Admin Council Meeting Minutes
March 14, 2022, 4:00-5:00 PM

Agenda
- ASEE CU Boulder Activities
- IDEA Plan Actions Updates/Campus Culture Survey
- College Budget Redesign Planning
- SSAS Update
- Open Discussion

Acting Dean Keith Molenaar began the meeting at 4:00 p.m.

American Society for Engineering Education (ASEE) CU Boulder Activities
Angela Bielefeldt recently took over Beth Myers' role as the CEAS representative for ASEE. Angela provided the council with background on ASEE, CU's involvement, and ideas for new initiatives for CEAS to participate in ASEE (see attached PPT for details). ASEE has both undergraduate and graduate divisions, as well as online and registered communities. Angela will send Keith a summary of opportunities to send out to chairs to share with their departments. She is available to attend department meetings if the chairs would like. Keith encouraged participation individually and departmentally in ASEE.

IDEA Plan Actions Updates/Campus Culture Survey
Amy Moreno-Sherwood, Director of Inclusive Culture, gave the council updates on upcoming actions and information regarding IDEA Plan Actions and the Campus Culture Survey. Campus will be sending out 5 new DEI goals this week, and the Campus Culture Survey Results will be available in early April. The goals for campus are very broad, and CEAS' current efforts will very likely already fall under the university's goals. With these upcoming goals and results, CEAS departments and units will be updating their IDEA Plans. We have a brand-new progress report for IDEA Plan Actions; Amy will be following up with everyone today to get an update.

Progress reports will be due on May 16; one report for each program/unit that touches on each IDEA Plan Action. Amy recommended that departments/units consider putting together a local task force to complete the report. Support from Amy and Vanessa Dunn will be available through consultation or workshops. Council members are encouraged to use the results of the survey and their original plans to review how goals are already being accomplished and where additional or different efforts are needed. Please see attached PPT for additional information, resources Amy provided in the meeting, and watch for communications with details and support options.

College Budget Redesign Planning
Keith briefly presented the Campus Budget Redesign presentation and encouraged people to attend the session on Wednesday if they had not attended the one last week. He provided a summary of the changes and emphasized that they are for the tuition portion of our general funds. The new design gives us predictability on how we want to grow and creates many new opportunities for CEAS (see attached PPT for additional information). He also presented the Suggested College Budget Redesign Governance Model and Timing and would like the financial folks to work with Doug Smith and Rory Korpela to work through some of the questions we are talking about. The goal timeline would be to have discussions start in March, give periodic reports in March/April, and have a budget retreat in May. Overall, everyone in the meeting was on board with this plan.

Student Support and Advising Service (SSAS) Update
Mary Steiner, Associate Dean for Students, gave a SSAS update regarding advising and academic success. As the group takes a strategic look at programs and majors, they are working towards holistic advising in the college. Upcoming items that they are looking forward to include the Engineering Residential Community and how that will change the scope of the first-year experience, and the first-year advising pilot that is launching in Aerospace and Open Option next year. Mary will be sending out reports later this semester and will keep the council updated as things progress.

Meeting adjourned at 4:59

American Society for Engineering Education

New Campus Representative: Angela Bielefeldt

Director Integrated Design Engineering Program (E+)

Civil, Environmental Architectural Engineering

ASEE Fellow

What is ASEE?

- National (international)
  - Divisions
  - Data: numbers and demographics BS, MS, PhD, faculty; discipline level
- Annual (national) meeting each June
  - Double-blind peer reviewed conference papers
  - Open-access, track downloads, DOI assigned: peer.asee.org
- Division-level conferences
  - Capstone design (CU hosted 2x)
  - First-year Programs
  - CoNECD
- Zones: Zone IV conference every ~2-3 yrs
  - CU hosted in 2018 (Bielefeldt chair)
- Sections: Rocky Mountain Section
  - Typically conference yearly, CSM 2020 cancelled due to COVID
  - Bielefeldt chaired ~2018

CU at ASEE

- Previous campus rep: Beth Myers, Daria Kotys-Schwartz
- CU members: 53 (many lifetime / emeritus)
- CU activity:
  - Faculty, staff, students

Year	PEER papers	# CU-B affiliated authors
2021	34	38
2020	25	24
2019	29	17
2018	30	
2017	22	

Ideas for New Initiatives

- Departmental Representative
  - Pass on information from Division to dept
  - Would dept fund their membership? $89 online prof + Division dues
- Cost share memberships w/ dept/college?
  - $10 students, $89 basic faculty (3 per dept?) AES, MCEN active
- Cost share travel to conferences?
  - Registration ~$750 annual, ~$250 Zone, ~$150 Section,
- Each semester networking event
 - Preview / recap conference presentations, etc.
- Writing circle for conference papers

Goal: Prepare CEAS for new campus DEI Goals, Campus Culture Survey (CCS) results, and IDEA Plan Actions Progress Reports

Resources: JEDI Strategic Planning Toolkit

Timeline:

