Meeting**

February 4 2019

12:00 PM to 2:00 PM

Lawrence Street Center, Chancellor's Conference Room (14<sup>th</sup> Floor)



## Faculty Assembly

UNIVERSITY OF COLORADO DENVER

### CU Denver Faculty Assembly Meeting

December 3<sup>rd</sup>, 2019

12:00 pm - 2:00 pm

LSC, Chancellors Conf. Room

#### DRAFT Minutes

**Attendees:** Tammy Stone, Bruce Neumann, Sharon Coggan, Shea Swauger, Rebecca Hunt, Eric Baker, Jeffrey Schrader, Vivian Shyu, Lucy Dwight, Lonnie Schaible, Linda Fried, Steffen Borgwardt, Colleen Donnelly, Thomas Beck, Sondra Bland, Brent Wilson, Diana Tomback, Marta Maron, Angela Gover, David Bondelevitch, Cristina Gillanders, Provost Nairn, Michael Zinser, Lee Potter

**12:00 PM** **Michael Zinser - CU Denver Faculty Assembly Chair**

- Meeting brought to order.
- Motion to approve September 2019 minutes with amendments.
  - Rebecca Hunt Motion, Colleen Donnelly Seconded
  - Unanimously approved
- Motion to approve December 2019 minutes with amendments.
  - Lucy Dwight motion, Rebecca Hunt Seconded
  - Unanimously approved.

**12:10 PM** **Roderick Nairn, Provost and Executive Vice Chancellor**

- The business school dean search is underway; Greenwood-Asher search firm has been hired. Gary Colbert is effectively managing the school as the interim dean.
- The VCDI search is underway and the same search firm is working on that search. An interim candidate has interviewed, they would serve as a point person in the interim. That is Sonia Flores.
- Bobbi Ortega is a new staff member in Dr. Nairn's Office who is in charge of his schedule.
- The VA FA search is about to start up again. Joanne Brennan has been named as the interim, and will be joining the assembly as a liaison.
  - Betsy Metzger is the initial point person for that area, so please bring questions to her first.
  - One main goal is getting a director of the CFD in place.
- As many know there are some budget challenges but they are being addressed and worked on by our budget team. We are also working on planning for the future as part of those efforts.

**12:30 PM** **Russ Poole, Associate Vice Chancellor and Chief Information Technology Officer**

- They are in the process of developing a new IT Governance structure that focuses on engagement, efficient governance, and heavy use of existing governance structures.
- In regards to shared governance, this structure will be very similar to the previous.

- The structure is topped by the IT Cabinet which is made up of both chancellors, both chief business officers, and the provost.
- There was a comment from a member of the assembly that faculty should be involved in choosing the faculty who will be on the IT Governance Committees.
- The hope of this new structure is that committees would come to a consensus prior to needing to a topic being elevated to the level of governance.
- Under this new structure, they are planning to host an all OIT staff event every 6 months. The goal is to increase engagement.
- ODE is involved with the IT Engagement and Service Engagement points, they will also be involved with two campus committees.
- In 2015 10 faculty members got their paychecks stolen through phishing.
  - This led to multi-factor authentication being adopted.
- Currently MFA is being utilized on our VPN and remote client services.
- They are looking at implementing MFA for Office 365 Apps. While off campus, a browser will save credentials for a session until the browser is closed. For desktop applications credentials will save for 90 days. While on campus you will not need to use MFA.

1:00 PM

**Jamie Sutliff, Student Government Association President**

- There is an initiative to put compost in all CU Denver buildings. They have come seeking Faculty assembly support for their initiative.
  - The Faculty responded with support for the initiative.

1:20 PM

**Leonard Dinegar, University of Colorado Senior Vice President and Chief of Staff**

- The announcement went out yesterday. The search committee is a group of 14 people.
- Process and Timeline
  - First meeting is this coming Monday. They are going to use December and January to identify candidates. They are hoping to hold airport interviews Feb. 24<sup>th</sup>. Finalists will come to the campus for 2 days each.
  - Finalists by law will become public after they are identified.
- There is a meeting this Friday with Venkat Reddy and the search firm.
  - The role of the search firm is to help us build a strong diverse candidate pool.
  - The role of the search committee is to guide the search firm.
- There are four faculty members including a dean on the search committee.
- In addition to what is in Regent Law and Policy 3a, they added a second student, as well as a couple community members who are alums. The president felt like it was important to have community engagement with the search.

1:40 PM

**CU Denver Faculty Assembly Committee & Campus Reports:**

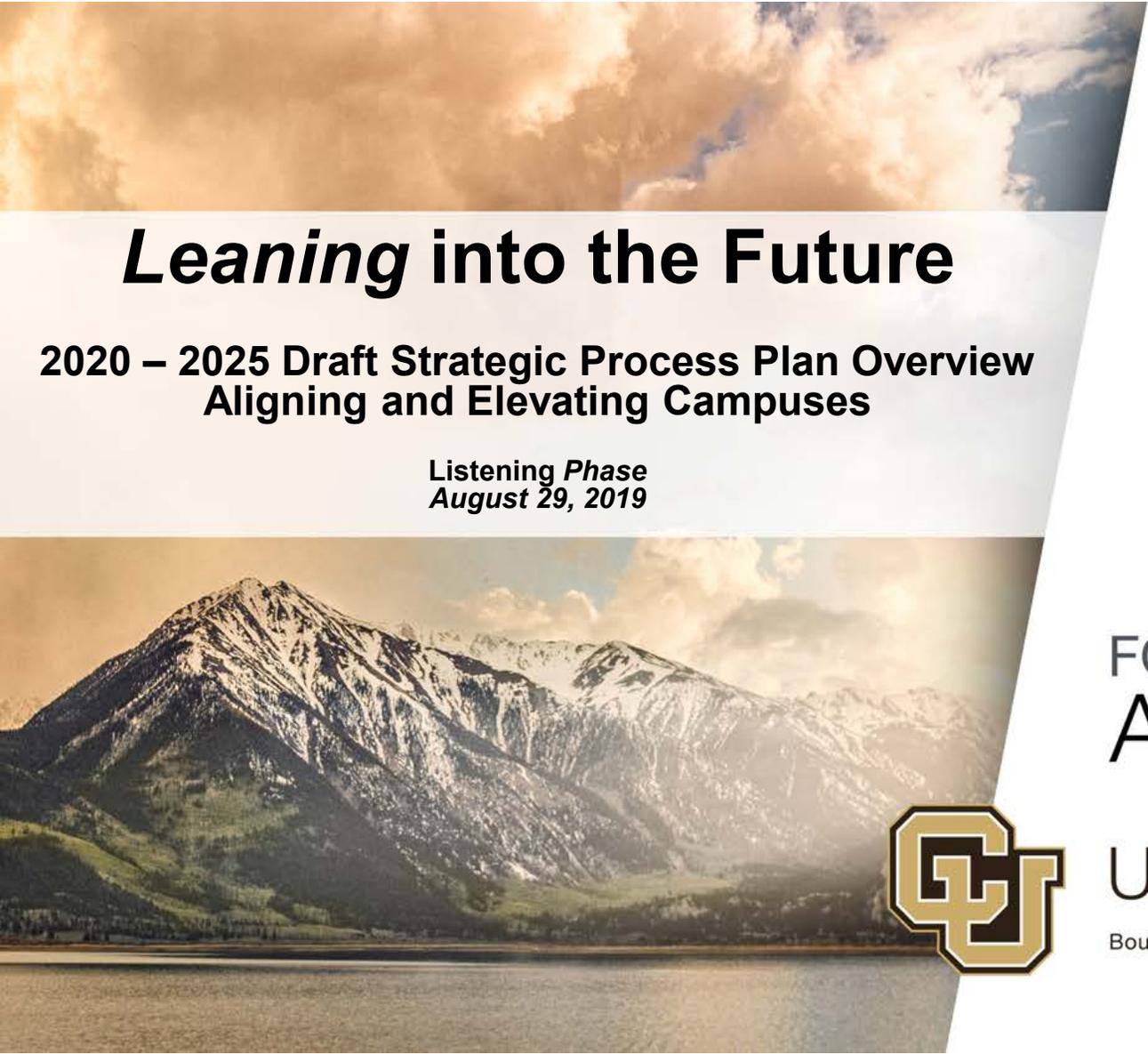
- **Academic Personnel Comm (APC):** Reviewed policy 11B. They are concerned regarding some issues that remain unresolved. A few important things have been removed, including faculty salary grievances, and salary increases. Recommendation to forward this policy to your colleagues and encourage them to comment on the policy page.
- **Budget Priorities Comm (BPC):** No Significant News
- **Committee on the Status of Women (CSW):** exploring providing childcare for faculty, preparing for their symposium in March.
- **Disabilities Committee (DisC):** The AHEAD executive report is now available. AHEAD looks at student services and not employee services. There is a student services strategic plan that is being worked on by Linda Bowman. There is a software that has been chosen to help

process students and get them the services they need faster. They are trying to set up a DREAM Chapter on our campus. They have a survey that will be coming out in Feb.

