# Council of Chairs and Directors – General Meeting

Sept 4, 1-2:30pm

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| **Topic** | **Min** | **Comments** | **Voting Item?** |
| Welcome to Fall 2024! | 5 | Welcome new chairs, plans for PD | No |
| President Davidson Welcome Back to Chairs | 20 | Priorities for the year, role of chair, expectations | No |
| Provost Dr. Laura Elizabeth Niesen | 20 | AA Strategic Plan Update, Q&A +  Focus Groups Nov 4th | No |
| Budget Presentation and Q&A | 15 | Jim Carpenter & Andrew Rauch | No |
| Req of HB 21-1110: digital accessibility remediation plan and ongoing audit this fall | 10 | Shaun Schafer | No |
| Substantive Pause, questions or  concerns? | 5 | Shaun Schafer | No |
| Committee Report out/ request for feedback | 15 | All members (see committees below) | No |

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# Welcome Back – President Davidson

# Investing in leadership, professional development and management, including training

# Prioritizing people, training and compensation

# What does the Flywheel mean for chairs:

# Helping faculty and staff to see their impact in moving the flywheel

# Completion and retention

# Understanding the sustainability of the institution

# Money

# We each run a business unit of the University

# Need to look at things wholistically

# Money come from tuition and the state, only a little bit right now from fundraising

# Q: It would be helpful to know what our targets and goals are for each department

# A: Yes, we have come a long way with data analytics and more transparency. Our ability to do this will start trickling down to the departments. CHP, benefits, salaries, etc. Now have the tools to do this, understanding profit and loss

# Q: How far and how wide is budget analysis going (Return and Investment? How will we analyze revenue or things that are harder to measure?

# A: President’s flywheel challenge to identify things that are not efficient, things that are not helping recruitment, retention and graduation. Things that we can stop doing. I’m over pilot projects.

# Q: Disparities between class sizes. Class minimums but also maximums especially asynchronous online courses. Looking for guidance. Concerns about equity

# A: No one size fits all. There are equity issues for sure. Importance for first year courses too. Look at your profits and loss. Look at student teaching numbers by faculty. Look at the whole. Can’t be paying out more than you are taking in.

# Q: Levels of autonomy and decision making at the department level regarding profit and loss, for example affiliate budgets?

# A: Come and make a case. Discuss this with the Provost. Look at the data. If the rules are not working for you. Let’s talk about the rules. If your presumptions about the guidelines and guardrails aren’t working for you, let’s talk about it. Let’s do the math.

# Q: Philosophy around reconstruction in ROI? Example of Africana Studies.

# A: The flywheel doesn’t just spin, have to put something in to it to make it move. What’s your strategy? What lever do we need to push on to get you to where you want to go? What is your vision? Investments? Need a plan.

# AA Strategic Plan – Laura Niesen

# Faculty Compensation

# Salary.com consultants to benchmark salaries for faculty and staff

# 81 peers (started with 61) in terms of disciplines and FTEs. They had too many R1 institutes. 6% cost of labor also included for Denver

# Looking at their recommendations for how to deal with compressions. Four options presented by salary.com, now working with HR to address.

# Clarification of Normative Instructional Workload for faculty

# Created a grid or backbone for each of the colleges

# Presented to senior leadership this morning, presenting to faculty senate in two weeks

# Academic Strategic Plan

# None currently exists

# Working with consultant to jumpstart the process

# 16 individuals on the core team who are trained in strategic planning

# Tasked with identifying 100 stakeholders who will also be trained

# Goal is to get voice and point of view of many folks

# Q: Concerned about the data and the use of the term of “competitive” and not taking into the account the emotions and feelings of faculty by the salary.com folks. Plus or minus 20% is a large range. Why go out of house to do this analysis?

# A: To me, being competitive is finding a set of institutions that is like you and then find a particular number and go and see if people are below or above that for each discipline and use that for CUPA. Are we paying what other people are paying or are we close? Does that mean people are making a good enough wage to feel comfortable? No. Especially in Denver. Then you need to have a strategic conversation about where your values are. Using the data to make choices.

