To: BFA General Assembly Meeting Attendees

RE: February General Assembly Meeting Summary, documents, and links

Thank you for your participation and attendance at last week’s General Assembly meeting. Please see below for a summary of agenda items, as well as related links. Meeting documents can be found in the shared AY21-22 General Assembly Google folder. * The final draft of meeting minutes will be e-mailed by February 25, 2022 for approval. You can also review the CU Boulder Today story on the Assembly meeting.

Best Regards,
Boulder Faculty Assembly

I. Spring Assembly Address – Chancellor Phil DiStefano

The Chancellor gave members updates and details on a number of items including:

- February 1 arrest of UCLA lecturer and the related shelter-in-place order. Distefano noted that they were in process of reviewing the communications process for the incident which had been managed by Boulder PD.
- Decision to start semester remotely due to Marshall fire impacts and the number of campus faculty, staff, and students who had to be evacuated and/or lost their homes along with rise of COVID cases due to the Omicron variant in Boulder County.
- Boosters are required for campus members and proof must be uploaded in the system by February 24, 2022
- Equal Pay For Equal Work Act (EPEWA) – Boulder chose to meet requirements and deadlines for this process with a two-part process. The first phase was designed to get into legal compliance, and the second will include deeper analysis on market forces, salary compression and retention offers practices. The effort will be led by the Provost’s office and the Office of Faculty Affairs in partnership with faculty governance.
- Campus financial overview related to losses incurred during the pandemic, along with increased enrollments for AY21-22 which resulted in a one-time 1% salary enhancement, along with a 3% merit pool being presented to the Regents at their February meeting.

II. Budget Model Redesign Update –
- Carla Ho-a, Vice Chancellor and C.F.O.
- Ann Schmiesing, Executive Vice Provost for Academic Resource Management
- Katrina Spencer, Deputy C.F.O.

Members heard updates regarding the process to redesign the current campus budget model. The new model is being designed to allow for greater flexibility for changing financial pictures as well as reviewing older legacy systems that no longer reflect campus needs.Slides for the presentation are attached here and are also in the shared Assembly Google folder. Representatives can share these with their colleagues. Any questions representatives or their department colleagues may have should be directed to: budgetmodel@colorado.edu.

III. Campus COVID Updates – Pat O'Rourke, COO
Rates of infection, positivity rates, and hospitalization are all falling. See the campus COVID webpage for updated details. Reminder that campus members are required to update their status in MyCUHealth portal to show they’ve received the booster shot.

IV. Academic Affairs Updates – Katherine Eggert, Sr. V. Provost Academic Plan/Assessment

Eggert thanked faculty members for their efforts to quickly switch from in-person classes to remote at the start of the spring semester. Eggert also reviewed to proposed changes to campus grading policies including:

- Streamlining of the Grade Replacement Policy to automate the process and to lift the credit limit on the number of classes allowed.
- Creation of a Satisfactory/Unsatisfactory (S/U) to allow for a small number of classes that are not allowed to be taken for a grade (experiential classes and dissertation hours). The current P/P+/F do not allow the correct grade to be reflected.
- Since these items are grading policies, they must be reviewed by the BFA and the information passed to the Provost for a final decision. Members voted via Qualtrics regarding the proposals with the following results:
  - Automate Grade Replacement Requests: 39 agreed; 5 opposed; 2 abstentions
  - Lift the credit maximum for the Grade Replacement Policy: 35 agreed; 7 opposed; 4 abstentions
  - Create S/U grade options: 36 agreed; 3 opposed; 7 abstentions
  - Both proposals are expected to be approved by the Provost next week. The Grade Replacement changes will be in effect for spring semester, and the S/U grade option will go into effect Fall 2022.

V. BFA-R-1-113021 Recommendation for Policy on Sports Wagering – Seth Hornstein, IAC

The BFA Intercollegiate Athletic committee introduced a resolution to recommend campus consider the creation of a policy related to guidelines on sports gambling to protect student athletes from undue pressure and retaliation. Representatives are asked to share the item with their constituents and to send all questions, feedback, etc. to Hornstein at bfa@colorado.edu. All feedback should be received by February 21 for review. Members will discuss the proposal and vote on it at the March 3, 2022 Assembly meeting.

