The Faculty Council meeting was called to order at 4:15 p.m. by Ms. Sue Ellen Charlton, Chair.

ANNOUNCEMENTS

Ms. Charlton announced that the next regularly scheduled Faculty Council meeting will be held on Tuesday, March 5, 2002 in Room A205 Clark Building beginning at 4:15 p.m.

Ms. Charlton announced that the Faculty Council Administration/Faculty Council Dialogue will be on the FY2002-03 budget. She noted that Mr. Peter Nicholls, Provost/Academic Vice President has also been invited to attend the dialogue. A Current Issues Topic will be announced at a later date. Ms. Charlton noted that the grievance process and distance education have been identified as possible subjects.

Ms. Charlton announced that the current Tracking Records for the Faculty Council Standing Committees have been included in the agenda materials and can be found on pages 1-4.

Ms. Charlton recognized Mr. David Mogen, Chair, Committee on Faculty Governance. Mr. Mogen announced that the elections for the Faculty Council officers will be held at the March 5, 2002 Faculty Council meeting. Mr. Mogen noted that he has received one nomination for chair, vice chair and the SBA representative. He reminded Faculty Council members that if nominations are to be included in the agenda materials they must be received by February 19, 2002. However, nominations can be made from the floor of Faculty Council at the March 5, 2002 Faculty Council meeting.

A. FACULTY COUNCIL MEETING MINUTES - DECEMBER 4, 2001

Mr. Paul Kugrens MOVED TO APPROVE THE FACULTY COUNCIL MEETING MINUTES OF DECEMBER 5, 2001.

THE DECEMBER 5, 2001 FACULTY COUNCIL MINUTES WERE APPROVED.

REPORTS TO BE RECEIVED

A. FACULTY COUNCIL REPRESENTATIVE TO THE STATE BOARD OF AGRICULTURE - MR. C. W. MILLER - DECEMBER 3, 2001 STATE BOARD OF AGRICULTURE MEETING.

Ms. Charlton explained that Mr. Miller is attending a State Board of Agriculture meeting in Denver today and is not present. However, his report can be found on pages 17-18 of the Faculty Council agenda materials.

MR. MILLER’S REPORT WAS RECEIVED.
B. REPORT - PROVOST/ACADEMIC VICE PRESIDENT - MR. ALAN TUCKER, INTERIM VICE PROVOST FOR
FACULTY AFFAIRS

Ms. Charlton recognized Mr. Alan Tucker, Interim Vice Provost for Faculty Affairs to present the
Provost/Academic Vice President’s Report.

Mr. Tucker explained that he would discuss two items: 1) enrollment growth funding and 2) controlled academic
programs. Mr. Tucker noted that last year the Provost had received $346,000 to address enrollment issues. This
amount has been increased to $1.2 million for FY 2003. He explained that Mr. Nicholls, the incoming Provost,
has requested that a long-term plan be implemented for enrollment growth. The Provost’s office will be
soliciting input from faculty on this issue.

Mr. Tucker explained that the Provost’s office receives many requests to control enrollment in certain programs.
He noted that enrollment growth funds will, in part, be used to deal with this problem.

Mr. Ray Hogler noted that the academic faculty has declined by 3 percent and enrollment has increased by 3
percent. He asked how Faculty Council could get information regarding faculty lines and information on
adjunct positions. Mr. Tucker responded that his office is in the process of getting position inventories from
all departments to provide information on this issue. He added that $4.0 million has gone into faculty lines,
mostly in faculty salaries and new positions. Mr. David Mogen noted that when the Committee on Faculty
Governance did the apportionment for Faculty Council elections there were 31 fewer faculty members than last
year. Mr. Tucker noted that there are 50 to 60 open position searches at the present time. Mr. Steve Shulman
asked why Colorado State University simply doesn’t admit fewer students. Mr. Tucker responded that
President Yates wants Colorado State University to be the school of “choice” for Colorado residents. Mr. Gene
Abkarian asked how the $1.2 million to address enrollment problems will be allocated. Mr. Tucker responded
that will be decided by Mr. Nicholls. Mr. Eykholt inquired if Colorado State University will gain students
because the University of Colorado-Boulder has proposed capping its enrollment. Mr. Tucker responded that
Mr. Gerry Bomotti, Vice President for Administrative Services, would need to answer that question. However,
the University of Colorado-Boulder proposal has not been approved to date.