# Q: Concerned about the choice to go with cost of labor rather than cost of living. Missing the cost that living in Denver is. Might account for some of the cognitive dissonance folks are showing

# A: This concern has been dismissed without enough investigation. Would be interesting to track the cost of living vs. cost of labor.

# Budget – Jim Carpenter and Andrew Rauch

# Budget approved by BoT at June meeting, here to share the 24/25 budget

# See slides attached to meeting invite

# We need to be budgeting within our revenue. Pandemic funds are no longer available

# Q: Departments are suffering from lack of work study funding. When we talked about financial aid they said just use your own budget. There is no budget for this, including at the college level. Is there a larger strategic analysis to look at student hourly needs on campus?

# A: Different pieces to this question. Financial aid issues and deficit is less clear The minimum wage impacts this. Also an issue of individual department funding. Budgets need to be aligned with the activities. Giving you more reporting tools, but how are those dollars being allocated to specific activities. Some is a process question. Some is transparency issue. Some is a problem that we just don’t have the money for it. We rely heavily on student employees at the University. A lot of budget request were for student employment, many were not funded. Need to redirect funding in response to this need.

# Q: Seems like work study funds were moved without department chair input away from departments were it was deemed somewhere that these students were not needed. Where did the work study funds go? Who was funded? Have not heard a satisfactory answer.

# A: See Q&A in chat for some answers

# Q: What headwinds are we facing in terms of budget to prevent cuts?

# A: Value of secondary education. Revenue cap in Colorado for state funding usage, where do they go to cut first? The enrollment cliff.

# HB 21-1110 – Shaun Schafer

# See slides included in chat and email invite

# Looking into requests for help auditing

# Q: Materials that are exempt despite a reasonable effort

# A: Not exempt, include letters or other documentation for challenges you face around accessibility.

# Substantive Pause – Shaun Schafer

# 26/27 meeting with peer reviewers of accreditation for higher education. Trying to avoid last minute efforts for this.

# Proposing substantive curriculum pause during 26/27 to help free up bandwidth for this.

# Just those required by state licensing committees and accreditors, which is typically about 10% of curriculum submissions.

# Purposes of the Council of Chairs and Directors

* To foster the individual and collective effectiveness of the Chairs, School, and Institute Directors in the performance of their duties
* To provide the Administration of the University, prompt and accurate information about the needs, problems and viewpoints of Chairs and Directors
* To provide Chairs and Directors with the opportunity for professional growth and development and for increased knowledge of the issues relevant to their roles as Chairs and Directors
* To promote and protect the welfare, safety, and satisfaction of the Chairs and Directors

# Upcoming meetings:

* Next CoCD Meeting, Oct 2 2024
* AY 24-25 CoCD Full Meetings will be held the first Wednesday of the month August 15- May 15, 1-2:30pm in SSB 400 or on Teams

**Adjourn:** Thank you for all you do!

**Guests:**

Janine Davidson

Laura Niesen

Jim Carpenter

Andrew Rauch

Shaun Schafer

Cath Kleier

Sam Jay

**Attendees:**

Eric James

Chris Jennings

Rob Preuhs

Nick Recker

Fred Barlow

Roland Schendel

Jenny Allert

Greg Clifton

Mark Yoss

Lisa Badanes

Maria Akrabova

Andrew Bonham

Sara Jackson

Ford Lux

Jessica Rossi-Katz

Jess Retrum

Gabrielle Katz

Wendy Weber

Adriana Nieto

Alex Padilla

Ted Shin

Rachel Sinley

Abel Moreno

Caleb Cahoe

Jacob Welch

Anahi Russo Garrido

Corey Sell

Sally Baalbaki-Yassine

Chris Jennings

Henry Jackson

John Carter

Silu Cheng

Lisa Badanes

Matt Makley

Kathy Whitore

Tricia Hudson-Matthew

Matthew Jenkins

Feng Jiang

Jasmine Harris