- **February 9th** - SVC for DEI presents five new campus DEI goals to UELT
    - When will these be shared with campus?
        - i.   Using goals to coordinate activities not as new activities.
        - ii.   Pick one for a priority
    - 5 new goals have been shared for alignment of efforts, not add on
    - **Update (3/2/2022): The goals have not been shared with campus as a whole and will not be for a few weeks yet according to Sonia DeLuca Fernandez.**
- **February 23rd to March 2** – Inclusive Culture Council reviews, shares locally, and provides feedback on IDEA Plan Actions Progress Report template
    - Serve as a collaborator with task force, not as point to complete
- **First week of March** - Cherie, Terri, Fernando, Vanessa, Amy, & Keith meet
    - Prepare for March 14 Admin Council Meeting
    - Review and update CEAS timeline/strategy
    - Clarify roles and responsibilities with data
- **March 14** - <u>Admin Council Meeting</u> - Keith lead presentation:
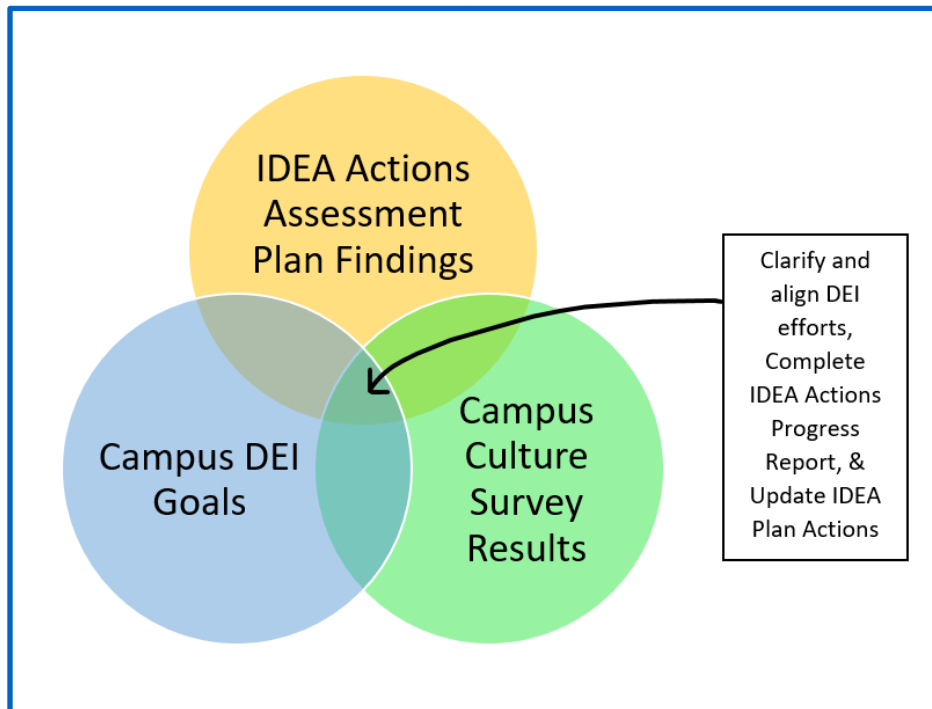
    - CCS results and 5 new DEI goals coming in April
        - i.   CCS Results
            - Baseline data for the campus IDEA Plan and IDEA Plan Actions
            - Approach with how the CCS results illuminate the work that needs to be done to advance current goals/efforts.

- Relates to our vision of the Professional and learning environment - think of it as what we do in our contexts each day

ii. The purpose of the CCS results is to indicate areas of focus to enhance current IDEA Plan Actions and support strategic planning for all units

o Immediate actions -

    i. Submit IDEA Plan Actions Progress Report *by May 16, 2022* -includes alignment with campus DEI goals and outlining CCS strategy

- Suggest to assemble a task force to complete the progress report.
  - o Consider local DEI committees and roles
  - o ICC members serve as contributors to the Progress Report, not authors
- One report for each department, program, and unit: Incorporate all IDEA Plan Actions into one report
- Consultations can be scheduled with Amy to support completion
  - o Use the JEDI Strategic Planning toolkit
  - o Schedule a 30-minute consultation at: https://calendly.com/amy-moreno-sherwood/30-minute-consult-meeting

    ii. Units without current IDEA Plan Actions prepare for CCS results and begin incorporating DEI goals and actions into strategic planning for 2022-23 academic year.

    iii. Be prepared for additional resources and guidance for reviewing CCS results in April.

    iv. Questions & Follow-Up:

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- **March 15** – CCS results shared with campus leadership to enable them to become conversant with CCS findings
  - o **Dean can identify 5 individuals in CEAS to have early access to data:**
    - i. Amy
    - ii. Terri
    - iii. Cherie
    - iv. Fernando
    - v. Vanessa
      - **Roles and Responsibilities**:
        - o Identify topics for the FAQ's to help leaders navigate the sharing of CCS results (i.e.What are common questions leaders may have, answers they may be expected to have, and/or what information would be beneficial to have while reviewing the data?)
        - o Identify highlights/trends to be aware of with college-wide results for undergraduates and graduates (Terri), staff (Cherie), and faculty (Fernando)
          - ▪ Anticipate sections that stand out as both strengths and challenges.

