

To Faculty Council Members: Your critical study of these minutes is requested. If you find errors, please call, send a memorandum, or E-mail immediately to Diane L. Maybon, ext 1-5693.

NOTE: Final revisions are noted in the following manner: additions underlined; deletions ~~over scored~~.

**MINUTES**  
**FACULTY COUNCIL**  
February 4, 2003

**CALL TO ORDER**

The Faculty Council meeting was called to order at 4:15 p.m. by Mr. David Allen, Chair.

**ANNOUNCEMENTS**

Mr. Allen announced that the next regularly scheduled Faculty Council meeting will be held on March 4, 2003 in Room A205 Clark Building at 4:15 p.m.

Mr. Allen announced that the Administration/Faculty Council Dialogue for March 4, 2003 will be announced at a later date.

Mr. Allen announced that the Current Issues Topic for March 4, 2003 will be presented by Mr. Kim Bender, Director of Assessment.

Mr. Allen announced that the current "Tracking Records" for Faculty Council Standing Committees can be found on pages one through four of the February 4, 2003 Faculty Council agenda.

Mr. Allen announced that elections for Vice Chair and Board of Governors Faculty Representative will be held on March 4, 2003. The closing date for nominations is February 14, 2003. The Committee on Faculty Governance is in charge of the elections.

**MINUTES TO BE APPROVED**

A. FACULTY COUNCIL MEETING MINUTES - DECEMBER 3, 2002

Mr. Timothy Gallagher MOVED TO APPROVE THE FACULTY COUNCIL MEETING MINUTES OF DECEMBER 3, 2002.

THE DECEMBER 3, 2002 FACULTY COUNCIL MINUTES WERE APPROVED.

**REPORTS TO BE RECEIVED**

A. FACULTY COUNCIL REPRESENTATIVE TO THE BOARD OF GOVERNORS - MR. C. W. MILLER - DECEMBER 2, 2002 BOARD OF GOVERNORS MEETING

Mr. C. W. Miller, Faculty Council Representative to the Board of Governors, noted that his written report can be found on pages 17 and 18 of the agenda materials. Mr. Miller explained that he had just returned from the February 4, 2003 Board of Governors meeting which was held in Denver. He noted that the Board of Governors met in Executive Session for four hours to discuss the two appointments on vacated positions made by the Governor to the Board of Governors. The following is a statement from the BOG:

"STATEMENT FROM REGINALD WASHINGTON ON  
BOARD OF GOVERNORS DECISION TO DEFER  
ACTION ON BOARD APPOINTMENTS

The Board of Governors of the Colorado State University System today decided to defer any action on two possible Board appointments until the state Senate confirmation process initiated by the Governor is completed.

Historically what always occurred is the governor has made interim appointments that were then confirmed by the Senate. We felt it was in the best interests of all concerned for that process to continue in this instance, and the board will take no action until the Senate confirmation process has occurred.

The Board action followed an informal legal opinion from the Attorney General that stated the Board had the authority to select interim appointments. Governor Bill Owens has named Mr. Pat Broe and Ms. Connie Calaway as his selections to fill the seats on the Board.”

MR. MILLER’S REPORT WAS RECEIVED.

B. PROVOST/ACADEMIC VICE PRESIDENT’S REPORT - MR. PETER NICHOLLS  
PROVOST/ACADEMIC VICE PRESIDENT

Mr. Allen noted that Mr. Peter Nicholls is attending the Board of Governors meeting in Denver and Mr. Alan Tucker, Vice Provost for Academic Affairs will present the Provost’s report. Mr. Tucker reported that the primary issue in the Provost office is the budget reductions for FY 2003-04. He explained that the Provost office hosted a retreat for the Council of Deans and presentations were given at this retreat by each dean and all offices which report directly to the Provost office for their respective plans for reducing budget allocations for FY2003-04. Mr. Tucker noted that a benchmark of a 6 percent recision has been set. Mr. Tucker also expressed, on behalf of Mr. Peter Nicholls, his appreciation to the deans and department heads for their diligence in making these difficult decisions regarding budget reductions and also meeting undergraduate expectations. Mr. Tucker reported that the enrollment growth funding has been protected from the budget reductions and the Provost office will be receiving its third installment on funding for enrollment management. He reported that these monies will be used to meet turn-away problems and areas which may have large growth.

MR. TUCKER’S REPORT WAS RECEIVED.

C. FOLLOW UP REPORT - UNIVERSITY DIVERSITY - MR. ALAN TUCKER, VICE PROVOST FOR  
FACULTY AFFAIRS AND MS. DANA HIATT, DIRECTOR, OFFICE OF EQUAL OPPORTUNITY

Mr. Tucker explained that after his presentation at the December 3, 2002 Faculty Council meeting some questions were raised concerning the hiring outcomes for faculty using search waivers. Mr. Tucker presented the following information compiled by the Office of Budgets and Institutional Analysis and the Office of Equal Opportunity:

SEARCH WAIVER SUMMARY  
Academic Faculty

AY 2000-01	
Non-Tenure-track Faculty Hired	48
Special	24
Temporary	24
Tenure-track Faculty Hired	8 (1MF, 1MM, 4WF, 2WM)
AY 2001-02	
Non-Tenure-track Faculty Hired	46
Special	25
Temporary	21
Tenure-track Faculty Hired	7 (3MM, 1WF, 3WM)

SEARCHES  
Academic Faculty

AY 2000-01	
Tenure-track Faculty	62 (3MF, 10MM, 20WF, 29WM)
AY 2001-02	
Tenure-track Faculty	53 (3MF, 8MM, 19WF, 23WM)

Rationale for requests for Tenure Track Faculty (White Males): two spousal retention; one reappointment; to change from senior research scientist to academic faculty.

Mr. Tucker reported that according to the above report the search waiver process has been used effectively for hiring women and minorities. Mr. Gene Abkarian asked Mr. Tucker to explain the difference between search waivers and direct hires. Mr. Tucker referred this question to Ms. Dana Hiatt, Director, Equal Opportunity Office. Ms. Hiatt explained that a search waiver is used when the search does not match the regular search process. A direct hire is not used at Colorado State University but is defined as a hire outside of the normal search process. So the two terms are almost synonymous.

MR. TUCKER'S REPORT WAS RECEIVED.

