

**A HISTORICAL SURVEY OF FACULTY GOVERNMENT  
AT COLORADO STATE UNIVERSITY**

**1870-1976**

Submitted to the

Faculty Charter Convention

by the

Subcommittee for a Historical Survey

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## PROLOGUE

Faculty to make rules. The academic faculty shall pass all needful rules and regulations necessary to the government and discipline of the University.

The legal basis for faculty government at Colorado State University is found in the above statement, which appears in Section 23-31-114 of the *Colorado Revised Statutes*. In language somewhat quaint to readers a century after the Victorian era in which our institution was founded, this forthright and starkly simple statement nevertheless captures the role that faculty have historically played in the government of institutions of higher education since the emergence of universities in 13th century Europe. The effective implementation of faculty government in universities in America has been and still remains a vital dimension of university growth and development.

The achievement of effective faculty government has historically been a measure of maturation of an institution of higher learning. Colorado State University's entrance into its second century brought with it the designation of a "mature" university by one of America's major accreditation agencies, the North Central Accreditation Association. Our historical survey of faculty government at Colorado State University reveals that active faculty government developed slowly and somewhat unevenly with restricted membership. This development can be assigned to periods in a meaningful way: 1915 to 1948, 1948 to 1968, and 1968 to the 1990's.

During the first period (1915-1948) the major forum for faculty government was established with the first meeting of the Faculty Council on September 23, 1915, an item not noted in the minutes of the State Board of Agriculture. During this formative period of faculty government, the **Committee on Self-Improvement** was established on December 2, 1918. This Committee was formed as a result of a meeting of the faculty and was committed to aiding faculty members in their efforts to secure additional education "at some other institutions or otherwise." Again, there was no mention of this faculty organization in the minutes of the State Board of Agriculture.

The terms **code** and **code of operation** in reference to the functioning of the Faculty Council appeared for the first time during the 1930s. During the first quarter of a century, membership included only what we now recognize as "administrators." A major event in the history of faculty government occurred in 1943, with the adoption of the new **General Operating Code**, which introduced faculty into the membership of the Faculty Council in a substantial way; henceforth, *all* full Professors on at least a half-time appointment, plus *elected* representatives from the ranks of Assistant and Associate Professors, were included in the Faculty Council. The new **General Operating Code** ensured that the Faculty Council truly represented faculty and was acknowledged in the minutes of the State Board of Agriculture on May 12, 1943. However, with this exception, details of faculty government were not included in the minutes of Colorado A&M's governing board until 1949.

The second major development of faculty government during the first period was the expansion of responsibilities of the **Self-Improvement Committee**. In 1945 the faculty unanimously agreed that this body should serve as a faculty "complaint committee" concerned with faculty morale, a responsibility that is still part of the charge for the **Faculty Improvement Committee**, the successor to the **Self-Improvement Committee**. During the spring of 1945, "General Faculty" were designated for meetings of the faculty-at-large, as distinct from the "Faculty Council"--a designation that actually dates from the code change of 1943.

During the second major era (1948-1968), the institution was transformed into a large general state university with a greatly expanded faculty to fulfill its educational mission. Correspondingly, faculty significantly expanded their role in governance of the university. The broadening of the basis of faculty government and the democratizing of the processes by which faculty were selected to participate in the various units of faculty government were the logical result of the institution's development into a mature general university.

The second era, however, increasingly highlighted an area of possible conflict within faculty government. The **Faculty Improvement Committee** (FIC) was responsible for initiating major developments that affected faculty status and government at CSU. By 1957, FIC included in its constituency *all* faculty, Experiment Station, and Extension personnel, with faculty appointments as well as Resident Instructors. Definitive statements concerning tenure and faculty government at the department/college level resulted from recommendations to the General Faculty by the FIC. The overlapping of personnel and responsibilities in the major units of faculty government still exists.

An extensive reorganization of the Faculty Council launched the most recent era of faculty government (1968-

present). This reorganization reflected the principle that faculty government should rest primarily upon *elected* faculty members. Consequently, faculty government began its second quarter century with a smaller but more democratized Faculty Council. The 1968 reorganization created a new agency for faculty government--the **Steering Committee**--which was elected by Faculty Council representatives from each college in the University. A further innovation was the inclusion of student members to certain Faculty Council standing committees, reflecting increased student awareness and concern for the administration and government of the University. To enhance faculty communication with the governing board of the University, the Faculty Council was authorized by legislative action to elect one of its members to serve as a non-voting member of the State Board of Agriculture, a dramatic symbol of the changing roles of faculty in university governance.