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- Amy & Vanessa will review all dashboards
    o How to navigate the dashboard- common questions, quick navigation guide: **Update (3/2/22) - Expecting campus to provide this resource as well as others.**
        - Amy & Vanessa will know materials being provided at 3/17 stakeholders meeting
    o Prepare college stakeholders listed in the next section
        - Keith: Admin Council
        - Amy: ICC & Julie C. (Communications)
        - Terri: Undergraduate and Graduate students
        - Cherie: Staff
        - Fernando: Faculty
    o Deliverable: **Develop a set of FAQ's for leaders about CCS results**
        - Amy will write this and Terri, Fernando, Cherie, and Vanessa will contribute to the content.
- **March 17** – CCS stakeholders meeting led by Teresa Wroe and Julie Volckens to share next steps and resources – Vanessa & Amy attend
    o ~2 weeks until units receive results
    o **What questions and/or comments do we want to ask at this meeting?**
        i. How are the results going to be shared with departments, programs, units?
        ii. Are they providing trends, patterns, etc.?
            - Likely action items related to incivility drivers and managers/supervisors for example
            - Will have Tableau dashboards and user guide from campus
- **March 30** - ICC Meeting
    o Consider task of reviewing and prioritizing CCS results - making recommendations
- **Last week of March/Beginning of April** – Communications to College for CCS results
    o Establish a communication strategy for the college in collaboration with SRS to inform the community of the results being available, and what actions are being taken to review and act on the findings.
        i. Collaborate with [Julie Chiron](#)
        ii. Communication plan for CCS result roll out to college
            - Message to community around where we are going -: Incorporate DEI goals and CCS results into IDEA Plan Actions and activate additional offices
- **April 1st** – CCS results and findings shared with departments, programs, and units (campus roll out)
- **May 16ᵗʰ** – CEAS IDEA Plan Actions Progress report due
- **Fall 2022** Engage CEAS Community around DEI efforts & Strategic Planning

College Stakeholders to prepare for CCS results and New DEI Goals:

- Admin Council:

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- o Ask to share materials and lead preparation locally, establish task force or similar working group to complete IDEA Plan Actions Progress Report
  - o March 14th presentation
- Inclusive Culture Council:
  - o Provide feedback on IDEA Plan Progress Report and participate in the completion of unit Progress Report
  - o Propose reviewing CCS results
- Undergraduate Stakeholders:
  - o BOLD Center
  - o UEC (Rhonda H.)
  - o Student Success Committee
- Graduate Stakeholders:
  - o Charles & Meredith
  - o GEC
- Staff Stakeholders:
  - o Human Resources - preparing Staff Council to engage, and implications for HR operations
  - o Staff Council
- Faculty Stakeholders:
  - o Faculty Advancement
  - o Human Resources

- Communications & Marketing

  - o Julie C.

Background, Purpose & Goals

"The campus budget should serve as a tool for accomplishing our mission" as a comprehensive public teaching and research university. (Academic Futures Report, 2018)

Purpose

Charge CU Boulder stakeholders in the **design, refinement and recommendation** of a new campus budget model built *for* CU Boulder *by* CU Boulder.

Goals

- Increased **transparency**; the flow of funds is clearer
- Increased **flexibility**; campus, schools/colleges, and administrative support units have increased ability to respond to shifts, opportunities, and challenges
- **Support** of our mission-critical activities and outcomes; for example, increased student retention and graduation

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How we are building the model

Executive Sponsors determined **design parameters:**

- The new budget should be an **incentive-based**, vs. **incremental-based model**.

- The redesigned allocation methodology will focus on the allocation of **net tuition**;

- Indirect Cost Recovery (ICR) distributions, including Department Allocation of Indirect Cost Recovery (DAICR), will not be included in the new allocation initially.

- State funding and auxiliary funds are also excluded.

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

- A strategic fund must be included in the model to provide pooled funds for strategic investment.

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How it will work: key concepts

Net tuition: revenue from undergraduate and graduate tuition, less financial aid, tuition refunds and bad debt.

⭐ **Mandatory costs**: includes insurance and some deferred maintenance and will be taken "off the top," prior to core funds allocations.

⭐ **Strategic funds pool**: a portion of the net tuition taken "off the top," prior to core funds allocation, to support strategic campus-wide investments and activities

Allocable net tuition: the portion of net tuition available after strategic and mandatory funds deductions, for core funds allocations.

Core funds allocation: the portion of net tuition distributed directly to **colleges and schools as well as academic and administrative support units** (such as university libraries and human resources.)

⭐ **Supplemental funds pool**: a portion of the **college/school allocable net tuition**, which is **distributed to colleges and schools** with consideration of the University's mission as a comprehensive AAU public teaching and research institution and after consultation with stakeholders.

⭐ *These elements are still "under construction." Important details, such as how much funding will go into each pool, will be finalized in the coming months.*

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How it will work: funds flow

Campus support units include Human Resources, Student Affairs, Facilities Management, University Libraries, etc.

The **35/65 split** represents an average of allocations over the past 10 years.