VI. BFA-M-2-012422 Motion to Revise the GAC Charge – Jennifer Hendricks, GAC Chair

Changes to the campus Professional Rights & Responsibilities policy, required updates to the BFA Grievance Advisory Committee (GAC) charge. Hendricks reviewed the proposed charge and membership changes. Representatives are asked to review the charge, share with their constituents, and send all questions, feedback etc. to Hendricks at bfa@colorado.edu prior to February 21. The revised charge will be voted on at the March 3, 2022 Assembly meeting.

VII. BFA At-Large Representative Seat Elections – Adam Norris, BFA Secretary

Norris announced that five seats are open to all eligible campus faculty members for spring elections. He encouraged representatives to share the information widely with their constituents. Nominations are currently open and interested faculty should send nominations to Adam Norris at bfa@colorado.edu. For complete information see the Call for Nominations and the BFA Elections webpage.

- Nominations – February 3-17, 2022
Additional Reminders – please share widely:

BFA & OIT Google Storage Migration Listening Session
The BFA is partnering with OIT to provide listening sessions for campus faculty so that members can find out more about the changes being instigated by Google. Additionally, OIT would like to hear from faculty regarding how they are currently using Google storage so that they can continue to develop solutions for large storage. The next session is Thursday, February 17 from 4-5pm. All faculty are welcome to join this Zoom session. See the page on our website for the link.

- Does your CU Boulder Google account storage exceed 5 gigabytes?

CUPD Community Oversight Review Board
There are several seats open on this newly implemented police oversight board. The BFA has one seat open for a campus faculty member, and there are two seats open to any campus community member (faculty, staff, students). Please let your colleagues and departments know that these seats are open and send any questions or nominations to bfa@colorado.edu. The group meets once a month.

*2021-2022 BFA General Assembly Folder

NOTE: In order to access the shared Google 2020-21 BFA General Assembly shared Google folder, you must be logged into your CU Gmail (CUidentikey@colorado.edu). If you log into your personal Gmail, you will need to switch accounts.

Boulder Faculty Assembly (BFA)
Regent Hall – Room 1B37
303-492-6271
www.colorado.edu/bfa
Budget Model Redesign
Why we are redesigning our current budget model

The current budget model has provided stability for the campus, but greater flexibility is needed for strategic investments and to respond to the rapidly changing higher education landscape, including opportunities and crises that may arise.

Similarly, funding must better enable us to respond to and anticipate current and future realities, instead of reflecting legacy decisions that may no longer be relevant.

The revised budget will provide enhanced incentives to support and reward growth in key areas, respond to declines, and ensure accountability for the use and allocation of funding.

Increased transparency will enable stakeholders to better understand and engage in budgetary decision-making that furthers the university's mission and strategic objectives.

This is an opportunity to focus on the entire budget, not just the increment.
Budget Model Redesign Decision Parameters

As part of the early work of the Budget Model Redesign, the following design parameters were set by Executive Sponsors

- The Budget Model Redesign will focus on the allocation of net tuition (gross tuition – financial aid/refunds/adjustments/waivers).

- Legacy revenue sharing agreements will be evaluated as part of the redesign.

- Indirect Cost Recovery (ICR) distributions, including department allocation of indirect cost recovery (DAICR), will not be included in the new allocation.

- The proportionate allocation of net tuition to academic schools and colleges vs. academic and administrative support units will remain at roughly 65% to schools and colleges and 35% to academic and administrative support units. This is similar to CU Boulder's historic allocation split.

- A strategic fund must be included in the model to provide pooled funds for strategic investment.
Governance Structure and Associated Committees

**Executive Sponsors**

- Philip P. DiStefano, Chancellor
- Russell Moore, Provost
- Patrick O’Rourke, Chief Operating Officer
- Carla Ho’a, Chief Financial Officer
- Ann Schmiesing, EVP for Academic Resource Management
- Tiffany Beechy, Chair, Boulder Faculty Assembly

**Strategic Alignment Committee (SAC)**

- Makes high-level design decisions.
- Reviews and responds to design recommendations created by the Design Committee.
- Ensures alignment with mission, strategic priorities.

**Design Committee**

- Executes specific tasks or focal areas as laid out by SAC, such as detailed tuition allocation design elements.
- Provides data and data analysis of design options.
- Organizes various working groups to address specific design components.