MR. TUCKER’S REPORT WAS RECEIVED.

SPECIAL ACTIONS

A. CHANGES IN CURRICULUM TO BE APPROVED: UNIVERSITY CURRICULUM COMMITTEE
MINUTES - NOVEMBER 9, 30 AND DECEMBER 7, 2001

Ms. Sally Sutton, Chair, University Curriculum Committee, moved that Faculty Council approve
the changes in curriculum in the University Curriculum Committee minutes of November 9, 30, and December 7, 2001.

Ms. Sutton noted the following exemptions in the November 9, 2001 University Curriculum Committee minutes:

- Minimum Grade Requirement for Majors and Minors in Foreign Languages and Literatures
- Minimum Grade Requirement Policy - Section F - Curricular Policies and Procedures Handbook

Ms. Sutton explained that these items need special action by Faculty Council and will be forthcoming.

MS. SUTTON’S MOTION WAS ADOPTED WITH THE EXEMPTIONS.

B. PROPOSED REVISIONS TO THE MANUAL - CODE SECTION C.2.1.9.3 - MEMBERSHIP AND
Mr. Mogen, Chair, Committee on Faculty Governance, MOVES THAT FACULTY COUNCIL ADOPT THE PROPOSED REVISIONS TO THE MANUAL - CODE SECTION C.2.1.9.3 - MEMBERSHIP AND ORGANIZATION AND THAT THE REVISIONS BECOME EFFECTIVE UPON STATE BOARD OF AGRICULTURE APPROVAL AS FOLLOWS:

Deletions overscored Additions underlined

C.2.1.9.3 Membership and Organization (last revised February 2, 2000)

No change to first paragraph.
No change to second paragraph.
No change to third paragraph.
No change to fourth paragraph.
No change to fifth paragraph.
No change to sixth paragraph.

Unless otherwise specified in committee bylaws operating procedures, for transacting business at standing committee meetings, a quorum is defined as a simple majority of the voting members.

No change to eighth paragraph.

Mr. Mogen explained that standing committees have operating procedures not bylaws.

MR. MOGEN’S MOTION WAS ADOPTED BY THE NECESSARY TWO-THIRDS VOTE.

C. PROPOSED REVISIONS TO THE MANUAL - CODE SECTION C.2.1.3.3 - OFFICERS - COMMITTEE ON FACULTY GOVERNANCE

Mr. Mogen, Chair, Committee on Faculty Governance, MOVES THAT FACULTY COUNCIL ADOPT THE PROPOSED REVISIONS TO THE MANUAL - CODE SECTION C.2.1.3.3 - OFFICERS AND THAT THE REVISIONS BECOME EFFECTIVE UPON STATE BOARD OF AGRICULTURE APPROVAL AS FOLLOWS:

Deletions overscored Additions underlined

C.2.1.3.3 Officers (last revised February 2, 2000)

d. Chairperson - The Chairperson of the Faculty Council shall be elected from the academic faculty who are current or former members of the Faculty Council at the regularly scheduled March meeting. The Chairperson shall serve a one two year term beginning in July and shall relinquish representation of a department or college (if serving in that capacity) to become a representative and member of the Council. No person shall serve more than two consecutive terms. The Chairperson shall preside at meetings of the Faculty Council, serve as Chairperson of the Executive Committee and as Faculty Council representative to the Colorado Faculty Advisory Committee, and discharge the usual duties of the office.