Net Tuition

⭐ **Strategic Pool**

⭐ **Mandatory Costs**

Allocable Net Tuition

Campus Support Units (35%)

College / School Portion (65%)

⭐ **Supplemental Pool**

Allocation Pools

Graduate Portion (75%)

Undergraduate Portion (64%)
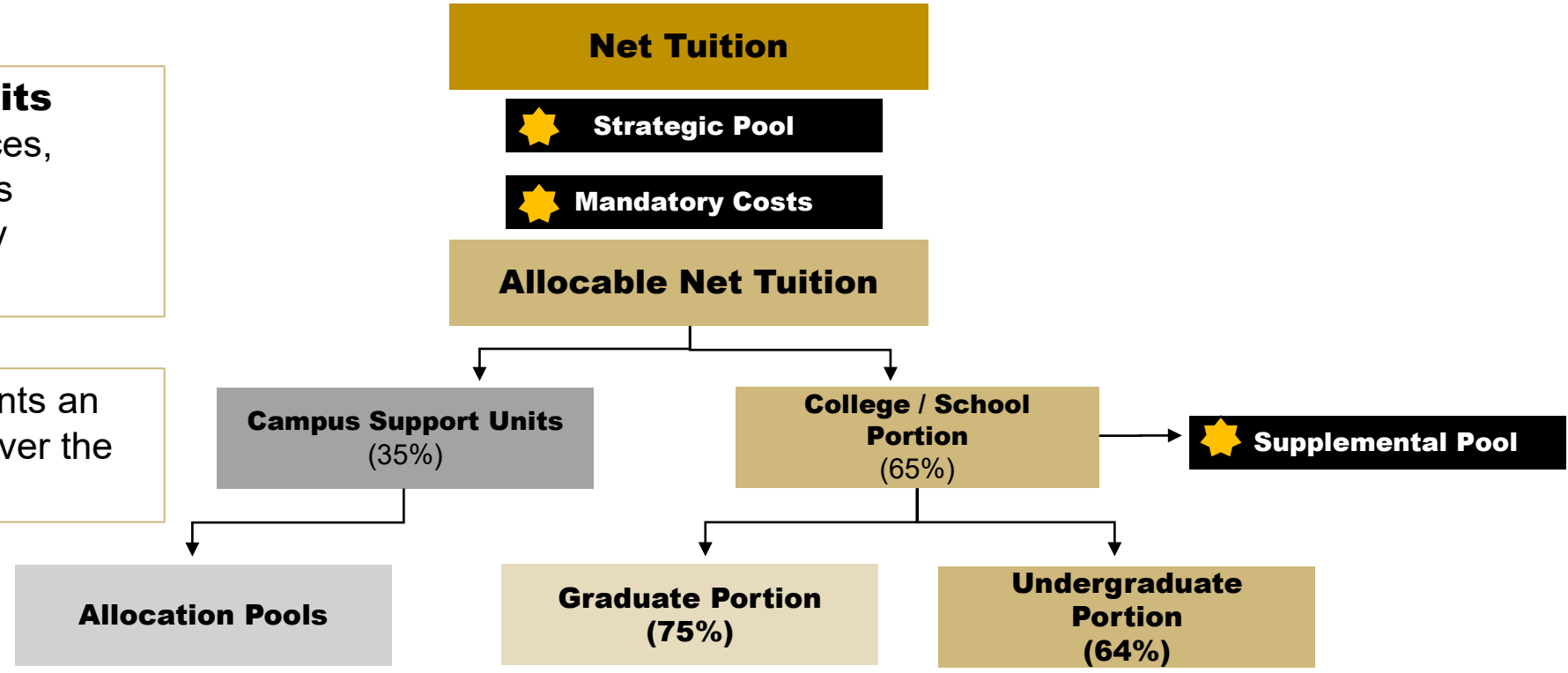
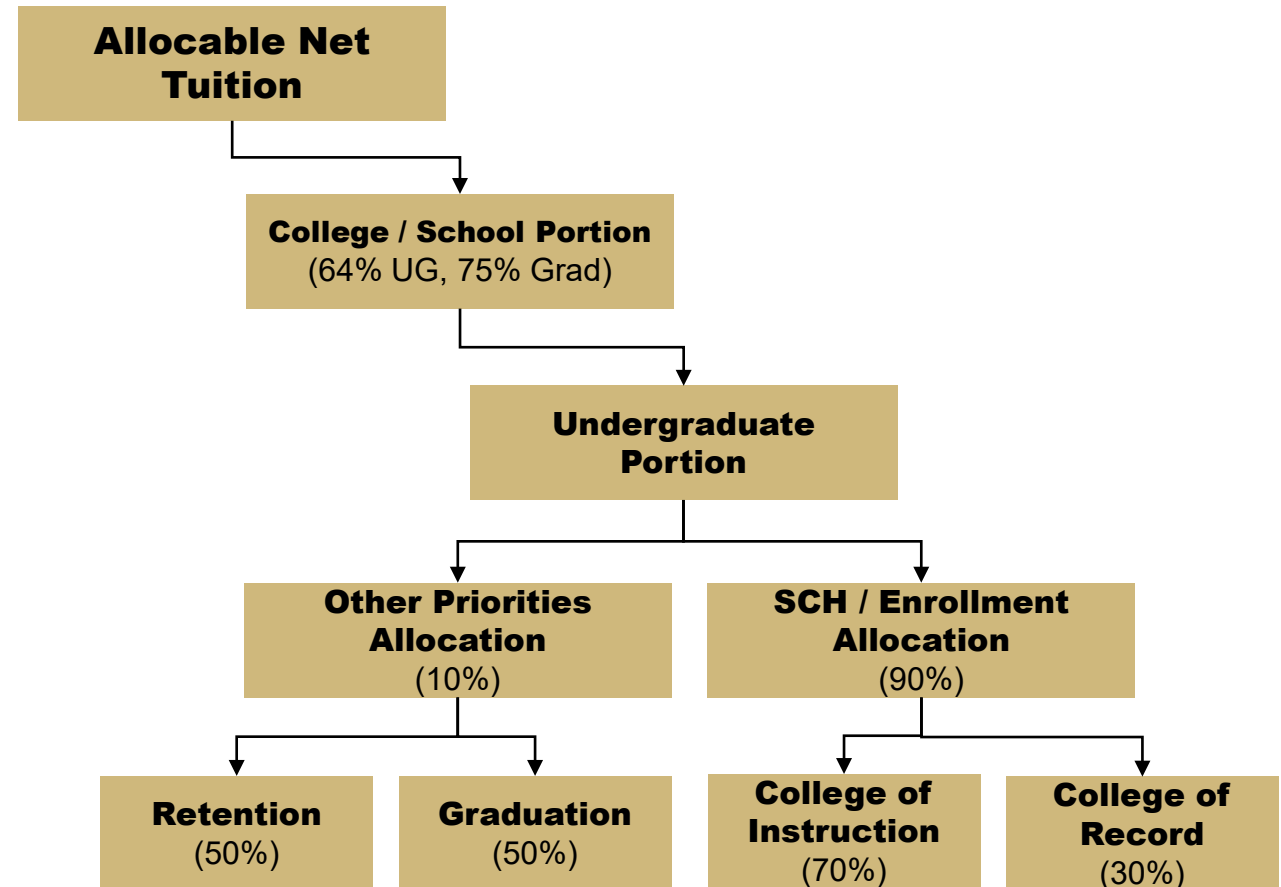The **graduate portion** of tuition accounts for **13%** of the net tuition for allocation. The Strategic Alignment Committee has recommended a 25/75 split due to the support services offered to grad students at the college/school level.

