# Council of Chairs and Directors – General Meeting

September 3rd 1-2:30pm Location(s): JSSB 400 and [Teams](https://teams.microsoft.com/l/meetup-join/19%3ameeting_NWFkMTk2OWEtMzBhMy00NTc5LWJkNzItNzVmZjE1NDc4NDA5%40thread.v2/0?context=%7b%22Tid%22%3a%2203309ca4-1733-4af9-a73c-f18cc841325c%22%2c%22Oid%22%3a%22d2ebc670-22ef-4315-97a7-02206e866203%22%7d)

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| **Topic** | **Lead** | **Min** | **Voting Item?** |
| Welcome | Lisa Badanes | 5 | No |
| Advancement Office - Process for Naming Buildings | Shelley Thompson | 15 | No |
| Dean of Students Office - Updated Academic Misconduct Procedures | Andrew McGeehan | 15 | No |
| Faculty Affairs – Portfolio Prep Workshops/ Student Centered Teaching Development Program | Ingrid Carter | 10 | No |
| CoCD Committee Representation | Lisa Badanes | 5 | No |
| CoCD Meeting Priorities | All | 40 | No |

**Executive Committee 25-26**

Officers

**Lisa Badanes**, *President* (Psychological Sciences, CLAS, Division of Math & Science rep) [lbadanes@msudenver.edu](mailto:lbadanes@msudenver.edu)

**Jess Retrum**, Vice *President* (Social Work, College of Health and Human Sciences rep) [jhaxton1@msudenver.edu](mailto:jhaxton1@msudenver.edu)

**Rolly Schendel**, *Secretary,* (Secondary Education, K-12 Education and Education Technology, School of Education rep) [rschende@msudenver.edu](mailto:rschende@msudenver.edu)

Members

**Greg Clifton** (Accounting, College of Business rep) [gclifto4@msudenver.edu](mailto:gclifto4@msudenver.edu)

**Jasmine Harris** (Africana Studies, CLAS, Division of Humanities & Social Sciences Rep)

**Eric Olson** (Rita & Navin Dimond Department of Hotel Management, School of Hospitality rep) [eolson23@msudenver.edu](mailto:eolson23@msudenver.edu)

**Ted Shin** (Industrial Design, College of Aerospace, Computing, Engineering and Design rep) [jshin2@msudenver.edu](mailto:jshin2@msudenver.edu)

**Jacob Welch** (Theatre and Dance, CLAS Division of Fine and Performing Arts rep) [jwelch25@msudenver.edu](mailto:jwelch25@msudenver.edu)

**Council of Chairs and Directors Committee Representatives 25-26**

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| --- | --- |
| President’s Cabinet   * Lisa Badanes   Provost Leadership Team   * Lisa Badanes   Shared Governance Council   * Jenny Allert   Strategic Plan Governance Structure   * Recruitment- Jean François * Retention- Lisa Badanes * Completion- Ted Shin * Post Graduate Outcomes- Jess Retrum   Total Rewards, Compensation Subcommittee   * Greg Clifton   University Planning and Budget Advisory Council (UPBAC)   * Jasmine Harris (Jess is her back up) * Andrew Bonham   Faculty Employment Handbook Committee   * Ted Shin * Alexandre Padilla   Workday Student- New SIS implementation   * Steering Committee * VACANT * Workgroups/ regular meetings * Todd Laugen * Andrew Bonham | University Accreditation Committee   * Chad Harris & Jess Retrum   University Policy Advisory Council Steering Committee (UPAC)   * Jasmine Harris   Faculty Senate Academic Policies Committee   * Chris Jennings   Data Integrity Governance Team (DIGiT)   * Andrew Bonham??   Faculty Diversity Task Force   * TBD?? - Lisa will ask Chalane   Veteran Military Advisory Council (??)   * XX   Graduate Council CoCD Representative   * Alex Padilla        Prior Learning Assessment Steering Committee   * Brandon S. Matthews??        Wholistic Teaching Evaluation Workgroup   * Jess Retrum   Lunch and Learn Series   * Jess Retrum   Roadrunner Faculty Academy (RFA)   * Eric James * Rolly Schendel |
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COCD EC Meeting – 8-27-25

NOTES:

Attending:

* Jacob Welch
* Rolly Schendel
* Ted Shin
* Lisa Badanes
* Greg Clifton
* Jess Retrum
* Jasmine Harris

**Agenda**

1. Schedule for COCD Next week

* Update from Lisa
  + Clarification of small changes in the schedule
  + Purposes of presentations
  + Shared overview of Strategic Plan
    - Retention and student support data shared briefly
      * Example goal: 100% of 1st year students meet with an advisor
  + Plan to share the strategic plan with the CoCD
  + Updated the representation on CoCD Committees
  + Any additional vacancies will be shared with the CoCD to garner interested chairs

2. Plan for clarification of CoCD Meeting Priorities (last 40 minutes of the meeting in the Agenda)

* EC agreed that this would be useful time

3. Additional Topics of Interest?

* Work Study topic overviewed by Jacob Welch
  + Efforts have been made to establish a “culture of work study” on campus
    - Work student events for sign up and awareness
  + Might student support be added to Student Workday?
  + Issue of relevance:
    - Current Process: Students are dropped after 3 pay periods from the work study program if they have not secured a work study position
      * How much time is the right amount of time before dropping a student from work study?
      * Awareness and alerts would be helpful to encourage students to secure a position.
  + Update added to CoCD Sep. 3rd agenda

4. Secretary

* Seek training to update the website
  + Post and distribute Meeting Minutes

5. Request for additional information/resources to share at the September CoCD

* Topics and contacts invited to be shared
  + Let Jess know and she will add to the list of topics and people to be considered