- **Ethnic Diversity Committee (EDC):** completed a survey of our peer institutions undocumented student policies. They are working through the data, and hoping to make concrete proposals. Concern will shift to recommendations to the VCDI Search and Chancellor Search.
- **Educational Policy & Planning Comm (EPPC):** EPPC recently reviewed two new Campus Administrative Policies and a set of Guidelines. The two new CAPs were for 1) Awarding Graduate Credit from Prior Learning Experiences and 2) Creating or Renaming Existing Academic Departments. The Guidelines were for Approval for New Degree and New Certificate Programs. EPPC had input from its membership including that of the Graduate School. The general feeling regarding the CAPs and Guidelines is that they needed work in respect to verbiage as in places they were somewhat obtuse. Those recommendations were sent via Faculty Assembly Chair, Michael Zinser, to the Provost's Office. EPPC will shortly review additional CAPs regarding Final Exam Week and the Four Year Graduation Guarantee. These are all available via the Provost's Office for comments by members of the CU Denver community. Our comments and recommendations will go to the Provost's Office in the finals week of semester. EPPC still seeks membership from the College of Arts and Media if anyone has interest or knows of someone who is interested. Please pass names to, or contact, Tod Duncan, Chair of EPPC ([tod.duncan@ucdenver.edu](mailto:tod.duncan@ucdenver.edu)). EPPC has no other business to report.
- **Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+):** Most of their members attended the first sessions of their diversity dialogues. The dialogue went well and there many things that came to the surface regarding different individual's experiences on our campus. There is a proctoring software that they have some problems with, it doesn't feel like there is much engagement from OIT in regards to new technology and Diversity and Inclusion. They will be meeting with Sheana Bull and Russ Poole.
- **Learning, Educational Technology, Teaching, and Scholarship Committee (LETTS):** They are focusing on the MFA plan.
- **UCD Assoc. of Lecturers & Instructors (UCDALI):** Met with the Chancellor last month. They pushed out their lecturers report, which looked at best practices nationwide as well as what was going on our campus. Big areas from that report are having administrative support in place for them.
- **Student Government:** Working on the compost initiative.
- **Chancellor's Search Committee:** If you have priorities from your committees please send them to Vivian Shyu as she will be on the search committee.

2:00 PM

Meeting Adjourned



# *Leaning* into the Future

2020 – 2025 Draft Strategic Process Plan Overview  
Aligning and Elevating Campuses

*Listening Phase*  
*August 29, 2019*

FOUR CAMPUSES UNITED  
**ALL FOUR:ONE**



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# Meeting Objectives

- Engage Key Stakeholders
- Review Proposed Process
- Review Proposed Timeline
- Listen & Solicit Input



# Who Are We?

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## MISSION

The University of Colorado is a public research university with multiple campuses serving Colorado, the nation, and the world through leadership in high-quality education and professional training, public service, advancing research and knowledge, and state-of-the-art health care.



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# Who We Are

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- Four exceptional campuses
- 36,000 employees
- 67,000 degree seeking students
- 16,000 degrees per year
- 250,000 alumni in Colorado
- 475,000 alumni worldwide
- \$12.35 billion annual economic impact on Colorado
- Five Nobel Laureates
- Fostered 190 startups
- Leading global experts in: Business, Alzheimer's Research, Space Exploration, and Mental Health



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# Where Are We Headed?

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## VISION

The University of Colorado will be a premier, accessible and transformative public university that provides a quality and affordable education with outstanding teaching, learning, research, service, and health care. Through collaboration, innovation, technology and entrepreneurship, CU will expand student success, diversity and the economic foundation of the State of Colorado.



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# Why a System Strategic Plan?

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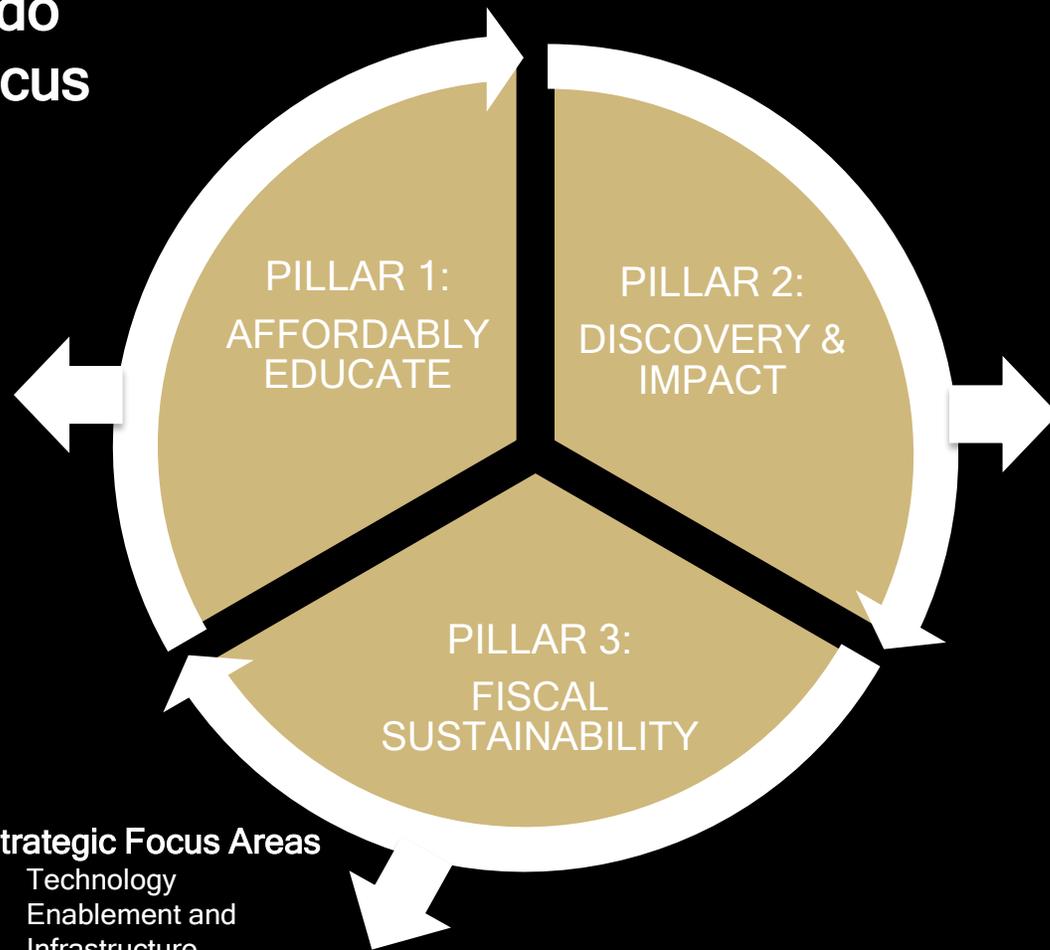
- Align all elements of governance - regents, system, campuses
- Complete previous system strategic planning effort
- Make the case for CU with the state
- Shine light on areas of success and need alike
- Optimize collaboration
- Fully leverage technology
- Answer intractable challenges - deferred maintenance
- Lean into the Fourth Industrial Revolution



# University of Colorado Strategic Pillars & Focus Areas

## Strategic Focus Areas

- Grad Rates and Retention (CU Boulder, Colorado Springs, and Denver)
- Diversity and Access
- Wellness and Mental Health
- Innovation in Academic Offerings



## Strategic Focus Areas

- Scholarly/Creative Work and Graduate Programs
- Healthcare (CU Anschutz)

## Strategic Focus Areas

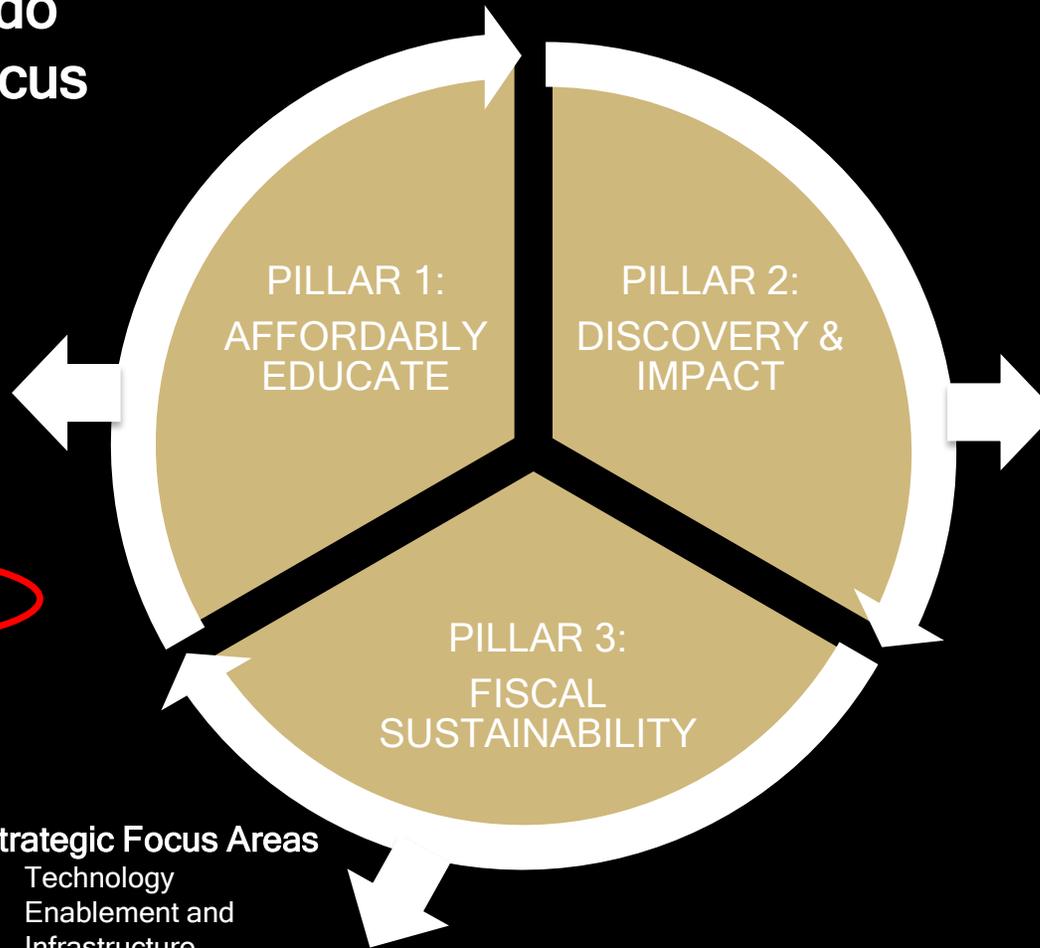
- Technology Enablement and Infrastructure
- Expand Collaborations and Partnerships
- Facilities and Deferred Maintenance