The **undergraduate portion** of tuition accounts for **87%** of the net tuition available for allocation.

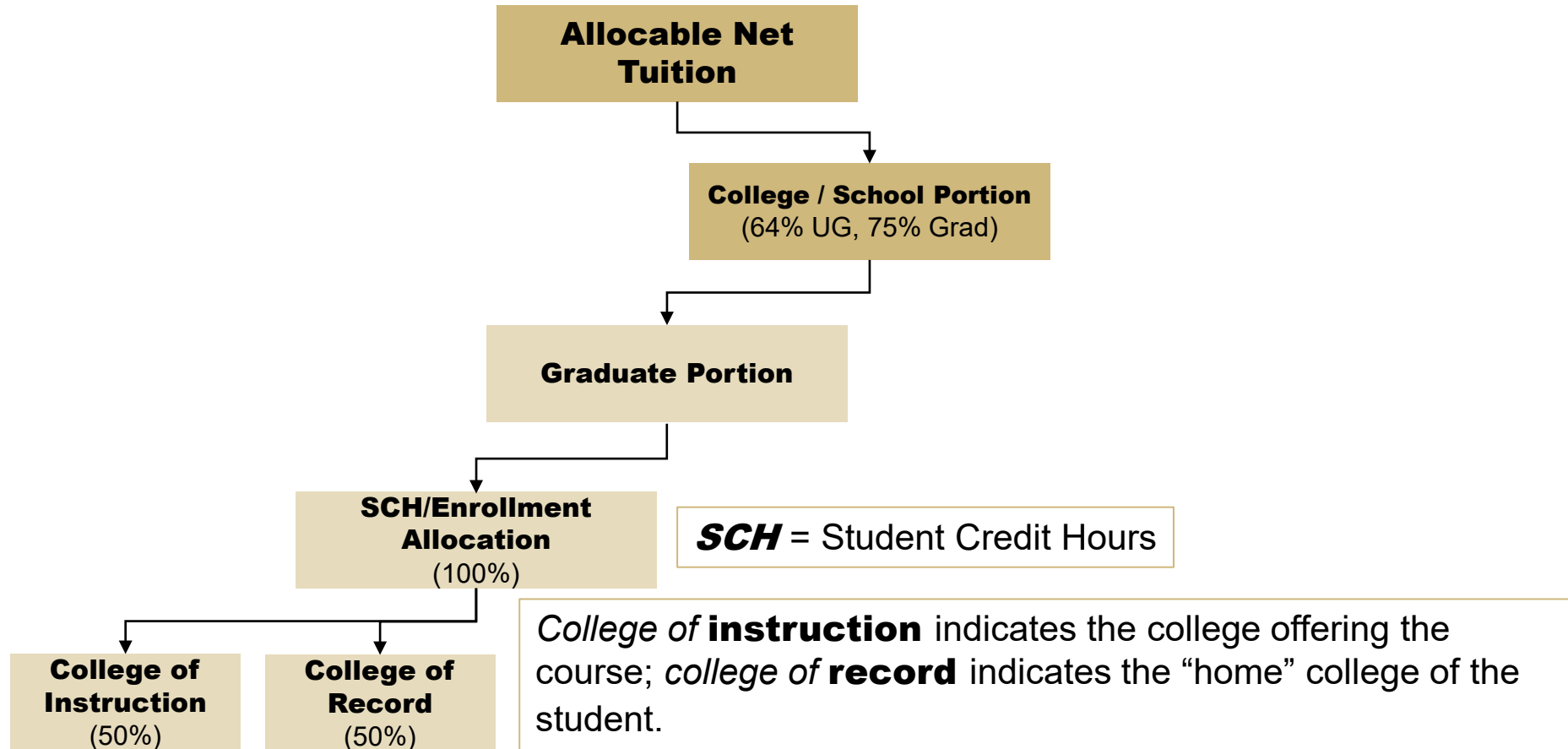CU University of Colorado **Boulder**

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How it will work: undergraduate

As in the graduate model, the undergraduate recommendation includes a **split** between college of record and college of instruction.

The SAC has recommended an undergraduate tuition allocation that includes a funding allocation based on the **increase of retention and graduation rates.**

How it will work: graduate