D. REPORT FROM EXECUTIVE COMMITTEE - MR. DAVID ALLEN, CHAIR, FACULTY COUNCIL EXECUTIVE COMMITTEE

Mr. Allen explained that Executive Committee, acting on behalf of Faculty Council, authorized the following:

**ACTION I - Executive Committee Action on Behalf of Faculty Council: January 7, 2003 - Communication with the Board of Governors on the Presidential Selection Process.**

The Executive Committee, at a special meeting on January 7, 2003, adopted, by unanimous vote, the following statement on the Presidential Selection process. This statement was forwarded to the Board of Governors.

“The unusual intervention by the Governor in the selection process for the next Chancellor of the Colorado State University System and the next President of Colorado State University has serious implications. Among others, the action may prevent a wide variety of qualified candidates from applying. The Executive Committee, on behalf of the Faculty Council at Colorado State University,

supports your efforts to maintain an open selection process, urges the Board of Governors to sustain a process of the highest integrity and select an individual with outstanding academic and administrative credentials. Furthermore, we endorse the criteria listed in the position advertisements. The Executive Committee of Faculty Council would be pleased to meet with you, at your convenience, and/or provide additional input.”

Mr. Allen explained that the rationale for this action was that by January 7, 2003 several Colorado newspaper had published articles concerning the Governor’s preference for a specific candidate. The Executive Committee held a special meeting on January 7, 2003 to discuss what action Faculty Council might take. At this meeting, the Faculty Representative to the Board of Governors, Mr. C. W. Miller, indicated that he had received a fax announcement that the BOG was convening a special meeting in Denver, Colorado on Wednesday, January 8, 2003 to discuss the Presidential selection process. The Executive Committee felt that a delay in expressing a collective position would miss a window of opportunity. The Executive Committee drafted and unanimously approved the statement and directed Mr. Miller, the Faculty Representative to the Board of Governors, to hand deliver the statement at the January 8, 2003 BOG meeting.

**ACTION II: Approval of Courses Exempted from the October 11, 2002 University Curriculum Committee Minutes at the December 3, 2002 Faculty Council Meeting as follows:**

The Executive Committee adopted the motion by Mr. C. W. Miller to:

Approve the courses exempted from the October 11, 2002 minutes of the University Curriculum Committee so that the following courses could be offered beginning the Spring 2003 semester: A633, *Understanding and Managing Animal Resources*; A634, *Animal Production Systems*; A637, *Understanding Policy and Emerging Issues*; A638, *Monitoring for Success*; A639, *Products to Profit*; and, A640, *Integrated Resource Management Plan*.

Mr. Allen explained that the rationale for this action was necessitated because at the December 3, 2002 Faculty Council meeting, Mr. Kugrens moved to amend the main motion by exempting the above six courses from the October 11, 2002 University Curriculum Committee minutes for further clarification. Mr. Kugrens explained that the intent of the courses needed to be clarified by the University Curriculum Committee. Mr. F.C. “Ted” Weston pointed out that the effective date of the courses was Spring 2003 and Mr. Reeves responded that, if necessary, Executive Committee could act on this matter for Faculty Council. Mr. Kugrens motion was adopted. Mindful of the need to reach a final decision on these courses prior to the start of the Spring 2003 semester and further noting that Faculty Council’s next meeting did not occur until February 4, 2003, Executive Committee met on December 10, 2002. Mr. Darrell Fontane, Chair, University Curriculum Committee and Mr. Gordon Niswender, attended this meeting as guests since they were familiar with the development of this set of courses and the Integrated Resource Management Program. The Executive Committee noted that Faculty Council had approved the first four courses in this program when it voted on the September 27, 2002 University Curriculum Committee minutes (i.e., A631, *Building the Business*; A632, *Understanding and Managing the Land*; A635, *Integrated Grazing Management*; and, A636, *Analyzing and Managing the Business*). The six additional courses and the existing four courses adopted in the September 27, 2002 minutes form a set of courses offered for either degree credit or no credit, are offered as modules, and are designed to address the needs of both special clientele students both on and off campus. Overall, the Integrated Resource Management Program involves 12 faculty in four different colleges. The confusion seemed to stem from the fact that the courses are offered in module form, and the next module in the sequence cannot be taken until the previous module is completed. After discussion, it was decided that sufficient information had been presented by Mr. Niswender to justify adoption of the courses. Mr. Kugrens also offered an instruction for the University Curriculum Committee, which was adopted by Executive Committee, that in the future, minutes of the University Curriculum Committee, which contain this type of non-traditional course should also contain a short explanatory note so that the information is readily available to aid Faculty Council in its deliberations. Mr. Fontane agreed to include such comments in future University Curriculum Committee

minutes.

**Action III - Editorial Change to *Manual* Section H.13.**

The Executive Committee unanimously approved a motion by Mr. Kugrens to authorize a purely editorial change to *Manual* Section H.13 (~~noted by a strike out~~) as follows:

**H.13. Use of University Facilities.**

Academic faculty and administrative professionals have an obligation to understand and comply with the general operational and administrative policies or guidelines of the University regarding facilities use. Information regarding such policies or guidelines is available from the Office of the Vice President for Administration (~~see Section I.10.2~~)

Mr. Allen explained that Mr. Gallagher had noted a problem with cross-referencing Section I.10.2 in Section H.13 of the *Manual*. It was determined that Section I.10.2 was an obsolete provision of the *Manual*, which had been deleted by Faculty Council action. However, when Section I.10.2 was deleted the existence of the corresponding cross reference in *Manual* section H.13 had gone unnoticed. Instead of bringing this forward as a matter for full Faculty Council debate, Executive Committee believed that a more efficient way of dealing with this problem would be to “act for” Faculty Council and approve the editorial change to Section H.13 of the *Manual*.

Mr. Steve Robinson moved that Faculty Council go to informal discussion for 10 minutes to discuss Action I - Executive Committee Action on Behalf of Faculty Council: January 7, 2003 - Communication with the Board of Governors on the Presidential Selection Process.

Mr. Robinson’s motion was adopted.

Mr. Robert Lawrence explained that he had contacted several faculty members on campus who were concerned about the Presidential search process. He noted that a petition will be sent to all faculty members and urged faculty to sign this petition. The petition will be sent together with a letter expressing faculty concerns regarding the Governor’s support of a single candidate for President of Colorado State University to the Board of Governors. Mr. Lawrence explained that Ms. Pat Bedinger has researched the presidents of the 97 public Carnegie Research I Universities and has compiled data which she provided to him. He noted that out of 97 institutions all Presidents have terminal post-graduate degrees. Eighty-six have Ph.D degrees, ten have law degrees, and one has an architectural degree. Two would be considered “non-traditional” in that they came to their Presidencies from private law practice. He added that these are data available if anyone is interested. Mr. Robinson asked Mr. Allen, as a member of the Presidential Selection Advisory Committee, to explain the search procedures.