# University of Colorado Strategic Pillars & Focus Areas

## Strategic Focus Areas

- Grad Rates and Retention (CU Boulder, Colorado Springs, and Denver)
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## Strategic Focus Areas

- Scholarly/Creative Work and Graduate Programs
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## Strategic Focus Areas

- Technology Enablement and Infrastructure
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- Facilities and Deferred Maintenance



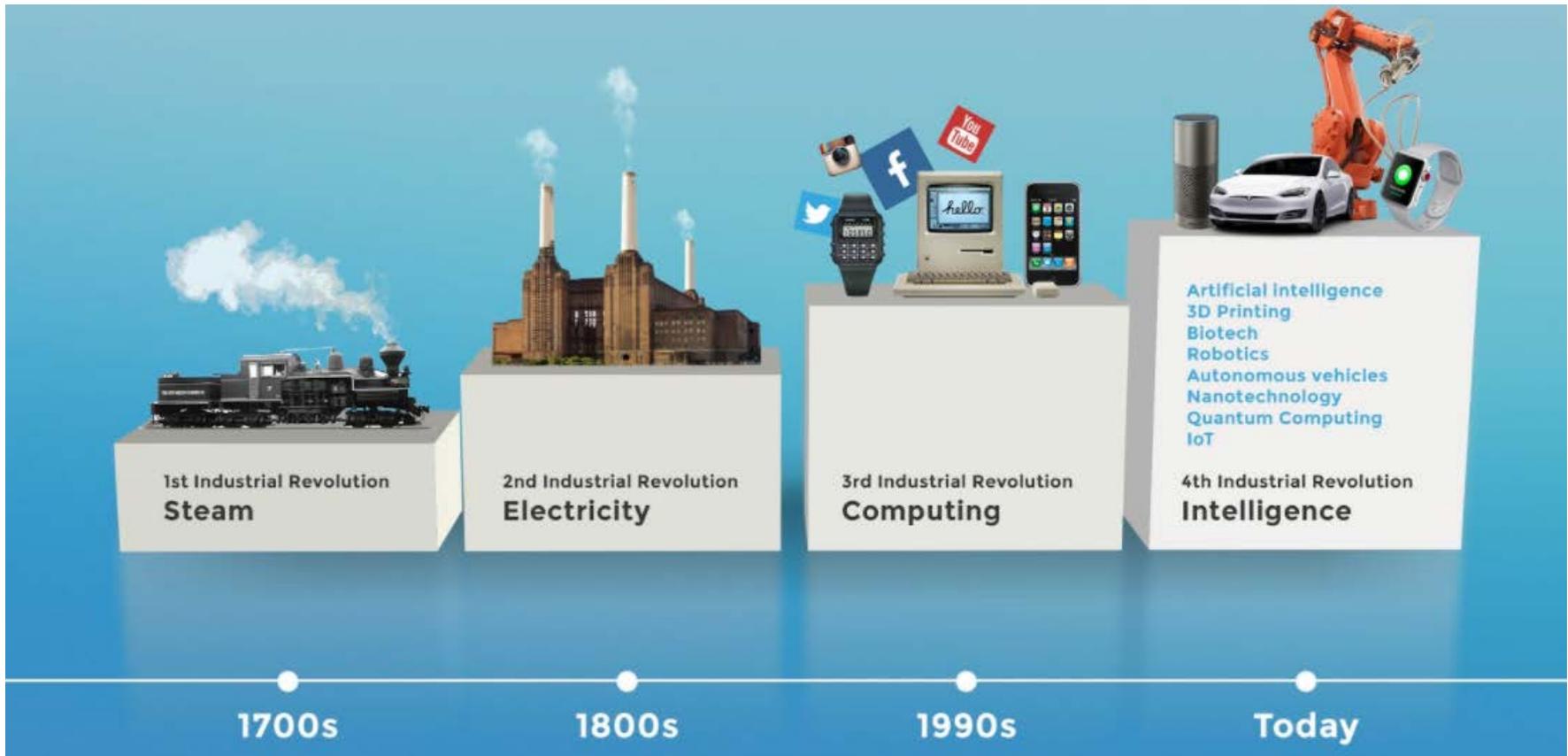
# 4IR drives need for more bachelors degrees



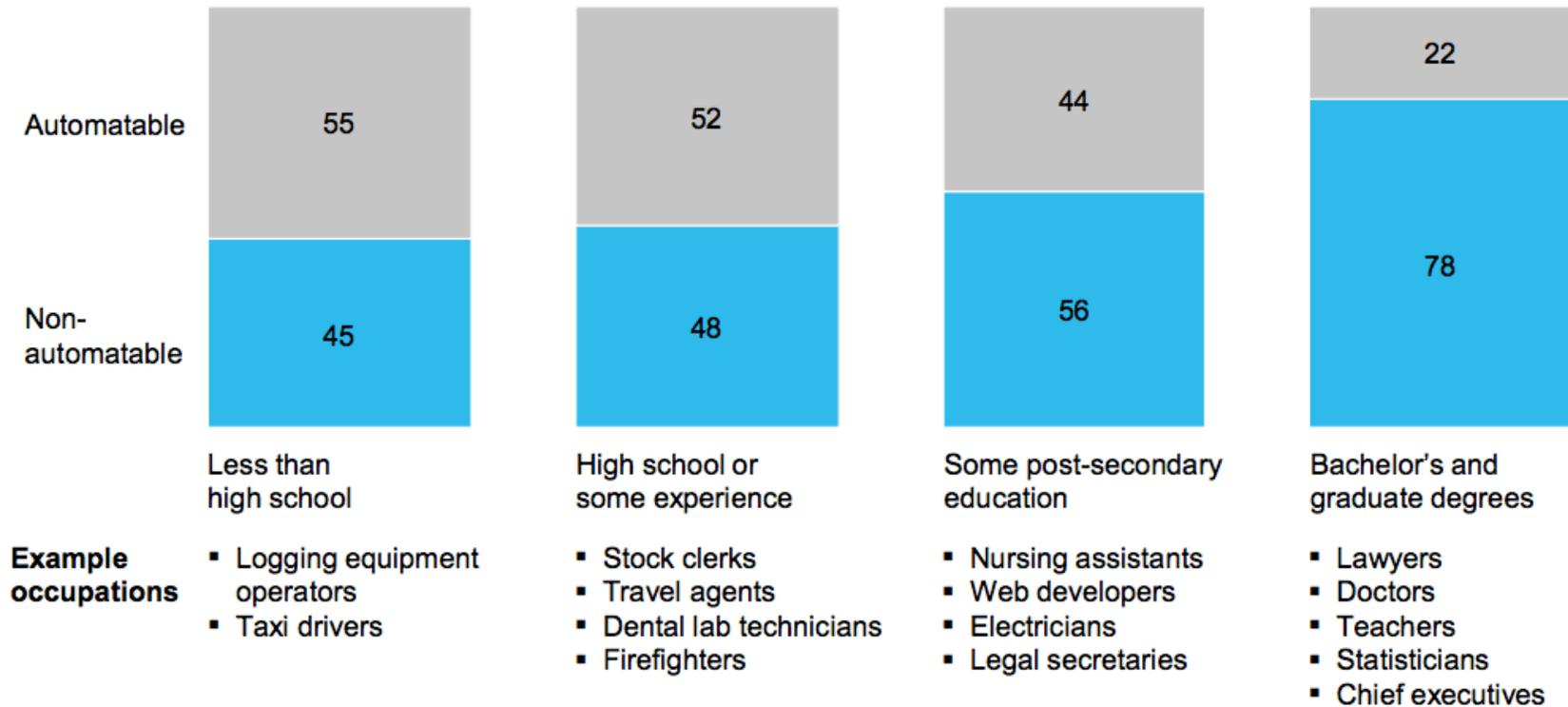
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# Fourth Industrial Revolution accelerating tech disruption