Allocable Net Tuition

College / School Portion
(64% UG, 75% Grad)

Graduate Portion

SCH/Enrollment Allocation
(100%)

College of Instruction
(50%)

College of Record
(50%)

SCH = Student Credit Hours

College of **instruction** indicates the college offering the course; *college of* **record** indicates the "home" college of the student.

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How it will work: supplemental process

Allocable Net Tuition Revenue
$100

$65

Net Tuition Allocation
$65

$35
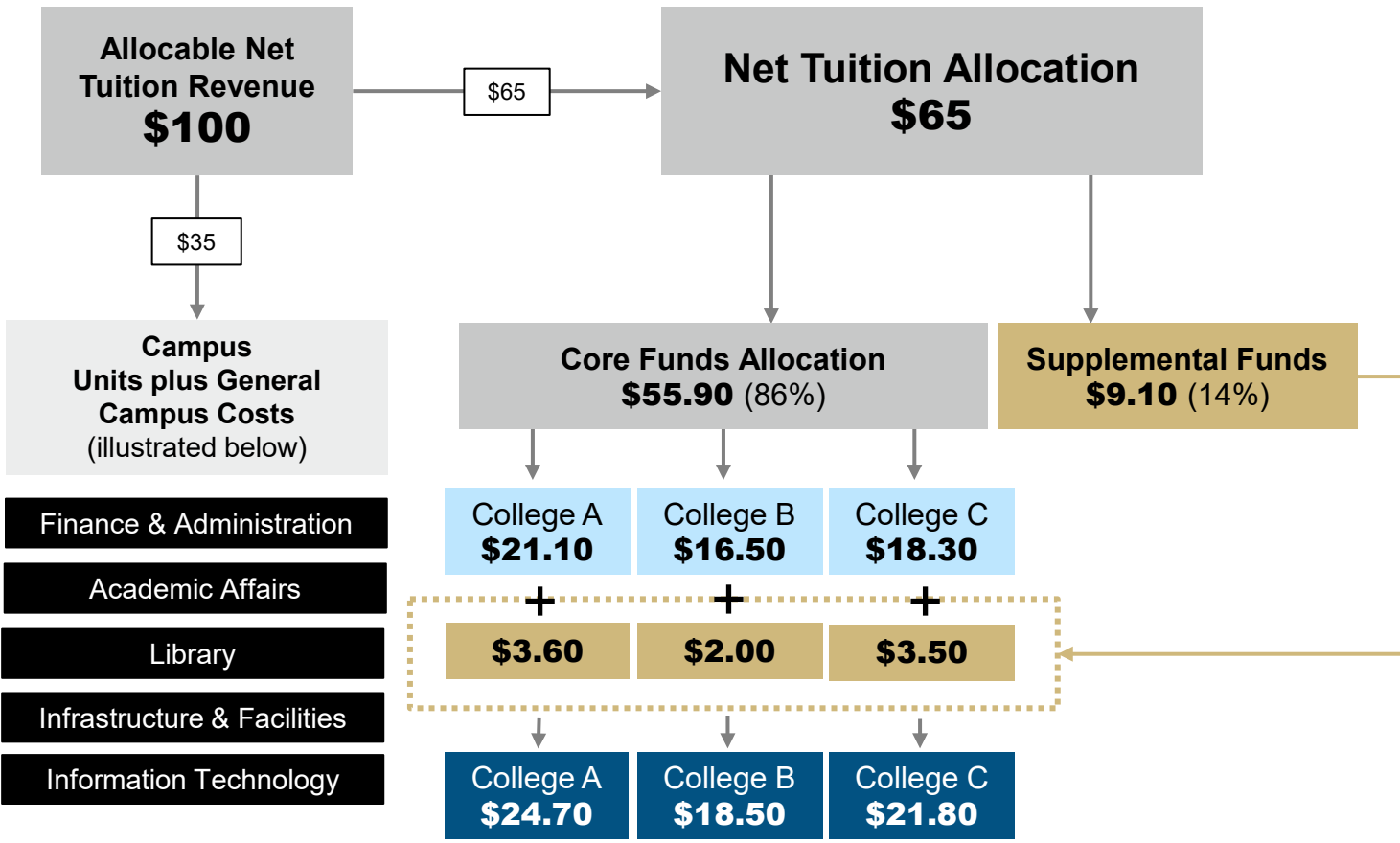
Campus Units plus General Campus Costs
(illustrated below)