Mr. Allen responded that the position announcement had been advertised in the Chronicle of Higher Education and is on the Colorado State University webpage. A search firm has been retained and they have reported that numerous applications have been received. Anyone can be nominated or self-nominated. The current closing date for nominations is February 10, 2003. However, this date could be extended through March, if necessary. The advisory committee is to meet on February 28 to screen the applications and select finalists for airport interviews to be held during the week of March 7, 2003. Mr. Allen added that one non-traditional candidate must be included in the list sent to the Board of Governors for its consideration. The finalist will be brought to campus for an open forum. There is discussion of bringing more than one finalist to the campus for interviews, but that needs to be clarified. Mr. Allen asked Ms. Hiatt, Director, Office of Equal Opportunity, what role the Office of Equal Opportunity has in the search. Ms. Hiatt left the meeting and the question remained unanswered.

Mr. Jerry Eckert asked if there is a “stealth candidate?” Mr. Allen responded in the Board of Governor meeting minutes it does state that they reserve the right to include a “stealth candidate.” Mr. Gallagher explained that a “stealth candidate” is someone that can be brought forward by a search committee who has not been identified earlier, because the candidate did not want to be identified until the end of the search and only if she/he was selected as a finalist.

MR. RICHARD EYKHOLT MOVED TO EXTEND THE INFORMAL DISCUSSION FOR AN ADDITIONAL 10 MINUTES.

MR. EYKHOLT’S MOTION WAS ADOPTED.

Ms. Ellen Brinks asked if a non-traditional candidate has always been considered in searches and why minimum academic qualifications for the candidate were not included. Mr. Allen explained that the Board of Governors wants the best candidate possible and that candidate may not translate into someone with academic qualifications. Mr. Allen noted that most non-traditional candidates who are recruited for the position of President of a University have been people that have been in academia, then went into the private sector and then back to academia. It was asked how much influence can Colorado State University have on this process. Mr. Allen explained that the Board of Governors requested a statement from faculty, and that is why the Executive Committee met on January 7, 2003 and drafted the document included in the agenda materials labeled “acting” for Faculty Council. This document was hand delivered by Mr. Miller to a special Board of Governors meeting held on January 8, 2003. Mr. Allen reminded faculty members that everyone has the right to freedom of speech and if anyone wants to express his/her opinion they have that right. However, he encouraged those who did express a position to make it fact based, professional, and focused on the issues.

Mr. Eykholt noted that he had copies of the position announcements for the current Presidential search, and when President Yates was hired, and when Mr. Peter Nicholls was hired. The position announcements are included in the minutes as an addendum. Mr. Eykholt presented a summary of the different announcements and pointed out that the position announcement for the current search states: “an appreciation and understanding of academic faculty and academic programs are highly desirable.” This is the only statement about academics. Mr. Eykholt strongly urged that the Office of Equal Opportunity review this announcement. Mr. Eykholt also reiterated that a non-traditional candidate must be referred.

Mr. Eykholt MOVED THAT FACULTY COUNCIL INSTRUCT THE CHAIR OF FACULTY COUNCIL TO SUBMIT THE NAME OF H. NORMAN SCHWARZKOPF AS A NOMINEE FOR THE POSITION OF PRESIDENT OF COLORADO STATE UNIVERSITY AND CHANCELLOR OF THE COLORADO STATE UNIVERSITY SYSTEM.

Mr. Lawrence MOVED TO EXTEND THE INFORMAL SESSION FOR ANOTHER 10 MINUTES.

MR. LAWRENCE’S MOTION WAS ADOPTED.

Mr. Alan Lamborn spoke against this motion. Mr. Lamborn stated that the faculty should consider the nature of the non-traditional candidate, and the University should not be politicized. He noted that external constituents do not understand the “stakes” of hiring a non-traditional President. He stated that the faculty should focus on the need to stress that the Governor should not be choosing nominations for University Presidents. He also added that the faculty should not preempt the search process. If there are members of the faculty who want to nominate a person they should do so, but faculty should not become politicized.

Mr. Allen asked Mr. F. Brent Reeves, Vice Chair, to assume the responsibilities of Chair so he could participate in this discussion. Mr. Reeves assumed the responsibilities of Chair.

Mr. Allen responded that the process is politicized because the Board of Governors must have a non-traditional candidate. Mr. Allen noted that he would like the permission of the Faculty Council to place this nomination formally before the Selection Advisory Committee. He stated that he did not believe that position as Chair of Faculty Council, gave him the authority to take this action on his own. He would prefer to act on the basis of an instruction from Faculty Council and that Faculty Council approval of the nomination would not constitute an endorsement of the nomination. He added that General Schwarzkopf is highly qualified for this nomination.

Mr. Evan Vlachos said he perceived this motion as "frivolous" and the Board of Governors would not consider it seriously. Mr. Eykholt noted that the Board of Governors is going to consider a non-traditional candidate and that this places Faculty Council in a position where it would be wise to ensure that there was more than one non-traditional candidate in the pool.

Mr. Abkarian MOVED TO CONTINUE THE INFORMAL DISCUSSION FOR AN UNLIMITED AMOUNT OF TIME.

MR. ABKARIAN'S MOTION WAS NOT ADOPTED.

Mr. David Mogen MOVED TO CONTINUE THE INFORMAL DISCUSSION FOR AN ADDITIONAL 10 MINUTES.

MR. MOGEN'S MOTION WAS ADOPTED.

MR. VLACHOS CALLED FOR THE QUESTION. Mr. Reeves asked if there were any objections to the motion to call the question. There were objections.

MR. VLACHOS' MOTION WAS NOT ADOPTED.

Mr. Dale Grit asked if General Schwarzkopf has been notified that he is being nominated. Mr. Allen could not offer clarification on this point because of his membership on the Presidential Advisory Committee.

Mr. Kenneth Klopfenstein MOVED TO CONTINUE THE INFORMAL DISCUSSION FOR AN ADDITIONAL 10 MINUTES.

MR. KLOPFENSTEIN'S MOTION WAS ADOPTED.