Mr. Mogen explained that the pattern since the 1988 changes in the structure of Faculty Council has been for the chairperson to be reelected for a second one-year term. A strong argument can be made for keeping the
vice-chairperson’s term at one year in order to determine that both the members of Faculty Council and vice-chairperson are agreed on the desirability of continuing for a second year. The argument for limiting the chairperson’s term to one year seems less strong. Extending the chairperson’s term to two years would insure continuity in office and avoid what have become essentially pro forma election procedures for the second one-year term.

MR. MOGEN’S MOTION WAS ADOPTED BY THE NECESSARY TWO-THIRDS VOTE.

D. PROPOSED REVISIONS TO THE MANUAL - SECTIONS D.5.3 - APPOINTMENTS OF ADMINISTRATIVE PROFESSIONALS AND D.5.4 - POSITION TITLES - COMMITTEE ON RESPONSIBILITIES AND STANDING OF ACADEMIC FACULTY

Mr. Doug Ernest, Chair, Committee on Responsibilities and Standing of Academic Faculty, MOVED THAT FACULTY COUNCIL ADOPT THE PROPOSED REVISIONS TO THE MANUAL - SECTION D.5.3 - APPOINTMENTS OF ADMINISTRATIVE PROFESSIONALS AND THE SUBSECTIONS OF D.5.3.1, D.5.3.2, D.5.3.3, D.5.3.4 AND D.5.3.5 AS FOLLOWS:

Note: Strikeouts represent deletions; underlines represent additions.

D.5.3 Appointments of Administrative Professionals

Administrative professionals are recommended by the immediate supervisor through administrative channels for approval by the Governing Board or the President as its designee, regardless of the length of the proposed appointment. The immediate supervisor shall develop a job description, announce the position, appoint the search committee, coordinate the search, and make the employee selection in accordance with the University’s Affirmative Action Plan guidelines of the University’s Office of Equal Opportunity. If the immediate supervisor desires, an advisory committee may be established to assist in the selection process. Persons appointed should possess at least an appropriate baccalaureate degree from an accredited college or university and be professionally qualified. Exceptions to the degree requirement may be made where it can be demonstrated that professional experience may substitute for the baccalaureate degree. Those exceptions must be approved by the appropriate vice-president and the Director of Human Resource Services. All administrative professional appointments are “at will” (see Section D.5.6) and do not lead to tenure.

D.5.3.1 Required Approvals and Conditions of Appointment

The person selected shall be approved by the Governing Board, irrespective of the length of period of the proposed employment. All recommendations to the Board for such employment must be approved by at least the appropriate Vice President and the President. All recommendations must be approved as to at least salary, period of employment (if limited), and title. Persons appointed should possess at least an appropriate baccalaureate degree from an accredited college or university and be professionally qualified. Exceptions to the degree requirement may be made in those cases where it can be demonstrated that professional experience may substitute for the baccalaureate degree. These exceptions must be made with the approval of the appropriate Vice-President and the Director of Human Resource Services. Administrative professional positions do not lead to tenure.

D.5.3.2 Types of Appointments (See Sections E.4 and E.5)

Administrative professional appointments may be regular full time, regular part time,
special full time, special part time, or temporary. Regular full time appointments are used for full time nine or twelve month appointments with no termination date indicated. Regular part time appointments are used for appointments of less than full time but at least half time with no termination date indicated. Special full time appointments are used for full time nine or twelve month appointments with termination date indicated. Special part time appointments are used for appointments of less than full time but at least half time with a termination date indicated. Full time appointments are used for full time nine or twelve month appointments, and part time appointments are used for appointments of less than full time, but at least half time. For regular and special appointments, no termination date need be stated on an appointment form since such appointments are “at will” (see section D.5.6), and the inclusion of any termination date on such forms is for administrative convenience only. Special part time appointments are normally used for appointments of less than full time but at least half time with a termination date indicated. Special appointments are normally used when funds positions are supported by sponsored programs, or when funds are available only for the duration of the specific assignment. Regular and special administrative professional appointees receive the same fringe benefits as regular and special academic appointees (See Section G).