Finance & Administration

Academic Affairs

Library

Infrastructure & Facilities

Information Technology

Core Funds Allocation
$55.90 (86%)

Supplemental Funds
$9.10 (14%)

College A $21.10	College B $16.50	College C $18.30
+	+	+
$3.60	$2.00	$3.50

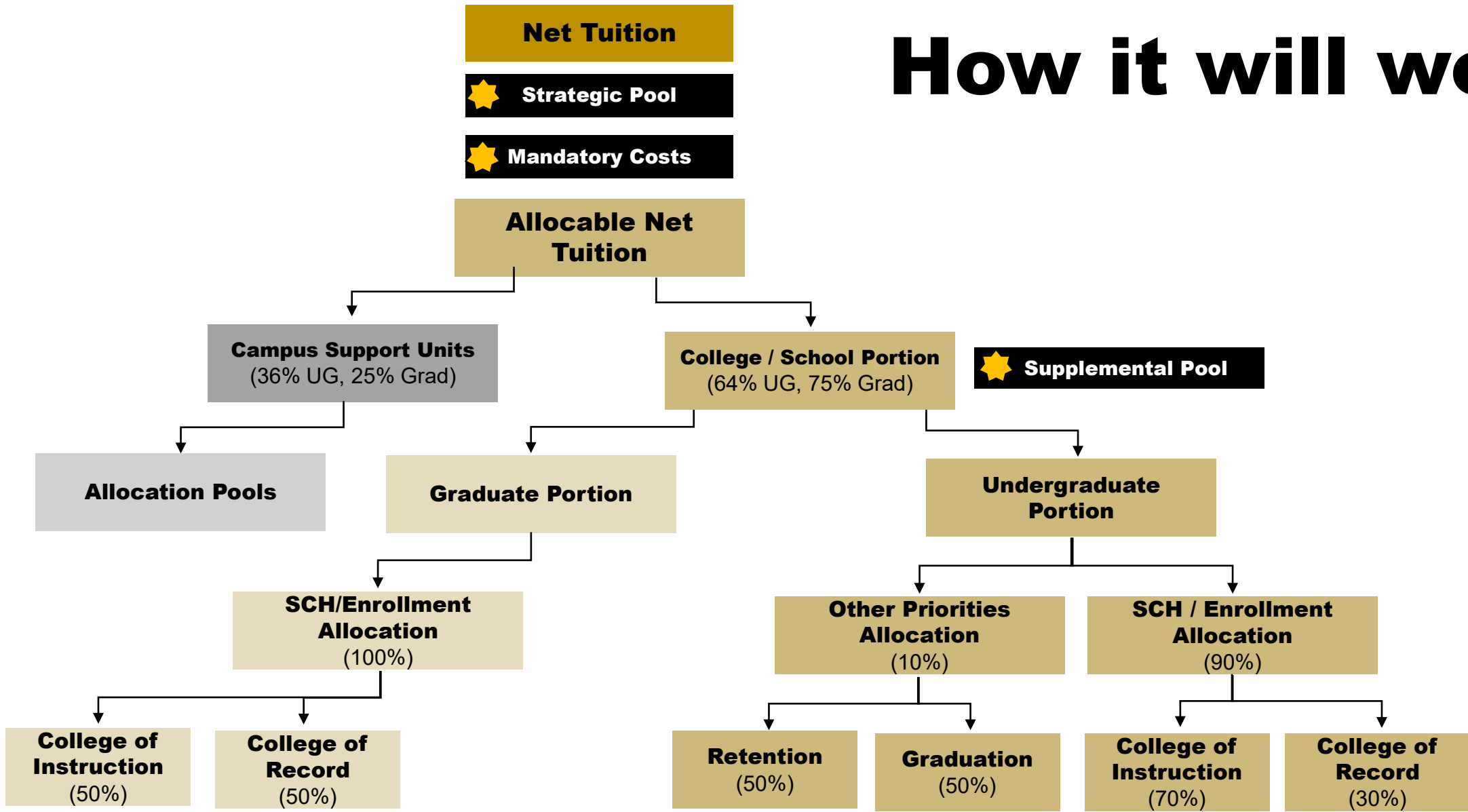| College A $24.70 | College B $18.50 | College C $21.80 |

Supplemental Funds are taken "off the top" prior to any school/college receiving a core funds tuition allocation.

The supplemental funds are distributed *in addition* to the core funds.