Mr. Peter Jacobs asked what the definition for a non-traditional candidate is. Mr. Allen responded that, at present, there was not an agreed upon definition of a non-traditional candidate. Mr. F. C. "Ted" Weston stated it was not wise to put forward the name of a person who has not been contacted in advance of the nomination.

Mr. David Greene noted that the concern should be about the possibility that the Governor's nomination for President could decrease the candidate pool, not that we should nominate a non-traditional candidate. Mr. Mogen added that he is "leery" of doing something political when this process should be non-partisan and non-political. He said Faculty Council should not put this nomination forward. Mr. Mogen suggested that Faculty Council approve a resolution endorsing Executive Committee's statement to the Board of Governors. Mr. Robert Meroney stated that a nomination from a group of faculty members would be acceptable but it is not appropriate for Faculty Council to nominate a certain candidate. Mr. Allen reiterated that the nominations will be closed by February 10, 2003 and that another non-traditional candidate should be nominated. He added that if another non-traditional candidate was not nominated he would find himself in a position where he would have to seek a replacement for himself on the Advisory Committee to the Board of Governors.. Mr. Lamborn

reminded faculty members that all nominations are required to be contacted, any person or group can make a nomination and an inquiry to that person will have to be made to see if they are interested in the position. Mr. Robinson pointed out that Faculty Council was missing the point of focus on process. He added that an honest search committee will address qualifications of each candidate and judgement should not be based on who brought forward the nomination.

Mr. Mogen MOVED TO EXTEND THE INFORMAL DISCUSSION ANOTHER 10 MINUTES.

MR. MOGEN'S MOTION WAS ADOPTED.

Mr. John Rash asked if there was any valid reason why this nomination must come from Faculty Council. Mr. Vlachos asked where the information is coming from regarding this search process and whether the source was reliable? Mr. Allen responded that he was the source. Mr. Jerry Eckert pointed out that it is being assumed that the Board of Governors will only have one non-traditional candidate to consider. Mr. Eckert added that the Board of Governors has the right to re-advertise the position if the pool of applicants are not acceptable. He added that if General Schwarzkopf has not been notified that we should not proceed in this direction. Mr. Raymond Hogler pointed out that we are only members of Faculty Council, not the whole University, and other entities on campus should be consulted regarding this issue.

Mr. Israel Broner MOVED TO CALL THE QUESTION, END THE DEBATE AND VOTE ON THE MOTION.

MR. BRONER'S MOTION WAS ADOPTED BY UNANIMOUS CONSENT.

The motion is as follows:

Mr. Eykholt MOVED THAT FACULTY COUNCIL INSTRUCT THE CHAIR OF FACULTY COUNCIL TO SUBMIT THE NAME OF H. NORMAN SCHWARZKOPF AS A NOMINEE FOR THE POSITION OF PRESIDENT OF COLORADO STATE UNIVERSITY AND CHANCELLOR OF THE COLORADO STATE UNIVERSITY SYSTEM.

MR. EYKHOLT'S MOTION WAS NOT ADOPTED.

#### **SPECIAL ACTIONS**

Mr. Allen resumed the Chair responsibilities. Mr. Allen asked for unanimous consent to revise the order of the agenda. There were no objections.

- A. APPROVAL OF DEGREE CANDIDATES - MAY 2003 SPRING COMMENCEMENT - MR. PETER NICHOLLS, PROVOST/ACADEMIC VICE PRESIDENT

Mr. Tucker, Vice Provost for Academic Affairs, MOVED TO APPROVE THE CANDIDATES WHO MEET DEGREE REQUIREMENTS FOR GRADUATION AT THE CLOSE OF THE SPRING 2002 SEMESTER.

MR. TUCKER'S MOTION WAS ADOPTED.



B. CHANGES IN CURRICULUM TO BE APPROVED: UNIVERSITY CURRICULUM COMMITTEE MINUTES: NOVEMBER 8, 15, 22, AND DECEMBER 6, 2002

Ms. Sally Sutton, Member of University Curriculum Committee, MOVED THAT FACULTY COUNCIL ADOPT ACTION ITEMS IN THE NOVEMBER 8, 2002 UNIVERSITY CURRICULUM COMMITTEE MEETING MINUTES CHANGES IN CURRICULUM WITH THE FOLLOWING EXEMPTIONS:

November 8, 2002 - page nine - CAPS Admission Requirement

MS. SUTTON'S MOTION WAS ADOPTED.

Ms. Sally Sutton, Member of University Curriculum Committee, MOVED THAT FACULTY COUNCIL ADOPT ACTION ITEMS IN THE NOVEMBER 15 and 22, 2002 UNIVERSITY CURRICULUM COMMITTEE MEETING MINUTES CHANGES IN CURRICULUM.

MS. SUTTON'S MOTION WAS ADOPTED.

Ms. Sally Sutton, Member of University Curriculum Committee, MOVED THAT FACULTY COUNCIL ADOPT ACTION ITEMS IN THE DECEMBER 6, 2002 UNIVERSITY CURRICULUM COMMITTEE MEETING MINUTES CHANGES IN CURRICULUM WITH THE FOLLOWING EXEMPTIONS:

December 6, 2002 - page four - First Year Seminars

MS. SUTTON'S MOTION WAS ADOPTED.

C. PROPOSED REVISIONS TO THE *MANUAL*, CODE, SECTION C.2.3.4 - DIVISION OF EDUCATIONAL OUTREACH - COMMITTEE ON FACULTY GOVERNANCE

Mr. Broner, Chair, Committee on Faculty Governance, MOVED THAT FACULTY COUNCIL ADOPT THE PROPOSED REVISIONS TO THE *MANUAL*, CODE, SECTION C.2.3.4 - DIVISION OF EDUCATIONAL OUTREACH AS FOLLOWS:

Additions - Underlined Deletions - ~~Overscored~~

**C.2.3.4 Division of ~~Educational Outreach~~ Continuing Education** (*last revised May 6, 1998*)

The Division, organized under the Director of ~~Educational Outreach~~ Continuing Education, has general charge of the University's programs in continuing education and extended studies. The academic faculty of the Division are designated by each of the participating departments.

Mr. Broner explained that the Division of Educational Outreach requested a name change back to the Division of Continuing Education. This change is based upon input from students, staff and a review of peer institutions.

MR. BRONER'S MOTION WAS ADOPTED BY THE NECESSARY TWO-THIRDS VOTE.