Temporary appointments are used for full time and part time appointments of less than nine or twelve months and for all part time appointments less than 0.5 time, except for those covered by regular part time or special part time appointments. Temporary appointees are eligible for the same faculty privileges and benefits as defined in Section G. (See Section G) as regular and special academic faculty and administrative professional members as of the beginning date of employment. Temporary appointees of half time or greater are eligible for sick leave (see Section F.3.2) and fringe benefits (see Academic Faculty and Administrative Professional Benefits and Privileges Handbook) after one year of employment, as defined in the Academic Faculty and Administrative Professional Benefits and Privileges Handbook.

D.5.3.2 Coordination with Director of Human Resource Services

The State Constitution (Article XII, Section 13 [2]) and the State Personnel Act (C.R.S. 24-50-135) define those University positions that are not within the State Personnel System. Therefore, in order to ensure compliance with the requirements therein, new administrative professional positions must be coordinated with the Director of Human Resource Services before a position is announced or an appointment offered. Contract negotiated.

D.5.3.4.3 Regulations for Appointments of Research Associates and Research Scientists (or Scholars)

Research Associates, research scientists (or scholars) and senior research scientists (or scholars) can be either special, temporary, or visiting appointees only and are
made with a beginning and termination date shown. The termination date should not extend beyond the fiscal year in which the appointment is made. Names of such appointees will not appear in the Colorado State University General Catalog listing of the academic departmental membership. Research Associates and Research Scientists/Scholars (scholars) are research staff members whose duties or qualifications assignments are not such as to classify the individuals as faculty members. Appointments as research scientists (scholars) should be restricted to those individuals possessing at least the minimum qualifications required for an associate professorship in the discipline involved. Position descriptions for the multiple levels of research associates and research scientists/scholars, including typical duties and educational and experience criteria, along with guidelines for advancement between levels, are available from the Director of Human Resource Services. Changes to the descriptions for these positions are subject to approval by the President after review and comment by the Administrative Professional Council.

D.5.3.54 Joint Administrative Professional and Academic Faculty Appointments

This type of appointment is described in Section E.5.2.

Mr. Ernest asked for unanimous consent to go into informal discussion. There were no objections.

Mr. Ernest explained that two series of changes are being proposed. The first addresses changes associated with the research associate and research scientist (scholar) career ladders. The suggested career ladder for research associates reflects the fact that research associates range from individuals with a Bachelor's degree to those with many years of post-doctorate degree experience. A separate career track/promotion ladder, Research Scientist, was developed for those with Ph.Ds who are not considered part of the Research Associate Series. Multiple-level job descriptions, examples of typical duties, and criteria for hiring and advancement will be available from the Director of Human Resource Services and the Administrative Professional Council Office. Both career ladders have been reviewed by the Administrative Professional Council, the Council of Deans, the Cabinet, and by the President.

Mr. Ernest explained that the second series of proposed changes reflect current administrative situations. First, most administrative professionals must be hired through a search, following the guidelines set forward by the Office of Equal Opportunity. The wording in D.5.3 was changed to reflect that situation. A second change relates to Section D.5.3.1. The wording has been simplified to provide a clearer description of the relationship among the various appointment types.

Mr. F. Brent Reeves noted that page 43 of the New Promotion System for Research Associates - Preliminary Model - September 1, 2000 states in the section under Research Scientist/Scholar III: “This individual would be encouraged to develop an academic relationship with an appropriate academic unit.” Mr. Reeves asked what “academic relationship” means. Mr. Ernest pointed out that the wording may be problematic but it is in the “New Promotion System for Research Associates - Preliminary Model” and not the Manual and that the Administrative Professional Council has agreed to change problematic language in the model. Ms. Christine Bern, Chair, Administrative Professional Council, added that as individuals develop they will integrate more with their academic units. Mr. Cliff Matsumoto explained that he chaired the committee that developed the New Promotion System for Research Associates - Preliminary Model. He explained that there are more than 800 administrative professionals affected by this career ladder so flexibility was necessary so the career ladder could be tailored to all departments on campus. He added that the career ladder is to provide career advancement.
Mr. Rajinder Ranu stated that he was concerned about the academic connections of the Senior Research Scientists. He added that there is tremendous variability in expectations for these positions at present. Mr. Ernest commented that there are over 1500 administrative professionals on campus. A large number of these administrative professionals are with Cooperative Extension or the Forest Service, but 800 administrative professionals are Research Associates or Research Scientists and this model is aimed at those. Mr. Ernest reminded Faculty Council members that Section D.5.3 was under discussion not the career ladder model. He added that Section D.5.3 has been crafted to protect academic integrity. He noted that the administrative professionals have been working on this proposal for over two years and because it appears in the Manual, the Administrative Professional Council must come to Faculty Council to adopt the proposal.