We thank Mr. Charles Terrell, Secretary of the State Board of Agriculture, and Dr. James E. Hansen, III, for sharing the rich collection of archival materials they gathered for the "History of Colorado State University."

### FACULTY GOVERNMENT AT CSU - 1915-1948

The Faculty Council was established at a regular faculty meeting on September 7, 1915. The meeting was presided over by President Lory, who stated that:

“The Faculty Council will consist of the executive officers of the institution, including the Dean of Women, the Principal of the School of Agriculture, and the heads of departments, and meetings will be held the fourth Thursday of each month, at 4:00 p.m.

There will be a weekly conference of executive officers, at 4:00 p.m. on Thursdays.

The executive committee of the faculty will consist of the Dean, the Principal of the School of Agriculture, the Dean of Women, the Chairman of the Catalog Committee, and the Chairman of the Divisions of Agriculture, Mechanic Arts, Home Economics, General Sciences and Veterinary Medicine.”

Other committees, including the Social Committee, Committee on Advanced Degrees, Committee on Physical Training, Catalog Committee, Committee on Course of Study, Committee on General Efficiency, and Committee on Religious Relations, were delineated and their members named.

The first regular meeting of the Faculty Council took place on September 23, 1915. The minutes state:

“President Lory said that he expected the council to outline the general policy of instruction. Courses of study and related subjects should be taken up by the council. Many questions that arise should be settled by the department heads rather than by the instructors. The council will have the decision in such subjects. It ought to be possible to take up studies in which each group may participate. He would like to look forward to each group taking up definite studies. The council will have to consider certain phases of administration. It was recommended that department meetings be held and that the faculty make a virtue of meeting all classes on time.”

Subsequent to this first meeting, the Faculty Council dealt with routine academic business. In 1915 a committee was

selected "to keep in mind the importance of manual training and military drill." In 1917, "the members of the council were asked to think over the question of not allowing freshmen to enter fraternities until the second semester" and "Professor Morton moved that Bessie Smith be excused gymnasium upon the presentation of a physician's certificate. Seconded and unanimously carried." On November 27, 1918, "Professor Robins moved to reconsider the question tabled at the last meeting regarding the division of the year into quarters and semesters. Carried." On January 27, 1921, "Professor Coen moved that smoking on the campus by faculty or students be prohibited. Carried." And on March 7, 1921, "Professor Parshall explained a new method of measuring change in the level of a free water surface, a problem in evaporation being worked out in cooperation with the U.S. Department of Agriculture." Few controversies were encountered--only occasional involvement with the discipline of students or complaints about the behavior of students at football games.

On December 2, 1918, the **Committee on Self-Improvement** was established at a regular meeting of the faculty (not the Faculty Council). The essential mission of this Committee was "the furtherance of faculty improvement either by studying at some other institution or otherwise"; for 20 years the committee has encouraged and supported professional development for the faculty.

Although the Faculty Council was established September 7, 1915, and the **Committee on Self-Improvement** was selected on December 2, 1918, these events were not noted in the minutes of the State Board of Agriculture.

In April 1919 in response to a student strike, the Faculty Council addressed the issue of student involvement in faculty government decisions, and on February 26, 1920, the Council took action to increase low faculty salaries.

At a special meeting on March 1, 1934, the Faculty Council discussed "the code" and dealt specifically with certain items regarding resident instruction, such as the composition, duties, and responsibilities of the Faculty Council:

The Faculty Council shall consist of the President of the College, who is ex officio president of the faculty, the Dean of Divisions, Dean of Men, Dean of Women, Registrar, Professors who are Heads of Departments, Librarian, Farm Manager, and the Secretary of the State Board of Agriculture, who shall be the secretary of the faculty.

The duties of the Faculty Council shall be those provided by the acts of legislature establishing the State Board of Agriculture, and subsequent acts.

The Faculty Council shall have the authority to delegate to standing and other committees specific duties, such as the manner of grading students and other means of designating scholarship, rules governing student conduct and discipline, and other particulars relating to the government of the college given to the faculty by law.

Also included in these minutes is a description of the committees and their selection, the Executive Committee, and the President, who is to be an ex officio member of all committees. Duties are delineated for the following committees: Admission, Graduate Work, Athletics, Catalog, Class Proctors, Courtesy, Executive, Self-Improvement, Social, and Undergraduate Work in Industrial Education. Other standing committees may be added from time to time as needed, and "all committees shall report to the Faculty Council for approval of actions taken under the authority of their appointment." This committee structure was adopted by the faculty.