D. PROPOSED CHANGES TO THE COLORADO STATE UNIVERSITY ACADEMIC CORE CURRICULUM REPORT ON OBJECTIVES AND CRITERIA (AS ADOPTED BY FACULTY COUNCIL ON DECEMBER 1, 1998) SECTION ON FIRST YEAR SEMINARS - UNIVERSITY CURRICULUM COMMITTEE

Ms. Sutton, Member University Curriculum Committee, MOVED THAT FACULTY COUNCIL ADOPT THE FOLLOWING REWORDING OF THE COLORADO STATE UNIVERSITY ACADEMIC CORE CURRICULUM REPORT ON OBJECTIVES AND CRITERIA (AS ADOPTED BY FACULTY COUNCIL ON DECEMBER 1, 1998) SECTION ON FIRST YEAR SEMINARS AS FOLLOWS:

Additions are Underlined

I. **FIRST-YEAR SEMINAR - (2-3 credits)<sup>1</sup>**

The objective of the First-Year Seminar requirement is to engage students intellectually through rigorous academic study in small-class or group settings and to connect them to faculty, other students, and Colorado State University. While courses designed to achieve this objective may have many forms (for example, a two- or three-credit course specifically designed and designated to meet the criteria, designated sections of courses that satisfy Categories II or III of the Core, break-out recitation portions (designated) of larger lecture courses in which the break-out portion involves at least ~~100~~ 50 contact minutes a week, and so on), each First-Year Seminar should develop students':

- A. appreciation of the norms and values of the University as an intellectual community through a challenging and stimulating academic experience;
- B. (in the case of those seminars designed by colleges or majors) understanding of the scope and methodology of their chosen program of study;
- C. (in the case of those seminars designed for students who have not yet decided on specific programs of study) understanding of the breadth of educational and intellectual opportunities available at the University;
- D. sense of community by fostering substantive interactions between individual students and faculty and between and among student peers;
- E. basic competencies by involving them in active learning experiences, including oral presentations, writing papers, and explicit promotion of logical/critical thinking skills;
- F. awareness, understanding, and use of University, college, and departmental resources to ensure academic survival.

Students are expected to complete the First-Year Seminar, which will be at the 100 level, during one of their first two semesters at Colorado State University; they are required to complete it prior to completing 45 credits. Students who enter Colorado State with 25 or more credits transferred from

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<sup>1</sup> If a course taken to satisfy this requirement will also satisfy the Competencies or the Foundations and Perspectives requirements of the Core, the one course can be used to satisfy both requirements, that is, the course can be "double counted."

another institution are exempt from this requirement.

This revision, subject to approval of Faculty Council, would be in effect for two years (end in Spring Semester 2005) to give the University an opportunity to work through the current budget situation and evaluate the effectiveness of the small sections of the First Year Seminars.

Ms. Sutton explained that the proposal for this change of wording came from the College of Natural Sciences. An accompanying memorandum, found on pages 24 through 28 of the February 4, 2003 Faculty Council agenda, shows support of seven of the colleges at the University. The current requirement that First Year Seminars be structured so that 100 minutes of the 2-3 credit course are devoted to small (19 students or less) sections stretches the resources available to colleges and departments. This model would enable departments offering two credit First Year Seminars an opportunity to schedule 50 minutes of large group meetings to take advantage of distinguished speakers, faculty and/or student panels and other instruction methods. The model could also mean a more effective use of departmental, college, and university resources by combining several smaller 50 minute sections into larger ones.

MS. SUTTON'S MOTION WAS ADOPTED.

E. PROPOSED REVISIONS TO THE *GRADUATE AND PROFESSIONAL BULLETIN 2002-03* - "GRADUATE STUDY - FINAL EXAMINATIONS AND PRELIMINARY EXAMINATIONS" - PAGE 22 - COMMITTEE ON SCHOLARSHIP, RESEARCH AND GRADUATE EDUCATION

Mr. Jerry Eckert, Chair, Committee on Scholarship, Research and Graduate Education, MOVED THAT FACULTY COUNCIL ADOPT THE PROPOSED REVISIONS TO THE *GRADUATE AND PROFESSIONAL BULLETIN 2002-03* SECTION ON "GRADUATE STUDY - FINAL EXAMINATIONS AND PRELIMINARY EXAMINATIONS" - PAGES 22-24 TO BE EFFECTIVE UPON FACULTY COUNCIL ADOPTION AS FOLLOWS:

Additions are Underlined

**GRADUATE STUDY**

**FINAL EXAMINATIONS** (Page 22 - *Graduate and Professional Bulletin 2002-2003*)

Each candidate for a degree, except for Plan C master's students, must pass a final examination which must be held prior to the end of the twelfth week of the graduation term for fall or spring semester and by the end of the fifth week of the eight-week summer term. The examining committee is normally the student's graduate committee with the adviser serving as chairperson. If a department chooses to administer a common examination to its Plan B master's candidates, a departmental examining committee may serve this function. Plans and arrangements for a common final examination for Plan B candidates must be on file with the Graduate School in advance of the examining date.

Voting at all final oral examinations shall be limited to the members of the student's committee, and a majority vote is necessary to pass the examination. A tie vote is interpreted as failure to pass the examination. Committee members who are not academic faculty do not have a vote on the final examination.

Providing the committee approves, a candidate who fails the final examination may be reexamined once and, for the reexamination, may be required to complete further work. The reexamination must be held not later than 12 months after the first examination. The examination must not be held earlier than two months after the first examination unless the student agrees to a shorter time period. Failure

to pass the second exam results in dismissal from the Graduate School.

The student is responsible for taking the Report of Final Examination (GS Form 24) to the examination and returning it, completed and signed, to the Graduate School Office within two working days after results are known; this must be prior to the end of the twelfth week of the graduation term for fall and spring semesters and prior to the end of the fifth week of the eight-week summer term.

All committee members and the student must be available at the same time for graduate degree examinations, either physically or through an electronic link during the exam.

One or more committee members may participate in graduate degree examinations using teleconferencing, using an audio or audio/video connection. Except when participation via teleconference link is approved, it is expected that the advisor, the student, and the representative of the Graduate School must be present physically during graduate degree examinations. There must be no compromise with respect to the rigor or openness of the examination when teleconference links are used. Prior approval from all committee members, the student, department, and the Graduate School must be obtained in all cases. The Graduate School may consider special requests. The department may impose their own additional rules.