# Automation will hit jobs not requiring bachelor's hardest



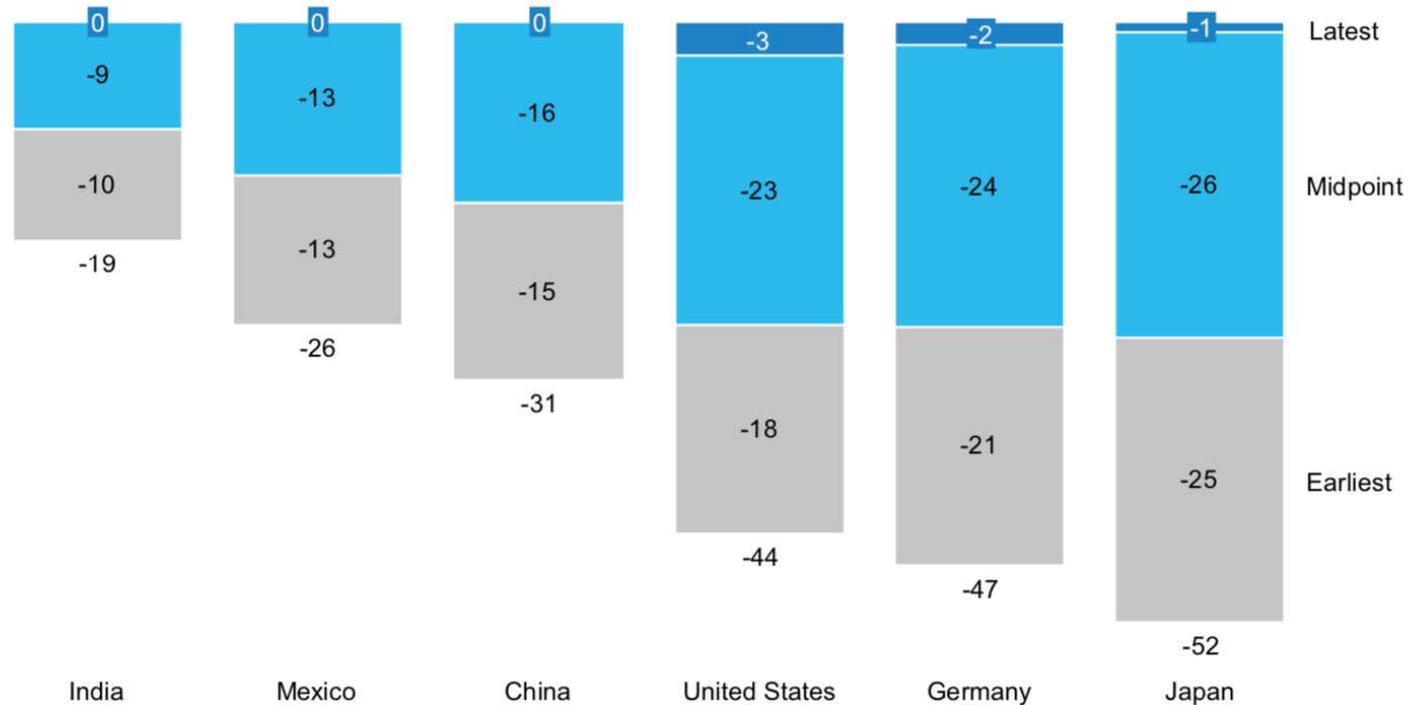
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# Automation could replace 44% of U.S. jobs by 2030

Projected impact on total employment in midpoint automation scenario, 2016–30

% of FTE hours with potential to be automated, midpoint scenario (range of automation scenarios, latest to earliest)



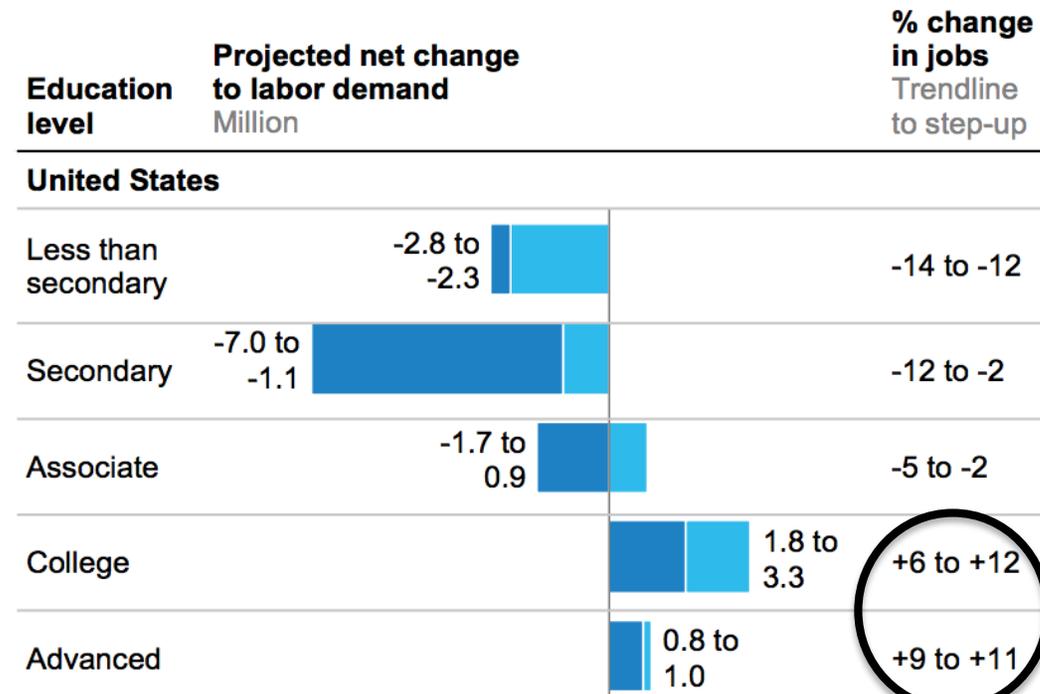
NOTE: Numbers may not sum due to rounding.

Source: Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation — McKinsey, December 2017

# Requirements of new jobs and skill upgrades drives demand for 4 vs. 2-Year degrees

Net change in total employment by education required, 2016–30 (not to scale)

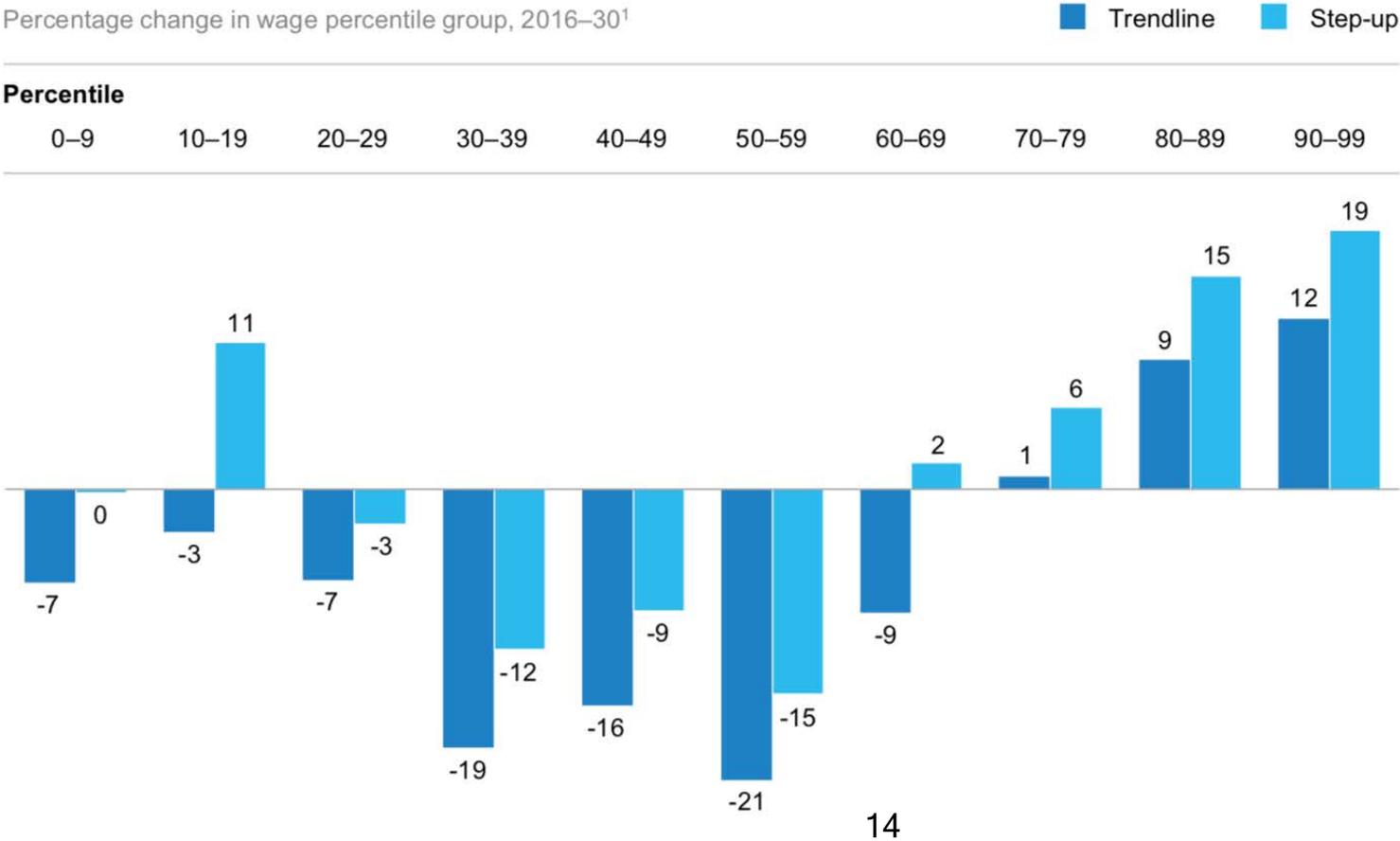
■ Trendline  
■ Step up



# Predicted wider gap suggests need for more bachelors

In the United States, high wage jobs see the most growth and middle wage jobs decline the most