6. Request for someone to represent chairs on UPBAC

* Jasmine Harris has offered to serve (Jess is her back-up)

7. Brief discussion about participant engagement for online chairs/directors during meeting

* Suggestions to offer interactive document for online participants

8. Should Eric Olson still be listed as a member of CoCD?

* Yes, Eric will represent Hospitality

9. Meeting schedule will be updated and sent to all CoCD members.

9-25-25

Notes:

Matt Makely, Tedd, Gregg, Jasmine, Lisa, Jess, Jacob, Eric, Rolly

**Topics of Discussion**

**Alternative Work Arrangement (AWA)**

Folks who work out of state (i.e., someone working from another state, remotely as a result of a special circumstance):

* + Some people who are out of state have concerns
    - There is no reason to be concerned. Here are the purposes:
      * President is trying to understand the process that occurs across campus. There is not common practice.
      * We figured we needed to clarify a process that is fair and equitable.
        + This is intended to support clarity.
      * A policy exists for staff, but one does not exist for faculty.
    - This was a fact gathering endeavor and was not meant to bring everyone back onto campus.

Jess:

* + We have worked with our faculty and HR to support them when working in an online program/course.
  + We established parameters to connect her to the MSU of Denver community (i.e., attend some on campus events, visit for a few meeting, etc).

Rolly:

* + I wonder how this plays a role in the DFWI rates considering the variables of online and AWA.

Matt:

* + It will be useful to look through this DFWI lens on everything we do and reflect upon to greater support students.
  + We will have a greater conversation about this topic in the future.

**Benchmarks**

General discussion about the benchmarks:

* + Board of Trustees (BOT)
    - Chair of BOT posed many ideas for benchmarking many of the practices of the University.

Matt:

* + We need to be clear with each other, Administration and BOT, about each of the topics and what the context behind each situation (i.e., the details of the 7-year report having too many details that the BOT is not interested in).
  + Everyone will hear about it from their deans. It is intended to make sense of the rise in costs that have accelerated beyond the typical rate. This is in part, due to the magnitude of the number of our Full Professors.
    - Full Professor cost analysis
      * Questions regarding strategic planning about this include but are not limited to:
        + Might Full Professors take on special projects/reassign time that show a greater return on student retention, success, and completion.

Jasmine:

* + I think the message and inspiration need to come from the Provost. This will help to hold Full Professors accountable for project completion, etc.

Jacob:

* + We could benefit from some clarity on the supervisory role of the chair.
    - What role does the chair serve in regarding accountability and supervisory power?

Tedd:

* + They tie the roles to the guidelines to help with clarity.

**BOT Intent to Examine Metrics**

Jess;

* + Do they have an idea of the metrics they want to look at?

Matt:

* + No. They are relying on us to help them understand what we are doing, what we look at, and why.
  + They want to know how we got here and what we can do next to overcome challenges.
  + The key is to find out the magnitude of each faculty members’ role and effort.
  + One of the things we need to look at is the chairs authority.

Eric:

* + One key to supporting chairs and their authority rests on specific and thorough documentation od issues.

Jasmine:

* + I wonder what the landscape looks like in terms of the waves of retirement at our University and others.

Matt:

* + Part of the strategy is to inform faculty on the state of higher education and invite them in the conversation. Faculty would benefit from a clear understanding of the landscape as a whole and our, and their role in the scheme of things.

Jess:

* + We live in a time where people are living longer and are healthier as they age. This plays out in the top-heavy faculty community.

Lisa:

* + Might we do things like rewriting guidelines to clearly showcase the expectations for full professors?

Matt:

* + This is a multi-year project. It will take time to establish. But, things can happen immediately.
  + It will take quorum. It is about inviting full professors into the

Rolly:

* + We need to have caution about the messaging and the purposes of an effort to “bring people back to the table”.
    - We need to be aware of the magnitude of the issue.

Matt:

* + We need to focus on am major element of this, the role and the authority of the chair.
  + We also need to look at the specific and shared needs of each department regarding full professors.

Tedd:

* + We need to look at the option for supporting faculty and what motivates them.

Lisa:

* + This may have an element of merit for what is accomplished.

Jacob:

* + Example: Incentive at other Universities through titles and roles for adjunct/affiliate faculty.

Lisa:

* + Hiring – Tendency to hire CAT IIs over TT
  + The faculty and departments need to know what the patterns of hiring are and why.
  + We need to look at the requirements for new hires.
  + We need to look at the differences in the departments and schools/colleges.

Matt:

* + The key for us is to make our meetings actionable and purposeful.
  + The lack of communication is part of the challenge.

**OSRP**

Matt:

* + Idea proposed by a past review - OSRP costs should be cost neutral (i.e., paid for by the grants, etc.)
  + We have looked at other institutions and talked to all of the deans about this idea.
    - I will keep you all updated on the conversation
    - Decisions have not been made. We are in conversation.

Jess:

* + Review of and support for the personnel supporting the grant process

**Insights/Actions**

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| --- | --- |
| **Insights** | **Actions (ideas)** |
| Inspiring innovation and growth in veteran faculty | Rewrite Guidelines |
| Chair authority | Take inventory of the challenges that chairs face |
| CAT II faculty opportunity | Examine creative ways to support  - Title changes |
| Hiring – Tendency to hire CAT IIs over TT | Create clear and purposeful expectation for the role |
| Communication challenges | Continue to focus our work here  - map the overlaps  - keep the conversation going |
| Graduate programs | Identify the differences and issues that relate specifically to grad. programs |
| OSRP cost neutrality discussion | Discussion with deans  - normed with other institutions  - continued research and conversation |