During the period following this revision of the code, the Executive Committee proposed many recommendations for action by the Faculty Council, and reports from the committees replaced former reliance on the committee as a whole. On March 30, 1934, the "**code of operation**" was acknowledged and a complete copy of the code was included in the State Board minutes:

Copies of the code of operation for the college prepared by the special committee of the faculty appointed at the annual meeting of the board,

specifying the committees of the Faculty, their duties and manner of selection, requiring reports in writing from each committee at each faculty meeting, and outlining methods of student management, having been sent to each member of the board, and discussed, Mr. Warren moved that the report be adopted.

On September 8, 1937, the Faculty Council structure was changed to include deans as voting members of the Executive Committee of the Faculty Council:

President Lory explained that by action of the State Board of Agriculture, the Dean of Men had been made Dean of Student Relations, and that both he and the Dean of Women were to be made voting members of the Executive Committee of the Faculty Council. It was further explained that under the new plan of counseling and guidance to be inaugurated under the direction of the Dean of Student Relations, more responsibility would be delegated to the councilors specifically chosen for that work and the instructors concerned.

President Lory announced that the election of the Faculty Self-improvement Committee would be the first order of business at the next Faculty Meeting. In response to a recommendation made by the Faculty Self-improvement Committee, the president suggested that the Self-Improvement Committee itself act as a committee to work with him in the planning of programs for the Faculty Meetings.

On November 1, 1937, the following was added to the minutes:

Professor Coen moved that, in the future, in selecting the Self-improvement Committee, one of the persons selected be the woman member of the faculty receiving the highest number of votes. The motion was seconded and unanimously carried.

The Faculty **Self-improvement Committee** evolved from a group whose mission was to promote self-study or graduate study for CASU faculty to an operative for the benefit of the entire faculty. Entries from the April 8, 1940, minutes requested improvement in the retirement annuity program, rotating membership for the Committee, and efforts to improve the quantity of acquisitions for the Library.

President Charles A. Lory presided over his last meeting of the Faculty Council on August 8, 1940. Although Dr. Lory's retirement was not noted in the minutes, Roy M. Green presided over the faculty meeting on September 10, 1940.

On April 7, 1941, the **Self-improvement Committee** prepared a resolution for the consideration of the faculty:

Since the Colorado and Southern Railroad right-of-way through the campus of Colorado State College is a hazard to student life and a source of serious disturbance of all classes and educational meetings held on campus, the Faculty of Colorado State College recommends that the possibility of its removal be investigated by the Executive officers of the school.

The Faculty **Self-improvement Committee** became increasingly active during the early 1940s, responding to questions on appointment, promotion and tenure, and sabbatical and special leaves.

A section of a new "general operating code" was recommended by the Executive Committee of the Faculty Council on May 11, 1943, and was presented at the Faculty Council meeting of May 27, 1943. This document listed the categories of staff who would constitute the general faculty, dealt with matters the general faculty might consider,

and led to the creation of an Executive Committee of the general faculty. Within this organization a Faculty Council was designed:

The College Faculty Council shall consist of the President of the College, the Deans of Division, Heads of Departments, the Director of Student Personnel, the Dean of Women, the Registrar, the College Librarian, the Secretary of the State Board of Agriculture and all full Professors who receive half or more of their salary from resident instruction. The College Faculty Council shall further consist of representatives of the Assistant and Associate Professors from each division. These representatives are to be elected by the Assistant and Associate Professors by division from the ranks of Assistant and Associate Professors.

The code specified the proportion of representation by Assistant and Associate Professors; the method for handling disputes about membership on the Council; the meeting time; the establishment of an Executive Committee, the Advisory Council of the Extension Service, and the Station Council of the Agricultural Experiment Station; and how the code could be amended. This code was unanimously approved by the Faculty Council.

In its May 12, 1943, minutes, the State Board of Agriculture acknowledged the establishment of a new "**General Operating Code.**" The report of the **Self-improvement Committee** was also mentioned in the minutes of this meeting.

The Faculty **Self-improvement Committee** undertook the issue of academic freedom for the first time, relating it to the tenure policy, and salary schedules were presented in detail by the Committee early in 1944. At the February 5, 1945, meeting of the entire faculty, the **Self-improvement Committee** designated itself as a "Complaint Committee," indicating its intention to limit its activities in this area and suggesting the frequency of meetings. The FIC submitted an extensive report on maintaining faculty morale in April 1945; the report was commended by the President and unanimously approved.