Percentage change in wage percentile group, 2016–30<sup>1</sup>



Source: Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation — McKinsey, December 2017

**On-campus alone will not meet need for bachelors or allow CU to grow**

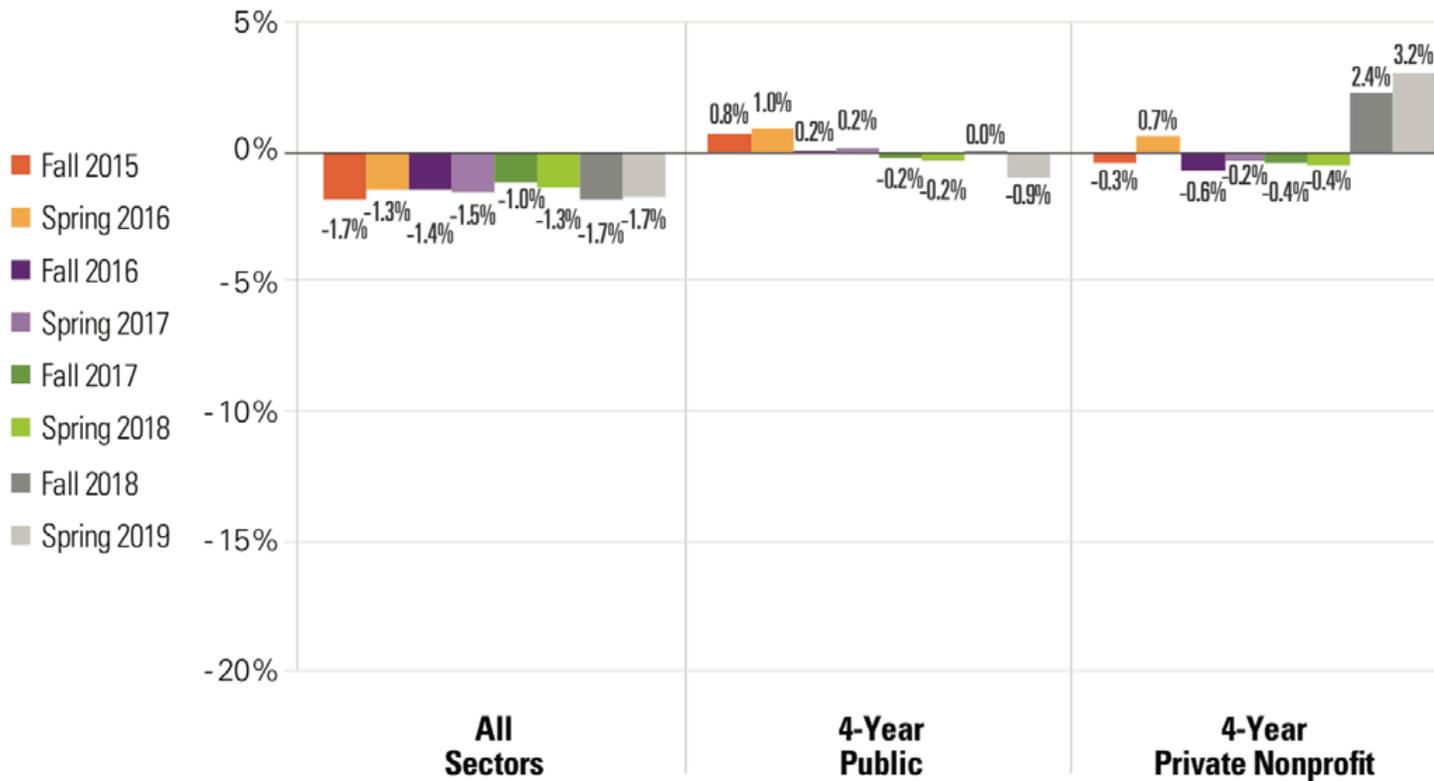


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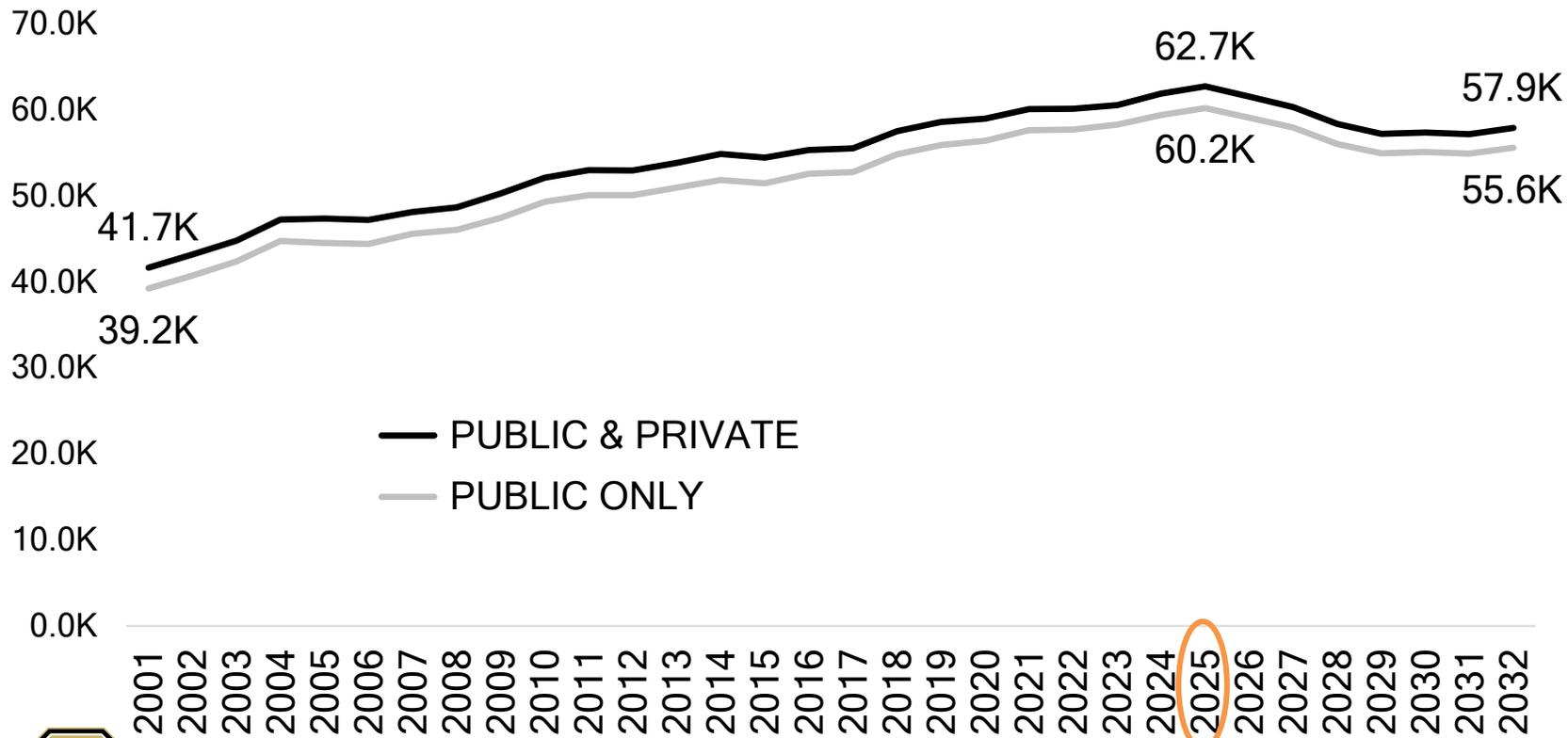
# Seventh year of decline in national on-campus enrollment

**Figure 1:** Percent Change from Previous Year, Enrollment by Sector (Title IV,



Source: National Center Clearinghouse Research Center, Spring 2019 Term Enrollment Estimates