Using all the information and recommendations provided, the Executive Sponsors make the final decisions.

Executive Sponsors deliver charge to SAC.

Reviews and discusses Design Committee recommendations and delivers final recommendations to the Executive Sponsors.

Provides recommendations to SAC on model-specific design elements.
The Strategic Alignment Committee (SAC) provides guidance for the budget model redesign and ensures that the new budget model will support CU Boulder's mission.

<table>
<thead>
<tr>
<th>Co-Chair: Carla Ho'a, Chief Financial Officer</th>
<th>Co-Chair: Ann Schmiesing, EVP for Academic Resource Management</th>
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<tr>
<td>E. Scott Adler, Dean and Vice Provost, Graduate School</td>
<td>David Kang, VC for Infrastructure and Sustainability</td>
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<td>Lolita Buckner Inniss, Dean, University of Colorado Law School</td>
<td>Sharon Matusik, Dean, Leeds School of Business</td>
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<td>Chantal Baca, At-Large Representative, CU Boulder Staff Council</td>
<td>Robert McDonald, Dean, University Libraries, and SVP of Online Education</td>
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<td>Lori Bergen, Dean, College of Media, Communication, and Information</td>
<td>Keith Molenaar, Interim Dean, College of Engineering &amp; Applied Science</td>
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<td>Akirah Bradley, Vice Chancellor for Student Affairs</td>
<td>Michele Moses, Vice Provost and Associate Vice Chancellor for Faculty Affairs</td>
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<td>Ben Capeloto, CU Student Government Co-President</td>
<td>Omar Laris, Graduate and Professional Student Government Vice President</td>
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<td>Jeffrey Cox, Chair of English and Distinguished Professor</td>
<td>Scott Parker, BFA Budget and Planning Committee Chair (2020-21), Professor of Physics</td>
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<td>John Davis, Dean, College of Music</td>
<td>Katherine Schultz, Dean, School of Education</td>
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<td>Terri Fiez, Vice Chancellor for Research &amp; Innovation &amp; Dean of the Institutes</td>
<td>Scott Battle, Dean, Division of Continuing Education &amp; Professional Studies</td>
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<td>Lisa Flores, Associate Dean of Diversity, Equity and Inclusion, CMCI</td>
<td>James White, Interim Dean, College of Arts &amp; Sciences</td>
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**Support Personnel include:** Katrina Spencer, Mandy Cole, Venessa Ortega, Kathryn Tisdale, Danielle Brunner, Noah Judson, Huron
The Design Committee is responsible for developing the preliminary structure and issuing design recommendations to the Strategic Alignment Committee.

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<tr>
<th>Katrina Spencer, Deputy CFO, Chair</th>
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<tr>
<th>Mandy Cole, AVC for Budget Management, Budget &amp; Finance, Co-Chair</th>
<th>Danielle Brunner, AVC for Academic Affairs Budget &amp; Finance, Co-Chair</th>
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<tr>
<td>Maia Andreasen, Executive Director of Finance, Policy and Business Administration - Student Affairs</td>
<td>Erin Hutchinson, Exec. Director of Finance, Planning, Procurement - OIT</td>
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<td>Lina Day, Director of Budget and Finance – CMCI</td>
<td>Karen Regan, AVC for Research &amp; Innovation - RIO</td>
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<td>Stephanie Gillin, Associate Dean of Administration &amp; Finance - Leeds</td>
<td>Ron Ried, Director, Business Services - I&amp;S</td>
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<td>Carrie Howard, Assistant Dean of Budget &amp; Finance – College of Music</td>
<td>Jonathan Rogers, Tisone Professor of Accounting - Leeds</td>
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<td>Gina Langfield, Finance &amp; Accounting Director - Undergraduate Ed</td>
<td>Bobby Schnabel, Department External Chair – College of Engineering</td>
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<td>Amy Lavens, Vice Dean of Finance and Administration, A&amp;S</td>
<td>Brad Weiner, Interim Chief Data Officer - ODA</td>
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<td>Aisha Jackson, AVC/AVP Academic Technology and Student Success, OIT</td>
<td>Nancy Tway, Senior Budget, Finance, HR &amp; Faculty Affairs Liaison - Research</td>
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<td>Andy Cowell, Professor of Linguistics, A&amp;S</td>
<td>Additional Support: Venessa Ortega, Assistant Director of Budget Management, Jess Keating, Assessment Analyst, Huron, and others ad hoc</td>
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Budget Model Redesign Phases
A phased approach is being taken toward achievement of project goals and deliverables

We are currently in the Solution Design phase of the Budget Model Redesign.