Mr. Gary White asked who makes the decision to promote these people. Mr. Bill Liley, Director of Human Resource Services, responded that promotions are the responsibilities of the research unit which is affiliated with an academic department. If not affiliated with an academic unit, the Principle Investigator of a research project would be responsible for promotions.

Mr. Tucker noted that the second paragraph of Section D.5.4 has eliminated the sentence: “In situations where promotion is considered, the appropriate policies of Sections E.12 and E.13 should be applied.” He asked if this should be left in and not deleted. Mr. F. C. “Ted” Weston asked if there was any known opposition to this proposal. Mr. Ernest replied that he knew of none. Mr. R. “Steve” Robinson inquired if the Committee on Responsibilities and Standing of Academic Faculty or Faculty Council has any oversight regarding the career ladder model. Mr. Ernest replied that the career ladder model was written by the administrative professionals and Faculty Council can only make revisions and adopt the proposed revisions to Sections D.5.3 and D.5.4.

Mr. Reeves noted the following language in D.5.3.3: “Changes to the descriptions for these positions are subject to approval by the President after review and comment by the Administrative Professional Council.” He said that this indicates that Faculty Council is out of the loop. Mr. Paul Kugrens responded that the classification of positions for administrative professionals is the responsibility of the Administrative Professional Council not Faculty Council. Mr. Richard Eykholt pointed out that there has been no change in authority regarding position descriptions. He added that Mr. Tucker had brought up a good point in the reference to E.12 and E.13.

Ms. Charlton asked for unanimous consent to return to formal discussion. There were no objections.

Mr. Eykholt stated that Sections D.5.3 and D.5.4 should be presented as one motion.

Ms. Charlton clarified for the Faculty Council members that the motion on the floor was that Mr. Ernest, Chair, Committee on Responsibilities and Standing of Academic Faculty, moved that Faculty Council adopt the proposed revisions to the Manual - SECTION D.5.3 - Appointments of Administrative Professionals and the subsections of D.5.3.1, D.5.3.2, D.5.3.3., D.5.3.4, and D.5.3.5.

Mr. Robinson MOVED TO AMEND THE MAIN MOTION TO INCLUDE SECTION D.5.4 - POSITION TITLES.

Mr. Robinson’s motion to amend the main motion was adopted.

Mr. Dana Hoag asked Ms. Charlton to clarify what Sections E.12 and E.13 are. Ms. Charlton checked the Manual and explained that Section E.12 was entitled, “Definitions and Indicators for Performance Expectations for Tenure, Promotion and Merit Salary Increase” and Section E.13 was entitled, “Advancement in Rank (Promotion).” Ms. Charlton noted that both of these sections pertain to academic faculty.

Mr. Ernest MOVED TO AMEND SECTION D.5.4 AS FOLLOWS:

D.5.4 Position Titles for Administrative Professionals
Titles approved by the President for administrative professionals appear in the Human Resource Manual and can be obtained from the Administrative Professional Council Office. However, neither these titles, nor the descriptions of the positions, may be such as to imply an equivalence or similarity to academic faculty positions. In particular, the terms “professor,” “instructor,” and “teacher” are reserved for academic faculty positions only.

Mr. Ernest explained that the Committee on Responsibilities and Standing of Academic Faculty received inquiries about deletion of academic faculty titles and this additional language will clarify what titles can not be used in position descriptions for administrative professionals.