# Colorado high school graduates peak in 2025 following national dip in 2026



Less  
childbirths  
following  
2007-08  
financial  
crisis



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Source: Knocking at the College Door, WICHE, Chart by CU System Institutional Research



**Only by bold, future focused steps has CU risen to prominence. Established:**

- Medical school in 1883, absorbed DU's in 1910, took over Fitzsimons Army Medical Center
- Extension Center in Denver in 1912, started teaching in Colorado Springs in 1945
- LASP in 1948, a decade before NASA
- CIRES in 1967, the oldest and largest NOAA cooperative institute

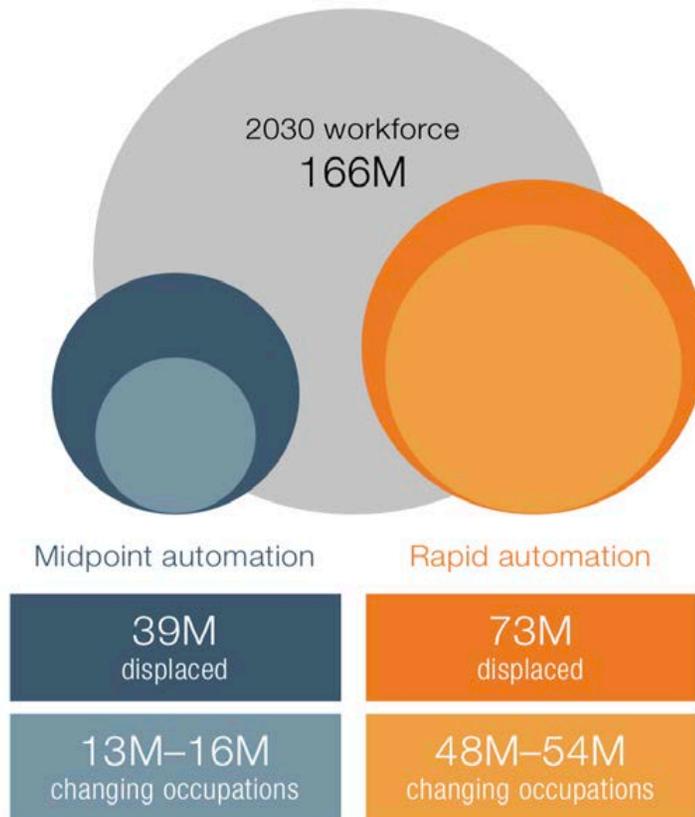
# Expand lifelong learning offerings



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# Up to 33% of workforce may need to switch occupations



No longer will higher education be one (degree earned) and done (for life).



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Source: Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation — McKinsey, December 2017

# From degrees to credentials

## From students to learners

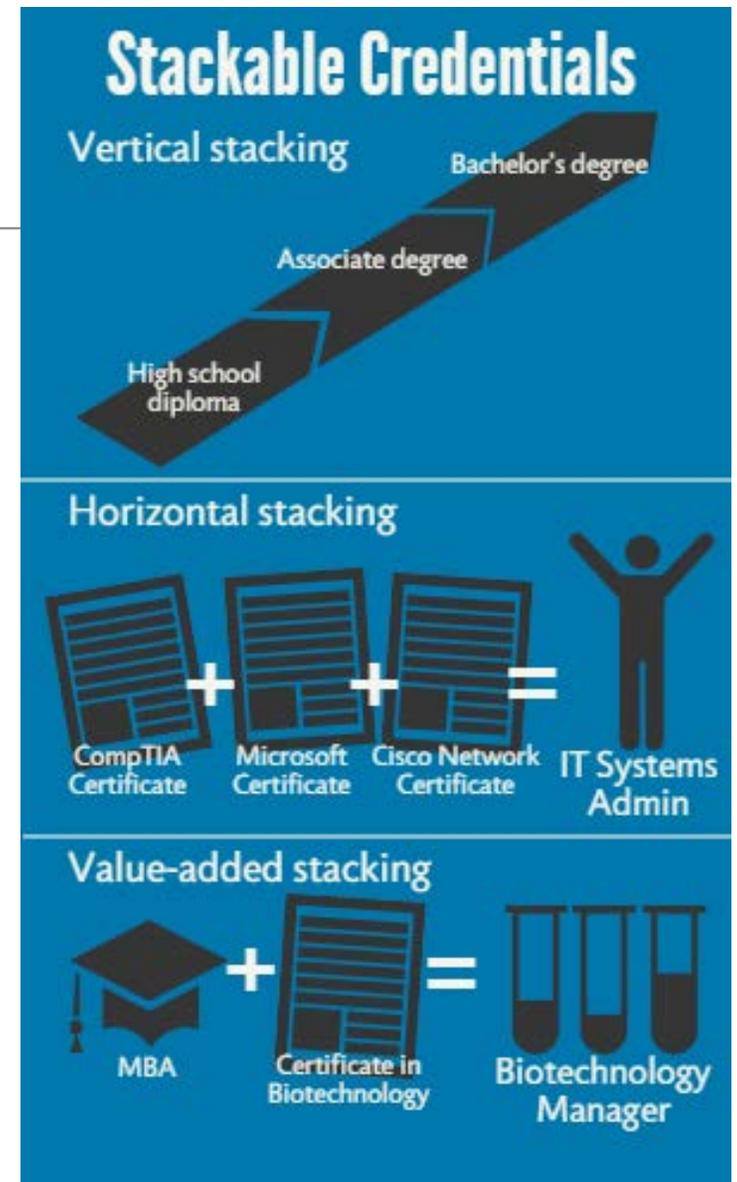
- Credentials, badges, micro-masters
- Stackable, perhaps to degree
- Support nontraditional students and lifelong learners
- Building on credentials from others



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# Innovation in academic offerings



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# Adaptive learning leadership essential to catch up online and keep up on- campus



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# Learning anatomy supported by AR is much more effective than a standard cadaver-based course



ZYGOTE

Medically accurate & visually beautiful anatomy models for VR and AR.

3D anatomy models from the most trusted name in the industry. Complete male and female virtual reality collections or individual anatomical VR anatomy.

[Request Demo](#)



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# Leverage technology and data



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# Data Driven Innovation



Need rapid testing  
cycle for new teaching  
methods and  
credentials

Apple WATCH  
SERIES 3

Students want mobile,  
perhaps watch-friendly  
service options



Oslo

**Expand partnerships - research, experiential learning, lifelong learning**



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# Prudent to expand sources of research funding

## THE WALL STREET JOURNAL

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<https://www.wsj.com/article/S11566569998>

IDEAS | ESSAY

## It's Time to Start Worrying About the National Debt

Expecting economic growth to rescue the U.S. from unprecedented federal deficits is a dangerous gamble, as history shows.



ILLUSTRATION: ANDREA UGNI

By Valerie Ramey

Aug. 23, 2019 10:19 am ET

The Washington Post

Business

## With deficit rising, worries grow the U.S. may be out of tools if recession hits

! Add to list

By Jeff Stein and  
Jonnelle Marte

August 21

The U.S. federal deficit will expand by about \$800 billion more than previously expected over the next decade, as recent increases in spending are on track to push the nation into levels of debt unseen since the end of World War II, the Congressional Budget Office said Wednesday.

The annual U.S. deficit will come close to hitting \$1 trillion in 2019, an unusually high number during a period of economic growth, the CBO added. Driving that number is spending as well as a large tax cut in corporate and individual income taxes passed by Republicans in 2017.

## FOUR CAMPUSES UNITED

BUSINESS

## Amazon to Retrain a Third of Its U.S. Workforce

As technology reshapes roles, the online retailer plans to train 100,000 workers in new skills, from machine learning to nursing