#### **PRELIMINARY EXAMINATION** (Page 24 - *Graduate and Professional Bulletin 2002-2003*)

A preliminary examination shall be administered at least two terms before the final examination to determine whether the student is qualified to continue toward the doctorate. The usual procedure is to have written examinations in the field of specialization and supporting areas followed by an oral examination. In order to assure full information to all concerned (student, major professor, all committee members, department head, Graduate School), the intention to hold a Ph.D. Preliminary Examination is to be formally declared in advance. A target date must be declared at least one week in advance; the examination must then actually be held within a period of from six days before the target date to six days after the target date. The Graduate School must be advised of the target date on GS Form 15; all other involved parties are to be kept fully advised of the details of the scheduling. The student is responsible for obtaining the Report of Preliminary Examination (GS Form 16) from the Graduate School Office and returning it, appropriately completed, after the conclusion of the examination.

Providing the committee approves, a candidate who fails the preliminary examination may be reexamined once and, for the reexamination, may be required to complete further work. The reexamination must be held not later than 12 months after the first examination. The examination must not be held earlier than two months after the first examination unless the student agrees to a shorter time period. Failure to pass the second All committee members must be present at the site at the same time for graduate degree examinations, or be present at the same time through a teleconference link during the exam.

All committee members and the student must be available at the same time for graduate degree examinations, either physically or through an electronic link during the exam.

One or more committee members may participate in graduate degree examinations using teleconferencing, using an audio or audio/video connection. Except when participation via teleconference link is approved, it is expected that the advisor, the student, and the representative of the Graduate School must be present physically during graduate degree examinations. There must be no compromise with respect to the rigor or openness of the examination when teleconference links

are used. Prior approval from all committee members, the student, department, and the Graduate School must be obtained in all cases. The Graduate School may consider special requests. The department may impose their own additional rules.

Mr. Eckert explained that three trends suggest this addition to the Bulletin: increasing internationalization of CSU research activities, rapidly expanding capabilities in teleconferencing technology and an increasingly mobile faculty and student body. While teleconference participation in graduate degree examinations is not now prohibited, and indeed occurs periodically, this additional text is intended to legitimize this practice and establish parameters related to procedures and quality control.

Mr. Robinson MOVED TO AMEND THE MOTION AS FOLLOWS:

All committee members and the student must be available at the same time for graduate degree examinations, either physically or through an ~~an electronic~~ teleconference link during the exam.

This applies to both Final and Preliminary Exam sections.

MR. ROBINSON'S MOTION WAS ADOPTED.

Mr. Klopfenstein noted that the first paragraph does not state that the final exam be oral. Mr. John Rash pointed out that final exams are open and public so they need to be oral - cannot be written. Mr. Kugrens asked if teleconference approved then who can attend exam. Mr. Meroney suggested removing the word "physically" from the second paragraph in both sections.

Mr. Greene MOVED TO REFER THIS MOTION BACK TO THE COMMITTEE ON SCHOLARSHIP, RESEARCH AND GRADUATE EDUCATION.

MR. GREENE'S MOTION WAS ADOPTED.

#### CURRENT ISSUES TOPIC

- A. "THE GRIEVANCE PROCESS: WHAT IS WORKING AND WHAT IS NOT WORKING?"- MR. PAUL BELL, UNIVERSITY GRIEVANCE OFFICER AND MR. RICHARD EYKHOLT, CHAIR, COMMITTEE ON RESPONSIBILITIES AND STANDING OF ACADEMIC FACULTY

The Current Issues Topic was not presented due to time constraints.

THE MEETING WAS ADJOURNED AT 6:00 P.M.

David Allen, Chair  
F. Brent Reeves, Vice Chair  
Diane L. Maybon, Recording Secretary

ATTENDANCE  
**BOLD INDICATES PRESENT AT MEETING**  
UNDERLINE INDICATES ABSENT AT MEETING

**AGRICULTURAL SCIENCES**

<b>Jerry Eckert</b>	<b>Agricultural and Resource Economics</b>
<b>David Ames</b>	<b>Animal Sciences</b>
<b>Rajinder Ranu</b>	<b>Bioagricultural Sciences &amp; Pest Management</b>
<b>Stephen Wallner</b>	<b>Horticulture &amp; Landscape Architecture</b>
<b>Jim Ippolito for Keith Paustian</b>	<b>Soil and Crop Sciences</b>
<b>Stephen Davies</b>	<b>College-at-Large</b>
<u>Dana Hoag</u>	<u>College-at-Large</u>
<b>Dennis Lamm</b>	<b>College-at-Large</b>

**APPLIED HUMAN SCIENCES**

<b>Molly Eckman</b>	<b>Design, Merchandising, and Consumer Sciences</b>
<b>Robert Gotshall</b>	<b>Health and Exercise Science</b>
<b>David A. Sampson</b>	<b>Food Science and Human Nutrition</b>
<b>Gene G. Abkarian</b>	<b>Human Development and Family Studies</b>
<b>Charles W. Smith</b>	<b>Manufacturing Technology and Construction Management</b>
<b>David Greene</b>	<b>Occupational Therapy</b>
<b>Carol Makela for Duane Jansen</b>	<b>School of Education</b>
<b>Robert Seiz</b>	<b>Social Work</b>

**BUSINESS**

<b>Don Samuelson (Substitute for William Mister Fall 2002)</b>	<b>Accounting</b>
<b>F.C. "Ted" Weston</b>	<b>Computer Information Systems</b>
<b>Timothy Gallagher</b>	<b>Finance and Real Estate Management</b>
<b>Raymond Hogler</b>	<b>Marketing</b>
<b>Kathleen Kelly</b>	

**ENGINEERING**

<b>Roger Pielke</b>	<b>Atmospheric Science</b>
<b>Ted Watson</b>	<b>Chemical Engineering</b>
<b>Paul Heyliger</b>	<b>Civil Engineering</b>
<b>Gary Y. Robinson</b>	<b>Electrical Engineering</b>
<b>Azer Yalin for Doug Hittle</b>	<b>Mechanical Engineering</b>
<b>Robert Meroney</b>	<b>College-at-Large</b>
<b>Deanna Durnford</b>	<b>College-at-Large</b>