Mr. Hogler stated that the additional language was unnecessary and noted that the General Counsel’s office may not approve this language. Mr. Kugrens asked if this amendment passed would the administrative professionals holding these titles need to be reclassified. Mr. Robinson stated that it is important that Faculty Council control this issue. Mr. Shulman pointed out that some administrative professionals do teach and instruct and this amendment seems too arrogant. Mr. Eykholt explained that this amendment to the main motion has been approved by the Administrative Professional Council with no objections. Mr. Vincent Murphy noted that there are some Research Scientists that hold academic faculty positions and asked what happens to these people. Mr. Liley responded that there are some special appointments for academic faculty positions, but this provision focuses on Research Scientists who do not hold academic appointments. Mr. Philip Chapman noted that in the career ladder model it states that certain administrative professional positions are not similar but analogous to academic titles. He asked what the difference is. Mr. Liley explained that this connotes connection between research function and academic function. Mr. Liley added that this statement could be stricken from the career ladder model. Ms. Bern confirmed that the Administrative Professional Council is willing to change terminology to alleviate concerns. She added that “analogous” deals with professional aspects and was not intended to intrude on faculty responsibility. Mr. Matsumoto also noted that after one year a formal review of the career ladder will be conducted in order to make modifications. Mr. Murphy reiterated that he was still worried about the people who hold joint titles. Mr. Liley pointed out that the Manual has provisions for joint appointments. He also noted that this amendment does not affect people on joint appointments.

MR. ERNEST’S AMENDMENT TO THE MAIN MOTION WAS ADOPTED.

THE AMENDED MAIN MOTION WAS ADOPTED.

The amended main motion as adopted by Faculty Council reads as follows:

D.5.3 Appointments of Administrative Professionals

Administrative professionals are recommended by the immediate supervisor through administrative channels for approval by the Governing Board or the President as its designee, regardless of the length of the proposed appointment. The immediate supervisor shall develop a job description, announce the position, appoint the search committee, coordinate the search, and make the employee selection in accordance with the guidelines of the University’s Office of Equal Opportunity. Persons appointed should possess at least an appropriate baccalaureate degree from an accredited college or university and be professionally qualified. Exceptions to the degree requirement may be made where it can be demonstrated that professional experience may substitute for the baccalaureate degree. Those exceptions must be approved by the appropriate vice-president and the Director of Human Resource Services. All administrative professional appointments are “at will” (see Section D.5.6) and do not lead to tenure.
D.5.3.1 Types of Appointments

Administrative professional appointments may be regular full time, regular part time, special full time, special part time, or temporary. Full time appointments are used for full time nine or twelve month appointments, and part time appointments are used for appointments of less than full time, but at least half time. For regular and special appointments, no termination date need be stated on an appointment form since such appointments are “at will” (see section D.5.6), and the inclusion of any termination date on such forms is for administrative convenience only. Special appointments are normally used when positions are supported by sponsored programs, or when funds are available only for the duration of the specific assignment. Regular and special administrative professional appointees receive the same benefits as regular and special academic appointees (See Section G).

Temporary appointments are used for full time and part time appointments of less than nine or twelve months and for all part time appointments less than 0.5 time. Temporary appointees are eligible for privileges and benefits as defined in Section G. Temporary appointees of half time or greater are eligible for sick leave (see Section F.3.2) after one year of employment.

D.5.3.2 Coordination with Director of Human Resource Services

The State Constitution (Article XII, Section 13 [2]) and the State Personnel Act (C.R.S. 24-50-135) define those University positions that are not within the State Personnel System. In order to ensure compliance with the requirements therein, all new administrative professional positions must be coordinated with the Director of Human Resource Services before a position is announced or an appointment offered.