Phase 1
- "Alignment analysis" between guiding principles and current state across:
  - Stakeholder interview themes
  - Funds flows and incentives
- Context on historical allocations, including benchmarking
- Recommendations to inform future initiative activities

Phase 2
- Determine organizational structure of the budget model
- Collect data and build a "prototype" model
- Review decision points with SAC
- Further define model based upon SAC recommendations
- Customize budget model
- Continue campus engagement

Phase 3
- Determine what changes are needed to university budget processes and long-term governance
- Define governance roles and responsibilities
- Build budget templates and tools
- Training for university stakeholders
Efforts to date

Diagnostic Phase
• Interviewed 114 academic and administrative leaders in 38 units / groups

Solution Design
• Spring 2021 - six themed listening sessions with 240 attendees
• Fall 2021 Coffee and the Campus Budget sessions, 127 attendees
• Budget 101 video and Coffee and Campus Budget recordings at www.colorado.edu/bfp/budget-model
• Strategic Alignment Committee has met 21 times since January 12, 2021
• Design Committee has met 24 times since February 23, 2021
• In spring 2022, we will visit every school/college to discuss the budget model prototype in more detail
• We also have more Coffee and the Campus Budget sessions planned for this semester
The amounts and percentages here are only examples to illustrate key components of a budget model.

**Decision Points:**

1. **Portion for Colleges & Schools:** In this example, net tuition revenues are split between the schools & colleges and campus 65% / 35%.

2. **Quantitative Allocation Methodology:** Net tuition is allocated via a methodology that reflects agreed upon strategic priorities.

3. **Portion for Qualitative Allocation:** Each unit contributes a portion of allocated net tuition to fund supplemental and strategic initiatives.

4. **Qualitative Allocation Methodology:** Each unit receives an allocation from the supplemental/strategic initiative pool based on a set of qualitative criteria.
The Design Committee has provided initial recommendations to the Strategic Alignment Committee (SAC) for the undergraduate and graduate portions of the budget model. *Recommendations for other parts of the model are forthcoming.*

Budget model allocations are focused on funds that will flow to schools and colleges at the dean level.

Decisions to be made within the school or college continue to include: department and program-level allocations, personnel decisions, use of reserves and other funds, purchasing, graduate assistantships, operating needs.
Next Steps

We are currently examining how various other aspects, components, and priorities might be addressed in the redesigned model.

These include but are not limited to:

- Supplemental (aka "subvention") funds
- Strategic investment fund
- College of record/college of instruction allocations for cross-college minors and double majors, Program in Exploratory Studies, faculty with funding split between different schools/college/institutes, Academic Program Allocations (APAs), and related cross-college programs and issues
- Diversity, equity and inclusion priorities, including but not limited to Faculty Vacancy Reallocation and the Faculty Diversity Action Plan
Where we are in the process

Current efforts are focused on developing an initial budget model design and beginning model testing. Once developed, we anticipate monitoring impacts and conducting a review after units have had time to reflect and work within the new model construct.

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<td><strong>A) Model Design</strong></td>
<td>In Progress</td>
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<td>(How money will flow across CU-B)</td>
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<td><strong>B) Model Testing</strong></td>
<td>In Progress</td>
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<td>(Parking lot items, initial reporting, sensitivity analysis, evaluate overall model)</td>
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<td><strong>C) Implementation Readiness</strong></td>
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<td>(Broader training/education, processes/policies, define workflows, model refinements, undertake first new budget process)</td>
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<td><strong>D) Go-live (Year 1) (“Hold Harmless”)</strong></td>
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<td>(Multi-year reporting, reflects new budget model approach)</td>
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<td><strong>E) Full New Budget Model Implementation</strong></td>
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In Progress