The amount of supplemental funding distributed to each school/college is **at the discretion of the Provost with consideration of the university's mission** as a comprehensive AAU public teaching and research institution, and **after consultation with key stakeholders**.

These amounts would be a result of the **student credit hour (SCH) enrollment allocation**.

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DRAFT – this reflects modeling representative of recommendations to-date and is subject to change.

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How it will work

Net Tuition

⭐ **Strategic Pool**

⭐ **Mandatory Costs**

Allocable Net Tuition

Campus Support Units
(36% UG, 25% Grad)

College / School Portion
(64% UG, 75% Grad)

⭐ **Supplemental Pool**

Allocation Pools

Graduate Portion

Undergraduate Portion

SCH/Enrollment Allocation
(100%)

Other Priorities Allocation
(10%)

SCH / Enrollment Allocation
(90%)

College of Instruction
(50%)

College of Record
(50%)

Retention
(50%)

Graduation
(50%)

College of Instruction
(70%)

College of Record
(30%)

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Opportunities for CEAS

- Creates more transparency for college budget

- Budget more directly ties to enrollments
  - Improves upon the previous undergraduate enrollment growth model
  - Includes graduate enrollment growth, which was not included in the past

- Includes retention and graduation incentives

- Offers opportunity to align department and program budgets

What's next for college model?

- We will redesign the college budget with cascading department and program budgets to align incentives

- We are planning a July 2022 rollout and "hold harmless" year

- We are planning workshops to discuss items such as:
  - College budget principles to align with campus
  - Common costs such as scholarship and construction
  - Department/program/support unit allocations
  - Merit pools and replacements
  - SCH for cross-listed of courses

- Process to be discussed in March 14 Admin Council meeting
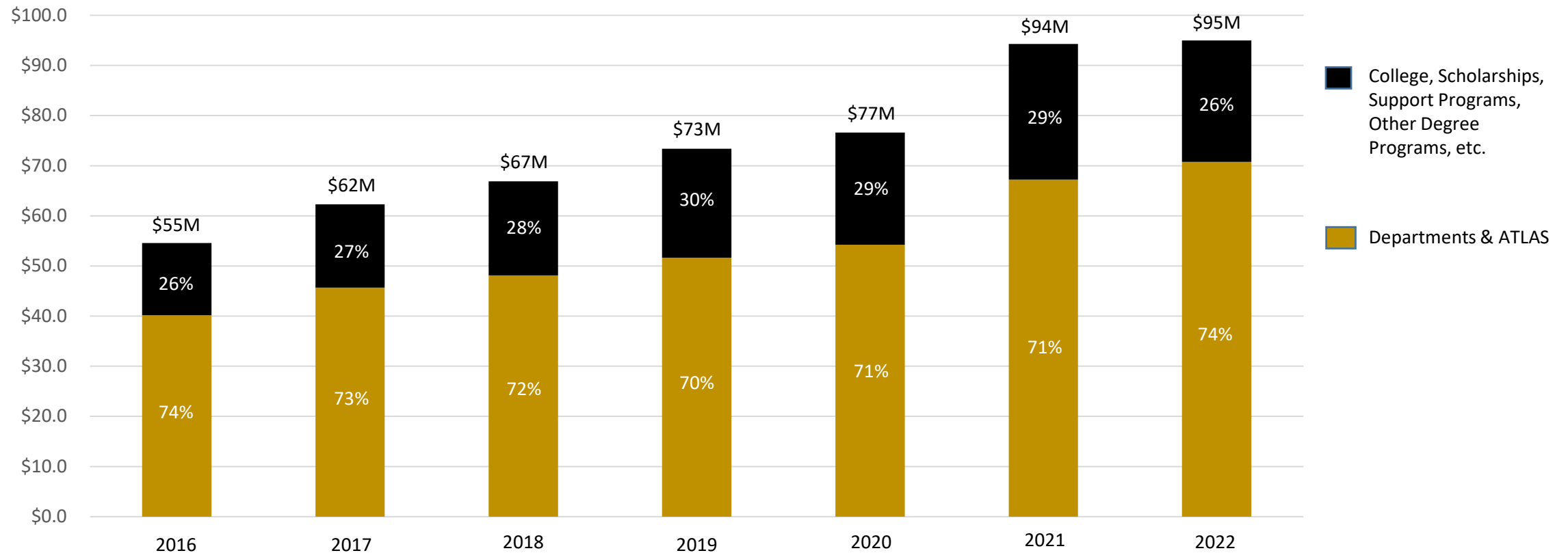
Suggested College Budget Redesign Governance Model and Timing

March

- Campus budget model presentations
- Admin council kickoff
- Assign budget redesign working group
  - Doug Smith
  - Rory Korpela
  - Financial leads from each department and ATLAS

March-April

- Budget redesign working group topic to include:
  - Common cost allocation
  - Dept/program/support unit allocations
  - Strategic funds
  - Supplemental funds
  - Merit pools and replacements
  - SCH for cross-listed of courses
- Periodic reporting in department chairs and senior staff meetings

Mid-May

- Budget retreat
  - Budget design working group
  - Admin council
  - Campus finance staff (if needed)
- Admin council vote for start of "hold harmless" year (FY23)

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