**LIBERAL ARTS**

<b>Norberto Valdez</b>	<b>Anthropology</b>
<b>Peter Jacobs</b>	<b>Art</b>
<u>Steven J. Shulman</u>	<u>Economics</u>
<b>David Mogen</b>	<b>English</b>
<b>Jay Bodine</b>	<b>Foreign Languages and Literatures</b>
<b>Diane C. Margolf</b>	<b>History</b>
<b>Kirk Hallahan</b>	<b>Journalism and Technical Communication</b>
<u>Michael Thaut</u>	<u>Music, Theater, and Dance</u>
<b>Grant Lee</b>	<b>Philosophy</b>

**LIBERAL ARTS (Continued)**

<b>Robert Lawrence</b>	<b>Political Science</b>
<b>Evan C. Vlachos</b>	<b>Sociology</b>
<b>Eric Aoki</b>	<b>Speech Communication</b>
<b>Alexandra Bernasek</b>	<b>College-at-Large</b>
<b>Ellen Brinks</b>	<b>College-at-Large</b>
<b>David H. Lindstrom</b>	<b>College-at-Large</b>

**NATURAL RESOURCES**

<b>Sally Sutton</b>	<b>Earth Resources</b>
for <b>Jerry Magloughlin</b>	
<b>Barry Noon</b>	<b>Fishery and Wildlife Biology</b>
<u>TBD</u>	<u>Forest Sciences</u>
<b>Alan Bright</b>	<b>Natural Resource Recreation and Tourism</b>
<u>Wayne Leininger</u>	<u>Rangeland Ecosystem Science</u>

**NATURAL SCIENCES**

<u>David E. Fahrney</u>	<u>Biochemistry and Molecular Biology</u>
<b>Paul Kugrens</b>	<b>Biology</b>
<u>Rich Finke</u>	<u>Chemistry</u>
<b>Dale H. Grit</b>	<b>Computer Science</b>
<b>Kenneth Klopfenstein</b>	<b>Mathematics</b>
<b>R. "Steve" Robinson</b>	<b>Physics</b>
<u>Jack Hautaluoma</u>	<u>Psychology</u>
<b>Philip Lee Chapman</b>	<b>Statistics</b>
<b>Norman Curthoys</b>	<b>College-at-Large</b>
<u>Donald Estep</u>	<u>College-at-Large</u>
<b>Richard Eykholt</b>	<b>College-at-Large</b>
<u>Zinta Byrne</u>	<u>College-at-Large</u>

**VETERINARY MEDICINE AND BIOMEDICAL SCIENCES**

<b>John E. Rash</b>	<b>Biomedical Sciences</b>
<b>David Twedt</b>	<b>Clinical Sciences</b>
<b>Susan LaRue</b>	<b>Environmental and Radiological Health Sciences</b>
<b>Robert L. Jones</b>	<b>Microbiology, Immunology and Pathology</b>
<b>Franklin Garry</b>	<b>College-at-Large</b>
<b>Barbara Powers</b>	<b>College-at-Large</b>
<b>C. W. Miller</b>	<b>College-at-Large</b>
<b>Carol Blair</b>	<b>College-at-Large</b>
<u>Ted S. Stashak</u>	<u>College-at-Large</u>

**UNIVERSITY LIBRARIES**

<b>Donnice Cochenour</b>	<b>Libraries</b>
<b>Lou E. Anderson</b>	<b>At-Large</b>
<b>Michelle Wilke</b>	<b>At-Large</b>

**EX OFFICIO VOTING MEMBERS** (*\*Indicates Member of Faculty Council*)

<b>Israel Broner</b>	<b>Chair, Committee on Faculty Governance</b>
<b>Jackie Hartman</b>	<b>Chair, Committee on Intercollegiate Athletics</b>
<u>Norene Reist</u>	<u>Chair, Committee on Libraries</u>
<b>Richard Eykholt*</b>	<b>Chair, Committee on Responsibilities &amp; Standing of Academic Faculty</b>
<b>Jerry Eckert*</b>	<b>Chair, Committee on Scholarship Research &amp; Graduate Education</b>
<b>Bolivar Senior</b>	<b>Chair, Committee on Scholastic Standards and Awards</b>
<b>Bruce Wunder</b>	<b>Chair, Committee on Strategic and Financial Planning</b>
<b>William Timpson</b>	<b>Chair, Committee on Teaching and Learning</b>
<b>Dennis Lamm*</b>	<b>Chair, Committee on University Programs</b>
<b>Sally Sutton for Darrell Fontane</b>	<b>Chair, University Curriculum Committee</b>

**OFFICERS OF FACULTY COUNCIL**

<b>David Allen</b>	<b>Chair, Faculty Council</b>
<b>F. Brent Reeves</b>	<b>Vice Chair, Faculty Council</b>
<b>C. W. Miller</b>	<b>BOG Representative</b>
<b>David Vancil</b>	<b>Parliamentarian</b>

**NON-ELECTED NON-VOTING MEMBERS**

<b>Albert C. Yates, Excused</b>	<b>President</b>
<b>Alan Tucker for Peter J. Nicholls</b>	<b>Provost/Academic Vice President</b>
<u>Anthony Frank</u>	<u>Vice President for Research and Information Technology</u>
<u>Linda Kuk</u>	<u>Vice President for Student Affairs</u>
<u>James Heird</u>	<u>Acting Dean, College of Agricultural Sciences</u>
<u>Nancy K. Hartley</u>	<u>Dean, College of Applied Human Sciences</u>
<b>A. Lamborn for R. W. Hoffert</b>	<b>Dean, College of Liberal Arts</b>
<u>Ajay Menon</u>	<u>Dean, College of Business</u>
<u>Neal Gallagher</u>	<u>Dean, College of Engineering</u>
<u>A. A. Dyer</u>	<u>Dean, College of Natural Resources</u>
<b>Janice Nerger for Rick Miranda</b>	<b>Dean, College of Natural Sciences</b>
<u>Lance Perryman</u>	<u>Dean, College of Veterinary Medicine and Biomedical Sciences</u>
<u>Juilie Weissling</u>	<u>Interim Dean, University Libraries</u>
<u>Patrick Pellicane</u>	<u>Acting Dean, Graduate School</u>