Today
BFA Intercollegiate Athletics Committee Notice of Motion  
Resolution to Recommend a CU Boulder Policy Regarding Sports Wagering on CU Boulder NCAA Teams  
BFA-R-I-113021

Whereas, the state of Colorado has recently moved to allow Sports Wagering on certain NCAA Division I sports;

Whereas, the University of Colorado Boulder (CU) promotes integrity and fair play in intercollegiate athletic competition;

Whereas, the CU’s culture, values, and Honor Code call University faculty, staff and students to a higher standard than the law generally requires;

Whereas, student-athletes at CU may find themselves under undue pressure from other members of the CU Community (faculty, staff, or other students) who have vested (financial) interests in the outcome of a sporting event involving CU student-athletes;

Whereas, student-athletes at CU may find themselves on the receiving end of retaliation from other members of the CU Community (faculty, staff, or other students) based on the outcome of a sporting event involving CU student-athletes;

Whereas, similar institutions to CU have already adopted policies prohibiting university affiliates from gambling on their own university competitions1,2,3;

Be it resolved that the Boulder Faculty Assembly (BFA) recommends CU adopt a policy restricting CU faculty, staff, and students from placing, accepting, or soliciting a sports wager (on one’s own behalf or on behalf of others) on any CU NCAA Division I team, student-athlete, coach, statistical occurrence, contest, or event.

Be it further resolved that any restriction on sports wagers should include (but is not limited to) wagers that are:

- Placed, accepted or solicited on any University of Colorado Boulder team, student-athlete or coach from any campus, whether in favor of or against the team, student-athlete or coach;
- Placed, accepted or solicited on a pre-game or in-play basis;
- Placed, accepted or solicited in any U.S. state or territory or in any other country;
- Placed, accepted or solicited online or via an application or betting intermediary;
- Legal or illegal.

Be it further resolved that the BFA recommends that, among other responses to violating an adopted gambling policy, CU focus on restorative justice and providing resources for gambling addiction assistance4,5.

Submitted by Intercollegiate Athletics Committee: 11.30.2021  
Approved by the BFA Executive Committee: 01.10.22  
Submitted to the BFA General Assembly:  
Approved unanimously (or specifics of Assembly vote):  

1 https://www.purdue.edu/policies/ethics/iiia5.html  
5 http://www.problemgamblingcolorado.org/content/help-resources
Whereas the work and mission of the BFA Standing Committee must necessarily evolve to keep in step with changes in campus structure, organization, and administration;

Whereas Article V, Part B, Section 4 of the BFA Bylaws states that “Committees shall review their charges by the end of March every year. Proposed changes to the charges will be presented to the full BFA for approval;”

Whereas the Executive Committee has considered and approved the proposed revisions of the charge of the Grievance Advisory Committee;

Therefore, in order to ensure that the charge of the Committee accurately reflects the work and mission of the committee,

Be it resolved that the BFA Assembly consider for approval these revisions of the charge of the Grievance Advisory Committee.

The Grievance Advisory Committee shall be composed of four to seven faculty members elected annually by the BFA. Faculty of all ranks shall be eligible for election to the committee and a diversity of ranks is desirable. The committee may choose additional members, subject to approval by the Executive Committee, to ensure sufficient and diverse membership to address specific issues and concerns as they arise. The committee chair may also select one to two retired faculty members for a one-year non-voting faculty resource member role.

The Committee shall recruit, train, and supervise a roster of BFA Advisors available to assist faculty members in the grievance process. BFA Advisors my provide information to faculty members on the appropriate venue and procedure for hearing a grievance, on requirements for initiating or responding to a grievance, and on resolving concerns informally. At the request of a faculty member, a BFA Advisor can also serve as the “third party advisor” authorized by part IV.C.4.c of the CU Boulder “Professional Rights and Responsibilities of Faculty Members” (PRR) to accompany the faculty member to a meeting with a Supervising Administrator.

Advisors shall report back to the Committee so that it can monitor campus grievance processes ensuring that procedures are followed in a timely manner and publish aggregate data on campus grievances. When it believes that changes to established procedures are necessary, the Committee shall make recommendations to the BFA.

When requested by a faculty member pursuant to part IV.E.3.c of the PRR, the Committee shall review the faculty member’s appeal and advise the Reviewing Administrator as described in that part.