D.5.3.3 Regulations for Appointments of Research Associates and Research Scientists/Scholars

Research Associates and Research Scientists/Scholars are research staff members whose assignments are not such as to classify the individuals as faculty members. Position descriptions for the multiple levels of research associates and research scientists/scholars, including typical duties and educational and experience criteria, along with guidelines for advancement between levels, are available from the Director of Human Resource Services. Changes to the descriptions for these positions are subject to approval by the President after review and comment by the Administrative Professional Council.

D.5.3.4 Joint Administrative Professional and Academic Faculty Appointments

This type of appointment is described in Section E.5.2.

D.5.4 Position Titles for Administrative Professionals

Titles approved by the President for administrative professionals appear in the Human Resource Manual and can be obtained from the Administrative Professional Council Office. However, neither these titles, nor the descriptions of the positions, may be such as to imply an equivalence or similarity to academic faculty positions. In particular, the terms “professor,” “instructor,” and “teacher” are reserved for academic faculty positions only.
A. A SYSTEM FOR THE APPRAISAL OF ADMINISTRATORS - Mr. Alan Tucker, Interim Vice Provost for Faculty Affairs, Mr. Robert Hoffert, Dean, Liberal Arts and Mr. Paul Kugrens, Professor Biology

The Current Issues Topic was postponed.

THE MEETING WAS ADJOURNED AT 5:50 P.M.

Sue Ellen Charlton, Chair
David Allen, Vice Chair
Diane L. Maybon, Recording Secretary
ATTENDANCE
BOLD INDICATES PRESENT AT MEETING
UNDERLINE INDICATES ABSENT AT MEETING

AGRICULTURAL SCIENCES
Jerry Eckert  Agricultural and Resource Economics
David Ames  Animal Sciences
Rajinder Ranu  Bioagricultural Sciences & Pest Management
Stephen Wallner  Horticulture & Landscape Architecture
Greg Butters  Soil and Crop Sciences
Stephen Davies  College-at-Large
Dana Hoag  College-at-Large
Glenn Schmidt for Dennis Lamm College-at-Large

APPLIED HUMAN SCIENCES
Molly Eckman  Design, Merchandising, and Consumer Sciences
Robert Gotshall  Exercise and Sport Science
David A. Sampson  Food Science and Human Nutrition
Gene G. Abkarian  Human Development and Family Studies
Charles W. Smith  Manufacturing Technology and Construction Management
Patti Davies for David Greene  Occupational Therapy
Carole Makela  School of Education
M. Ping for Robert Jackson  Social Work
Victor Baez  College-at-Large

BUSINESS
Don Samuelson  Accounting
F.C. “Ted” Weston  Computer Information Systems
Timothy Gallagher  Finance and Real Estate
Raymond Hogler  Management
Kathleen Kelly  Marketing

ENGINEERING
Roger Pielke  Atmospheric Science
Vincent G. Murphy  Chemical and Bioresource Engineering
Paul Heyliger  Civil Engineering
Gary Y. Robinson  Electrical Engineering
Harry Edwards  Mechanical Engineering
Luis Garcia  College-at-Large
Ramchand Oad  College-at-Large

LIBERAL ARTS
Norberto Valdez  Anthropology
Peter Jacobs  Art
Steven J. Shulman  Economics
David Mogen  English
Jay Bodine  Foreign Languages and Literatures
Diane C. Margolf  History
Michael Thaut  Music, Theater, and Dance
Grant Lee  Philosophy
LIBERAL ARTS (Continued)

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<td>Journalism and Technical Communication</td>
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NATURAL RESOURCES

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NATURAL SCIENCES

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<td>David E. Fahrney</td>
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VETERINARY MEDICINE AND BIOMEDICAL SCIENCES

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<td>John E. Rash</td>
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<tr>
<td>Ted S. Stashak</td>
<td>College-at-Large</td>
</tr>
</tbody>
</table>

UNIVERSITY LIBRARIES

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Barbara Branstad</td>
<td>Libraries</td>
</tr>
<tr>
<td>Lou E. Anderson</td>
<td>At-Large</td>
</tr>
<tr>
<td>Michael Culbertson</td>
<td>At-Large</td>
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</tbody>
</table>
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