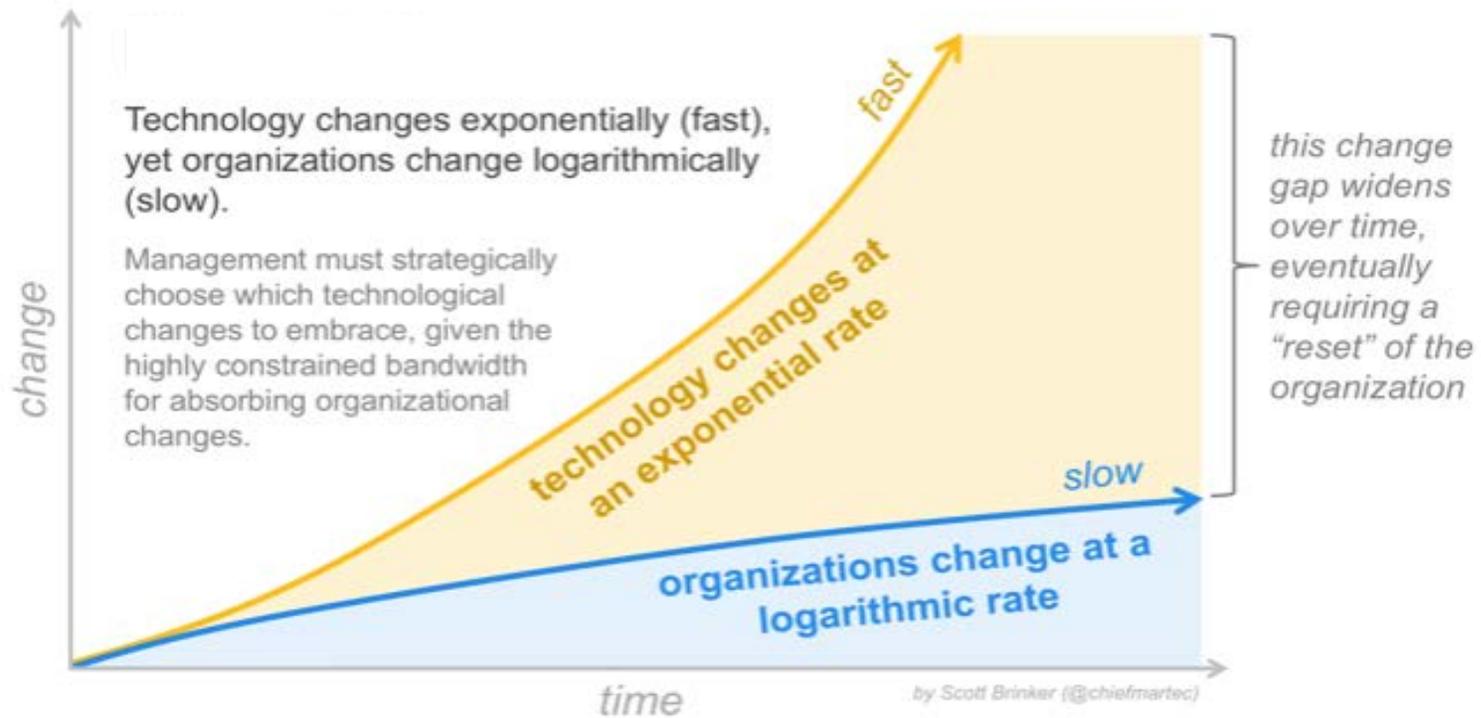
A worker at a distribution station at the 855,000-square-foot Amazon fulfillment center in Staten Island, N.Y. PHOTO: JOHANNES EISELE/AGENCE FRANCE-PRESSE/GETTY IMAGES

Experiential learning opportunities

Employment for graduates

Provide lifelong learning to employees

# Success depends on adapting to technological change



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OF PHOTOGRAPHY**

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**PICTURE A  
BRAND-NEW WORLD!**

**DISC**

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FROM KODAK

Rochester NY



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***It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.***

**Charles Darwin**



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# CU Strategic Plan – *what it is*

---

**CU Strategic Plan Definition - Creates a roadmap that focuses the university's strategic priorities over the next five years and beyond**

- Develops means to leverage enterprise wide opportunities
- Recognizes the unique attributes of each campus while also identifying opportunities to advance the entire CU system
- Articulates metrics that measure progress over time
- Identifies and addresses current and future trends affecting the university
- Informs investment and resource allocation priorities



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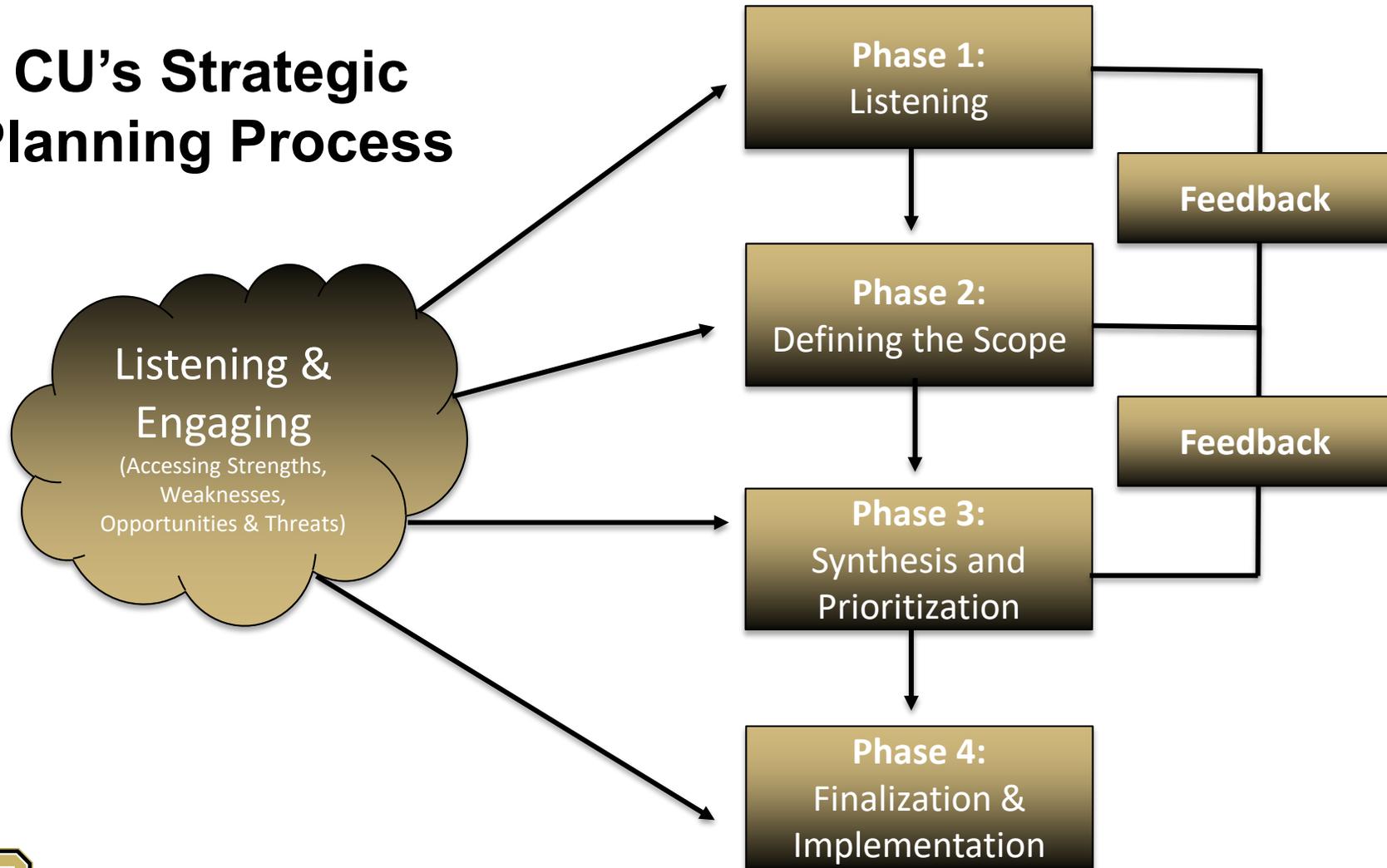
# CU Strategic Plan – *does not*

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- Replicate or replace campus strategic plans
- Ignore unique campus attributes and strengths
- Get into campus level execution
- Contain more than 10 focus areas