Until May 21, 1945, both Faculty and Faculty Council minutes were included in the faculty records. On September 28, 1945, "the first meeting of the General Faculty of Colorado A&M College, as established by the code of 1943," was held, and on November 5, 1945, the "Resident Instruction Faculty" met. Although "General Faculty" meetings initially included extension agents and dealt with business of interest to extension personnel, subsequent meetings showed little distinction in content between "General" and "Resident Instruction" faculty.

At the June 3, 1947, meeting of the Resident Instruction Faculty, the name of the **Faculty Self-Improvement Committee** was changed to **Faculty Improvement Committee**. At this meeting, faculty morale was discussed, including salaries, quantity and quality of service, the "philosophy" of hiring, and equitable distribution of funds in relation to services. Since 1947, the emphasis of faculty meetings has shifted from faculty development to working conditions.

President Roy M. Green presided over his last faculty meeting on December 1, 1947. At the February 2, 1948, General Faculty meeting, Acting President I.E. Newsom dedicated a memorial for former President Green. On April 29, 1948, the Faculty council voted to include the Vice President as an ex officio member of the Faculty Council.

From 1947 to 1949 the **Faculty Improvement Committee** continued its extensive activities on faculty morale and performance, particularly tenure and sabbatical leave policy; their recommendations are reported in detail in the minutes of the Resident Instruction Faculty. It was also during this period that the concept of Graduate Faculty began to emerge. The Faculty Council recommended to the President the appointment of Graduate Faculty, and members were nominated and appointed.

At a General Faculty meeting on October 3, 1949, Vice President H. L. Dotson represented the new President, William E. Morgan, "who addressed the faculty."

#### **FACULTY GOVERNMENT AT CSU - 1948 -1968**

In 1948 there were two faculty bodies that were active in policy-making for the Colorado Agricultural and Mechanical College--the Faculty Council and the General Faculty. The General Faculty was defined by a code

change in 1943 to include the resident teaching staff; members of the Experiment Station, Extension Service, and Library Staff of equivalent rank; administrative and assistant administrative officers of the college; and commissioned officers of the Military Science Department. Any person whose work was not under the jurisdiction of the Faculty Administration was excluded. Meetings of the Faculty were often indiscriminately referred to as the Academic Faculty, the Resident Instruction Faculty, the General Faculty, or just simply the Faculty. Similar topics and policies were considered regardless of which faculty body was indicated.

The General Faculty had authority to consider matters of policy, public relations, and administrative matters that affected the whole institution. It formulated recommendations to be passed on to the State Board of Agriculture or to proper administrative persons or bodies. The President of the College was the presiding officer and the Secretary of the State Board of Agriculture served as secretary. The Executive Committee consisted of the President, the Director of the Experiment Station, and the Director of Extension.

The Faculty Council of the college consisted of the President, the Deans, the Department Heads, the Director of Student Personnel, the Dean of Women, the Registrar, Librarians, Secretary of the State Board of Agriculture, all Full Professors having at least 50 percent resident teaching, and one elected representative for each ten Associate and Assistant Professors from a college.

There were approximately fifteen standing committees of the Faculty Council. Members of the committees were elected each fall for one-year terms. The standing committees consisted of the Executive Committee, Undergraduate Admissions, Athletics, Catalog, Courtesy, Curriculum and Code, Health, Library, Scholarships and Awards, Scholastic Standards, Social, Undergraduate Vocational Education, Fort Lewis Branch Committee, Charity and Relief, and the recently formed Faculty Improvement Committee (FIC). Unlike most of the Faculty Committees, FIC was requested to report annually to the General Faculty rather than to the Faculty Council. This committee was an outgrowth of the former Faculty Self-Improvement Committee. It was charged to consider any matter that could be broadly interpreted as improving the Faculty. From its very beginning, this committee became very popular and dealt with numerous matters that were referred to it by members of the faculty.

The Faculty Council met monthly and the General Faculty met at least twice each year. Frequent items on the General Faculty agenda included messages from the President, reports from the Courtesy Committee, reports from the Faculty Club, reports from the Charity and Relief Committee, and business from FIC. The Faculty Council dealt mainly with course-work offerings, changes in administrative units, and reports from its several committees.

In 1951 FIC recommended that greater use be made of democratic processes in faculty meetings and committees. Members of the Graduate Council were accepted as members of the Faculty Council. The Academic Faculty adopted a detailed tenure policy that was approved by the State Board of Agriculture, and the Faculty Council adopted a modified operation code for what it called the "Resident Instruction Faculty." It differed only slightly from that of 1947. FIC was listed under "Other Committees" and was to report to the General Faculty. Specific duties of deans and department heads were spelled out, as well as duties of many of the administrative officers.

In 1953 the Academic Faculty specified that FIC would not be expected to execute or administer all the policies and procedures that it initiated. The committee dealt with various concerns, some only remotely associated with faculty improvement. In 1954 the Code was changed to require deans to appoint departmental committees to assist in the selection of new department heads or chairmen. In 1955 the first Ph.D. degree from the institution was awarded in Irrigation Engineering to the current President, Ray Chamberlain. In 1956, President Morgan introduced a motion to the Faculty Council that the name of the institution be changed to Colorado State University. This action was approved by the State Board and the State Legislature in February and became effective May 1, 1957.

In May 1957, FIC recommended that the Code be changed to make FIC more representative of all the faculty of the University, including Resident Instruction, Experiment Station, and Extension. The Committee also recommended expanded research at CSU through greater dialogue between administrative officers and the Colorado A&M Foundation (which soon became known as CSURF—Colorado State University Research Foundation). At that time, outside funding reached \$500,000. FIC was given responsibility to assist the administration in the selection of a new

director with expanded scope.

Also in 1957 the Code was changed to require that matters affecting women students be channeled through the Dean of Women, and matters affecting male students be channeled through the Dean of Men. A new code was approved by the Faculty Council that included the newly formed **Committee on Student Life**. This code recognized the new university name and colleges rather than divisions. For the first time it received a broader scope and was titled **The Code of Colorado State University** rather than the **Resident Instruction Code**. The Code was more definitive about the duties of several of the officers of the University.

In 1956, as a result of an FIC recommendation, the Faculty Council appointed a **Self-study Committee** to evaluate the powers and role of the Faculty Council in the University. The committee reported to the General Faculty meeting in May 1958, and the report was approved as policy in July by the State Board. The Secretary was requested to obtain a digest of the legal authority of the Faculty Council that was later included in the Staff Manual. The purpose of faculty government was to be an instrument by which the collective intelligence of the institution could work effectively to (1) select curricula suited to the needs of the state and nation, (2) develop the best teaching, (3) obtain well-planned and executed research, and (4) foster conditions where both faculty and students can learn and develop according to their individual interests and capabilities. The function of the Resident Instruction faculty was to accept responsibility for effective teaching, request and exercise sufficient authority to be able to do a good job of teaching, and to encourage democratic processes in its faculty governmental relationships.

Specifically, Faculty Council's powers and responsibilities included jurisdiction over the general educational policy of the university subject to the State Board of Agriculture and the statutes of the State. Its workload was to be distributed to allow as many of its members as practical to participate. Areas of responsibility included establishing minimum standards, selection of curriculum, determining the calendar, developing a catalog, establishing standards for student conduct, overseeing the library, granting of degrees, and any other matters that might be brought to it by the State Board, the President, the faculty of any college, any Faculty Council committee, or faculty member.

The policy also included retaining the present membership and requiring that a quorum be defined at 60%. Proxies could be sent from any member of the General Faculty. The presiding officer was the Dean of the Faculty. The Council was to meet monthly and follow *Robert's Rules of Order*, and all curriculum changes were to be made available to members of two committees, and the **Code Committee** was also to act as the **Committee on Committees**. The Faculty Council indicated that it may require its committees to report to the Faculty Council for approval of all actions taken under authority of their appointment. Reports from each of the committees were requested annually.

Committees of the Faculty Council were divided into two categories--administrative and policy-making. The administrative committees included Executive, Undergraduate Admissions, Athletics, Catalog, Calendar, Courtesy, Health, Scholarship and Undergraduate Work in Vocational Education. The policy-making committees included Code, Curriculum, Graduate Council, Library, Scholastic Standards, Student Life, and Summer Session Advisory Committee. Nominations for administrative committees were to be made by the **Executive Committee** and nominations for the policy-making committees were to be made by the **Code Committee**. The **Code Committee** was required to have its nominations approved by deans and department heads before they were presented. The floor was always open for further nominations. The Dean of the Faculty was automatically **Chairman of the Code Committee**, and the **Library Committee** was to report its recommendations to the Dean of the Faculty.

In December 1958, **Colorado State University Research Foundation (CSURF)** presented a detailed report to the Faculty. The policy was to increase interest in research at CSU to expand its research efforts and financial support to groups outside the Experiment Station. It was hoped that greater support would be given to teaching and research at both the graduate and undergraduate level. **CSURF** offered help to faculty members in preparing and soliciting outside financial support for research.