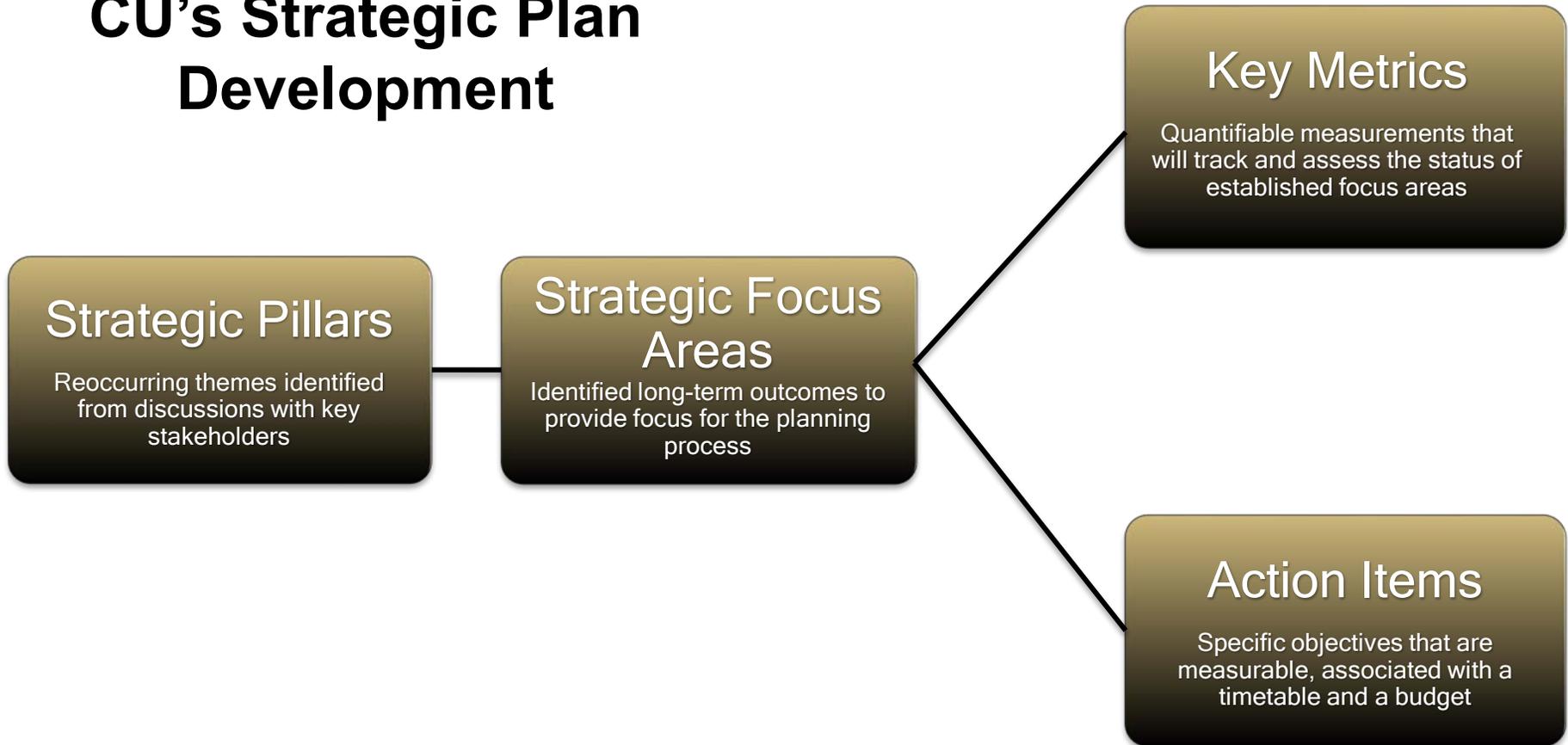
# CU's Strategic Planning Process



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# CU's Strategic Plan Development



# CU Strategic Plan – *what is in it?*

Focuses on three overarching strategic pillars for the success and sustainability of CU

Affordably Educate



Discovery & Impact



Fiscal Sustainability



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# CU Strategic Plan – *AFFORDABLY EDUCATE*

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- Innovation in Academic Offerings
- Diversity and Access
- Wellness and Mental Health
- Graduation Rates and Retention (CU Boulder, Colorado Springs and Denver)

## PROCESS

- How do we define and measure success in each?
- What are the best and most promising practices that would allow us to become a national leader in each?
- How can the System facilitate success in these areas (e.g., facilitating transfer of knowledge, removing bureaucratic barriers, celebrating and sharing successes across the System)



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# CU Strategic Plan – *DISCOVERY & IMPACT*

---

- Scholarly/Creative Work and Graduate Programs
- Healthcare (CU Anschutz)

## PROCESS

- How do we define and measure success and impact in discovery?
- What are the best and most promising practices that would allow us to elevate our international standing?
- How can the System facilitate success in this (e.g., facilitating transfer of knowledge and collaboration where appropriate, removing bureaucratic barriers, celebrating and sharing successes across the System)?



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# CU Strategic Plan – *FISCAL SUSTAINABILITY*

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- Technology Enablement and Infrastructure
- Expand Collaborations and Partnerships
- Facilities and Maintenance

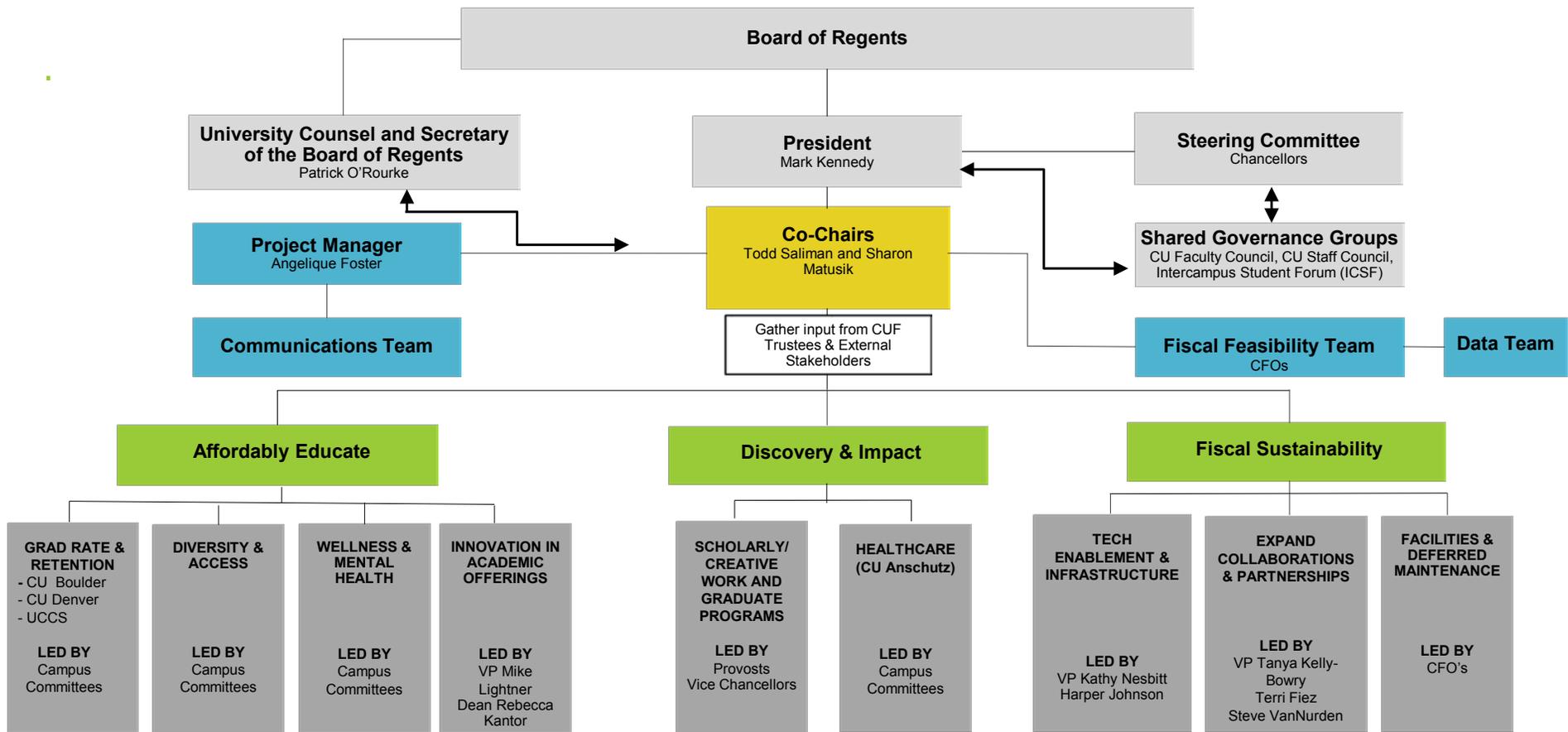
## PROCESS

- How do we define and measure success and impact in fiscal sustainability?
- What are the best and most promising practices that would allow us to be a national leader among public institutions of higher education in this area?
- How can the System facilitate success in this (e.g., exploring innovative partnerships and/or investments at the System level, removing bureaucratic barriers to success)?



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Structure identifies campus based strategic priorities as well as those across the entire organization where opportunities exist to elevate, align and advance the CU campuses and system as a whole

# Phase 1: Listening

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- Step 1: July - Early August 2019: Gather Regent and chancellor input on priorities
- Step 2: July - November 2019: Process Development
- Step 3: August 20, 2019: Steering committee and VPs review and discuss proposed structure, timeline and strategic pillars and focus areas
- Step 4: Late August - Early September: Shared governance groups and Regents' Governance Committee meetings
- Step 6: September 12-13, 2019: Regent approval of timeline, structure and general strategic pillars and focus areas

*Input will be gather throughout the process*



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## Phase 2: Defining the Scope

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- Step 1: Early October 2019: Strategic planning committee kickoff meeting
- Step 2: October - November 2019: Strategic focus areas goal development
- Step 3: November 06 - 07, 2019: Regents' discussion, feedback and approval of strategic focus area goals
- Step 4: November 2019 - March 2020: Key metrics and action items generation for strategic focus areas
- Step 5: February 13 - 14, 2020: Strategic plan process update, discussion and feedback with Regents'
- Step 6: TBD: Base and sensitivity cases from fiscal feasibility committee



# Phase 3: Synthesis and Prioritization

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- Step 1: March 2020: Input from fiscal feasibility committee
- Step 2: March 11, 2020: Strategic plan process update, discussion and feedback with Regents'
- Step 3: March 2020: Full strategic planning committee prioritization meeting
- Step 4: April 2 - 3, 2020: Strategic plan process update, discussion and feedback with Regents'
- Step 3: April - May 2020: Distillation by strategic planning team



# Phase 4: Finalization & Implementation

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- Step 1: May - July 2020: Engagement dialogue with stakeholders
- Step 2: July Regent Retreat: Regent discussion, feedback and approval
- Step 3: TBD: Publication
- Step 4: Fall 2020 - 2025: Implementation & Ongoing Assessment of strategic plan



# Questions?



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# Our Ask to You

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- Provide feedback on pillars and focus areas (slides 40 - 42) by close of business, **September 23, 2019** to [CUStratPlan@cu.edu](mailto:CUStratPlan@cu.edu)
- Incorporate continuing conversations regarding the strategic planning process into future meeting agendas



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