In 1958 there was confusion about the difference between the Academic and the General Faculty. The Faculty Council defined the Academic Faculty as Instruction Personnel (Professors, Associate Professors, Assistant Professors, Instructors, and Lecturers), Professional Librarians, President, Vice President, Secretary and Treasurer for the State Board, Deans of Colleges, Dean of the faculty, Dean of the Graduate School, Dean of Students, Registrar and Director of Admissions, Director of the Experiment Station, Director of CSURF, Director of the Colorado Forest Service, and other Administrative Officers that may be appropriate. The General Faculty included Academic Faculty, Professional Staff members of the University, and General Administrators of Extension, Experiment Station, and Colorado Forest Service. The General Faculty were invited to attend the monthly meetings of the Academic Faculty and to participate in the Faculty Club and other social functions of the University.

In 1959 the **Catalog Committee** was abolished and its duties were assigned to the Director of Admissions and Records. FIC assumed responsibility to review the staff manual for the Faculty. Duties of the deans and department heads were changed and expanded. In 1960 the **Courtesy Committee** was abolished. The General Faculty developed a revised tenure policy, leave policy, and policy for change in salary and rank. The **Commencement Committee** was formed within the Faculty Council, and members of the Library Professional Staff were approved for faculty rank. In 1960 the term of office for the policy-making committees was changed from one to three years. Chairmen of Code Committee, Student Life, and Scholastic Standards were to be appointed by the Dean of the Faculty.

In March 1961, Deans of Colleges were requested by the Faculty Council to use more democratic processes for selecting Faculty members to serve on committees of the Faculty Council. The Dean of the Graduate School became a member of the **Executive Committee** of the Faculty Council. Duties of the Registrar and the Director of Admissions and Records were spelled out. In 1963 the new director of CSURF was asked to address the General Faculty to explain the new operation. The role of CSURF in helping Faculty expand their research activities through outside funding was the paramount objective. Assistant Directors in the various subject matter areas were appointed by the Director.

In 1965, the General Faculty established a **Faculty Research Grants Committee** that was responsible to FIC to administer seed monies earmarked for research by faculty members. Faculty Council also established departmental and college codes and specified operational policy to become effective July 1, 1966. The **International Programs Committee** was established, and the **Charity and Relief Committee** was reorganized. The **Calendar Committee** was replaced by the **Registration Committee** and designated an administrative committee.

### FACULTY GOVERNMENT AT CSU - 1968 TO 1975

On January 9, 1968, the Faculty Council approved in principle the recommendation to integrate the State Specialists of the Extension Service within academic departments and to assign these individuals appropriate academic rank. In this same year, the Faculty Council, following considerable debate, established a **Committee on Research** as a policy-making committee of the Council. The composition of this committee and the member selection procedures were particularly difficult to resolve. The Faculty Council, in recognition of its obligation to oversee instruction, established another standing committee, the **Committee on Undergraduate Instruction**.

The **Code Committee** completed a two-year study of faculty government in November of 1968 and presented a special report to the Faculty Council (and subsequently to the General Faculty) which recommended major revisions in the structure of the Council. The report stressed the necessity to reorganize representation on the Council so as to improve faculty participation in faculty government. The objectives identified in the **Code Committee** report included the following:

1. Administrative and faculty government functions and channels should be more clearly defined while still maintaining effective lines of communication.
2. The responsibilities for faculty government should rest as much as possible on the representative group of elected faculty members.
3. All regular faculty members, including those primarily involved in research and

extension activities, should more actively participate in faculty government.

4. Considering the recent addition of the Committee on Undergraduate Instruction and the Committee on Research with the proposed Committee on Committees, the several committees of the Faculty Council should provide sufficient avenues to insure that all appropriate matters of concern to faculty government can come before the Council.

The **Code Committee's** special report recommended the following revisions for the structure of Faculty Council:

1. That a substantial majority of Faculty Council members (approximately 120) be elected from the various departments and colleges to serve staggered three year terms. Committee chairpersons (approximately 17) can serve as *ex officio* members and 21 senior administrative officers would be members by virtue of their positions.
2. That the size of the Council be reduced to approximately 150 members, the only increase in the future to be allowed as a result of the addition of new departments, colleges, and senior administrative officers. The Code Committee would have the responsibility of apportioning the members elected from the colleges to insure proportionate representation. Each department must have at least one elected representative.
3. That the words "extension and research activities" be added to the description of the functions and responsibilities of the Council so as to make the Council more representative of the faculty.
4. That the distinction between administrative and policy-making committees be removed and a new Committee on Committees be elected, one member from each College, to serve as the nominating committee for Faculty Council committees.
5. That Faculty Council committees be allowed to elect their own chairpersons.
6. That each standing committee be expected to consult regularly with those groups and members of the faculty whom they are representing.
7. That there be a Steering Committee to be made up of one representative from each of the Colleges. The representatives are to be elected by the Faculty Council delegations from each College. The major function of the Steering Committee is to determine the agenda for Council meetings.
8. That there be a set of by-laws for the Council.

Another recommendation of the **Code Committee** called for the addition of student members on certain Faculty Council standing committees. This was in response to the obvious increase of student interest in university government and administration.

This far-reaching set of recommendations was approved by the faculty and subsequently the State Board of Agriculture, effective July 1, 1969. Refinements in the revised Code and operations of the Faculty Council occurred periodically during the next half dozen years. In response to the action of the General Faculty that the state-supported faculty research grant program be transferred from the **FIC** to the **Research Committee** of the Faculty Council, the Council in 1971 instructed the **Code Committee** to propose such a change formally. In October 1972, the Faculty Council provided a method for initiating changes in university policies and procedures (the white pages of the *Staff Manual*) in a manner which would guarantee that such changes could occur only after consultation with

the faculty.

Concern over possible conflicts between two major factions of faculty government, the Faculty Council and the FIC through the meeting of the General Faculty, led the Faculty Council on January 15, 1974, to adopt a proposal charging the **Code Committee** to study the issue of responsibilities of the Faculty Council and the FIC, determine whether they were in conflict, and provide recommendations for resolutions.

Following a period of considerable discussion, off campus as well as on campus, the Colorado legislature approved House Bill #1520, which established a procedure for the election of a non-voting faculty representative to the State Board of Agriculture (along with a non-voting student member), and the Faculty Council incorporated this action into the University Code. This innovation was, of course, a response to the increased awareness and concern of faculty and student members of the university community about the governance of their institution.

We conclude our review of the historical development of faculty government at CSU by noting the action of the Faculty Council on April 4, 1975, which adopted the motion calling for the election of representatives to a Faculty Charter convention. This action climaxed two years of active discussion and concern about the structure of faculty government at CSU. Such a comprehensive review seemed appropriate to the overwhelming majority of faculty. Following an era of rapid growth in the size of the institution and its faculty, it seemed necessary to consolidate the gains made in faculty governance during the past 25 years. Because the era of rapid expansion is past and the era of "steady state" is upon us, we the faculty must determine how we can make our role in the government of the university more effective so that we can "pass all needful rules and regulations necessary to the government...of the university."

### **FACULTY GOVERNMENT AT COLORADO STATE UNIVERSITY - 1978-1993**

On the occasion of an extended review and proposed revision of faculty government at CSU through the appointment of the "Charter Convention" (CC) in 1978, Dr. George M. Dennison, Associate Academic V.P. and Professor of History, prepared a "white paper" which was, in fact, a history of the faculty's participation in the governance of the institution to 1976. Dennison's survey was based on a careful review of the existing documents located in the University Archives, files of the central administration and the State Board of Agriculture

While the final set of revisions proposed by the Charter Convention were rejected by the Faculty Council, several of the suggested changes subsequently were adopted by the Faculty Council and approved by the governing board. Not proposed by the Charter Convention, but a necessary consequence of the existing situation, was the establishment of a new standing committee of the Faculty Council, the Committee for the Rights and Responsibilities of the Academic Faculty (CORSAF). The key word in this title was "Academic," because to this committee there was given the charge of recommending policies related to such primary concerns of the "Academic Faculty" as tenure, advancement in rank, academic freedom, issues which had previously been dealt with by the Faculty Improvement Committee (FIC). FIC included those University members designated "General Faculty" who are not members of the "Academic" faculty but hold appointments as Administrative-Professionals. In order to sort out responsibilities to appropriate sectors of the university community, it was agreed to remove from the FIC to the CORSAF the fore-mentioned academic issues. The question of representation for Administrative Professionals was addressed with the development of a separate Administrative-Professional Council in 1992.

Two changes which the Charter Convention had proposed were eventually realized in the CSU faculty governance structure. First was the proposal that Faculty Council elect annually one of its own members to chair the Council. From the inception of the Faculty Council in 1915 until 1988, its chair was always an academic administrator, appointed by virtue of the individual's position and not by election. Professor Ernie Chavez, while serving as the Faculty Representative to the State Board of Agriculture, attended the initial meetings of faculty government leaders from the Western States at the University of Nevada, Reno. Chavez discovered that CSU was one of only two western universities which still had administrators chairing their faculty senates/councils. This discovery led to activity which resulted in the Council voting to elect a non-administrator, academic faculty member to serve as the chair of Faculty Council. What was proposed a decade previously now came to fruition as the Faculty Council, with the support of then President Philip Austin and Academic Vice President Al Linck, successfully presented the issue to the State Board of Agriculture.

The second Charter Convention proposal which was realized more than a decade later was to make nineteen academic administrators ex-officio non-voting members of the Faculty Council. This issue resulted in extended discussions over several years before its adoption by the Faculty Council and approval by the governing board in

1989. The Faculty Council action was not intended to deprive the council of the expertise of academic administrators, a fact stressed in the debates; but, rather, to assure that Faculty Council votes reflected the items of the elected faculty representatives.

Another major change in the functioning of CSU faculty government was instituted in 1992 when the Council adopted the proposal, put forth by the Code Committee, that the Steering Committee be designated the Executive Committee of the Faculty Council. The gestation period for this change was an extended one, as with many major changes. Its inception came at a meeting of the Steering Committee which inaugurated the new era of leadership under its own elected members (which in the initial elections resulted in Professor Harry Rosenberg, at-large member from the College of Arts, Humanities and Social Sciences, being chosen as the first Chair, and Professor Janet J. Fritz, representative for the Department of Human Development and Family Studies, as the first Vice Chair). The proposal to designate Steering as an executive committee had as its intent to insure that a duly elected body of faculty members of the Faculty Council which represented all of the academic colleges be available to quickly respond, on behalf of the academic faculty, when issues of some concern and urgency might be brought forward. On occasion the Steering Committee had acted in such a capacity, but only with considerable hesitancy. The Executive Committee would, as stated previously, be responsible to the Faculty Council. But the interests of the academic faculty, through its designated council membership, could respond more effectively and consistently when all elements of the university community understood that a clearly designated voice for the faculty was present and ready to respond. This view was finally accepted by the Council and governing board during the fall of 1992.

The past decade and a half has indeed witnessed the continued maturation of faculty governance at CSU. The support and cooperation of the central academic administration and the State Board of Agriculture has made this possible. No doubt other changes will come about as the University and the Faculty confront the challenges which the future undoubtedly holds. But whatever changes may be affected can be done effectively only if a viable form of shared government exists at Colorado State University.

#### **FACULTY GOVERNMENT AT COLORADO STATE UNIVERSITY - 1993-1996**

The past three years have seen the continued development of Colorado State University's (CSU's) faculty government thanks to the extended generous support of the central academic administration. Under the leadership of professor Sue D. Pendell, Chairperson of the Faculty Council and the Executive Committee, 1994-96, the budgetary commitment for support of the Faculty Council Chairperson has been extended to ten months annually, with one month support for the Vice Chairperson, and a full-time Program Assistant as well. This development is a reflection of the Faculty Council Chair's increasing involvement in the on-going administration of the University. This development presents a challenge to faculty involvement in University Governance, namely to maintain a salutary balance between academic faculty concerns and university administration.

The 1995-96 academic year was a time of significant reorganization for university governance. This came about because of the completion of a process initiated several years ago when the Administrative Professional Council (APC) was established. This, in turn, led to the abolishment of the Faculty Improvement Committee (FIC), a body which served the "General Faculty" with great distinction for four decades. But with the advent of the APC, the FIC's functions had essentially been reassigned to other elements in the university governance structure. As a consequence during the spring term of 1996 the Faculty Council voted to abolish the FIC, a recommendation which the State Board of Agriculture approved.

The Faculty Council took two further significant actions. First, the "Grievance Procedure" Section "K" of the *Academic Faculty and Administrative Professional Manual* needed to reflect the reorganization which abolished the FIC and the establishment of the APC. Further, Section "K" underwent a thorough and complete revision under the aegis of the Faculty Council Standing Committee charged with this type of oversight, the Committee on Responsibilities and Standing of Academic Faculty (CORSAF); the Vice Chair of the Faculty Council, Professor Penelope H. Bauer, served as the liaison person among the several key elements in this extensive revision, including the Faculty Council Executive Committee, CORSAF, APC, the University General Counsel Office and the Central Academic Administration. This detailed and complicated process was successfully concluded in May and June 1996 when the Faculty Council and then the Governing Board approved the revision Section "K."

The second action was the agreement that the term "General Faculty" be replaced by the term "Academic Faculty" throughout the *Manual*, thereby clarifying the personnel structure of the University: "academic faculty," "administrative professional," and "state classified."

Finally, the significant changes described above were complemented by a thorough review and reorganization of the *Academic Faculty and Administrative Professional Manual*. With the State Board of Agriculture approval of the several proposed changes and revised *Manual*, there was concluded a year of far-reaching review which confirmed the continued maturation of the University and its commitment to shared governance.

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