**ADDENDUM TO FEBRUARY 4, 2003  
FACULTY COUNCIL MEETING MINUTES**

**JOB DESCRIPTION FOR  
PRESIDENT SEARCH 1989**

**PRESIDENT/COLORADO STATE UNIVERSITY AND  
CHANCELLOR/COLORADO STATE UNIVERSITY SYSTEM**

The State Board of Agriculture, the governing board of the Colorado State University System, seeks an outstanding individual to assume the presidency of one of the nation's leading universities, as well as the chancellorship of a university system consisting of three exceptional institution of higher education. As President of Colorado State University, the successful candidate will serve as the principal executive officer of the University, the professional veterinary medicine program, Agriculture Experiment Station, Cooperative Extension and the Colorado State Forest Service. As Chancellor of the System, the individual will also oversee and coordinate the activities of Fort Lewis College in Durango and the University of Southern Colorado in Pueblo. The President/Chancellor is responsible to the State Board of Agriculture. Candidates for the position shall have:

1. An earned doctorate or equivalent with proven excellence in his/her field, and with demonstrated competence in teaching, research, and scholarly activities. An individual of distinction not fulfilling the above criteria will be strongly considered.
2. Effective leadership ability as evidenced by previous administrative performance in the public or private sector.
3. A knowledge and appreciation for the mission of a land-grant university.
4. Successful experience in procurement and development of resources that are essential to the operation of a modern state university system.
5. Proven ability to interact sensitively and effectively with students, faculty, staff, governing boards, legislature and the public both on an individual and group basis.
6. Demonstrated ability to be an effective spokesperson for the university and the system.
7. Strong personal integrity.
8. The health and stamina to cope with the rigorous demands placed on a higher education leader.
9. A demonstrated strong commitment to affirmative action.

The position is available Fall 1989, or as negotiated. Letters of application must include a curriculum vitae, a resume of academic and administrative experience, and a statement expressing interest in the position. Applicants should submit the names and addresses of four references. This packet of materials must be postmarked no later than September 1, 1989.

Nominations or applications should be sent to Dr. Harry Rosenberg, Chair, Presidential Selection Advisory Committee, Colorado State University System, 202 Administration Building, Colorado State University, Fort Collins, Colorado 80523. Telephone number: (303) 491-1770.

Colorado State University is an EEO/AA employer. E.O. Office: 314 Student Services Building.

REVISED JUNE 26, 1989  
"EXHIBIT B"

PRESIDENT - COLORADO STATE UNIVERSITY

The President is the chief executive officer of the University and is directly responsible to the State Board of Agriculture, its governing board. It is his/her charge to lead the university toward the fulfillment of its objectives.

The essential function of the President shall be to:

1. Operate within a land-grant university framework which includes effective and harmonious relationships with the State Board of Agriculture, State Legislature, state and federal agencies, alumni and the general public.
2. Strive for excellence with the cooperation of faculty, staff, and students in all areas in which the University participates - teaching, research, and extension.
3. Support and further Colorado State University's many areas of research.
4. Recruit excellent administrators and provide a climate in which they can function effectively.
5. Develop an effective organization with delegated authority which will permit simultaneously the ongoing smooth functioning of the University and the promulgation of the University's image to the State and to the Nation.
6. Take fiscal responsibility for, and oversee the financial operations of the University.
7. Cultivate outside sources to supplement state appropriations.
8. Communicate and interact effectively with all constituents of the campus community and the public at large to carry out the total University function.
9. Serve as an advocate for higher education on international, national and state levels.
10. Interpret future needs of society and the role of higher education in meeting their challenges, including a strong commitment to affirmative action.

2003 - POSITION ANNOUNCEMENT  
CHANCELLOR OF THE COLORADO STATE UNIVERSITY SYSTEM  
AND PRESIDENT OF COLORADO STATE UNIVERSITY

The Board of Governors of the Colorado State University System invites nominations and applications for the position of Chancellor of the Colorado State University System and President of Colorado State University. The Presidency will be available on July 1, 2003 and the chancellorship on January 1, 2004, or soon thereafter. The Colorado State University System was established in 1985 and consists of Colorado State University ([www.colostate.edu](http://www.colostate.edu)) and the University of Southern Colorado ([www.uscolo.edu](http://www.uscolo.edu)), which on July 1, 2003, will become Colorado State University - Pueblo.

Founded in 1870 as the state's land-grant institution, Colorado State University is classified as a Carnegie Doctoral/Research University - Extensive institution and enjoys a strong national and international reputation. With 25,000 students and total budget of nearly \$600 million, Colorado State University is the university of choice for Colorado residents seeking higher education. Its nearly 1,600 faculty and 7,200 employees overall make Colorado State University one of the state's largest employers. The Colleges of Colorado State University include Agricultural Sciences, Applied Human Sciences, Business, Engineering, Liberal Arts, Natural Resources, Natural Sciences, and Veterinary Medicine and Biomedical Sciences. Agencies include the Colorado State Forest Service, Cooperative Extension Service, and Agricultural Experiment Station, all of which have offices and research stations throughout the state. The Colorado State University Foundation has an endowment of nearly \$140 million, and the University has annual sponsored programs (research and grant activities) of nearly \$185 million. Colorado State University is a member of the National Collegiate Athletic Association at the Division I level and the Mountain West Athletic Conference.

The President of Colorado State University serves a chief executive office of the institution and provides visionary leadership to assure a vigorous intellectual community. This officer is responsible for articulating the University's shared vision and ensuring that it is reflected in the long-range strategic and budgetary plans of the institution. The President of Colorado State University serves as Chancellor of the Colorado State University System. The Chancellor assists the Board in fulfilling its public trust and coordinating the development of strategic plans for the System and its institutions. The Chancellor also serves as the public spokesperson for the Board and its institutions, oversees governmental relations for the System and institutions, and performs other duties as assigned by the Board. Other key aspects of the Chancellor's duties include establishing and maintaining excellent relationships with Colorado's General Assembly, Governor, the Colorado Commission on Higher Education, Colorado's other higher education governing board CEOs, other state offices, Congressional and other Federal representatives, higher education and K-12 leaders, corporate and business executives, and many other constituent groups.

Leading candidates for the Chancellor and President position should have substantial leadership experience in large organizations and familiarity with higher education, as well as proven ability to work effectively with a variety of constituencies. A strong record of academic and intellectual attainment, significant experience developing and maintaining capital construction and operating budgets, and an appreciation and understanding of academic faculty and academic programs are highly desirable.

Screen will begin on February 10, 2003, and applications will continue to be accepted until March 7, 2003, subject to extension. Nominations and applications, including a current curriculum vitae, should be submitted to:

Edward R. Bowditch  
Vice Chancellor for Administrative Affairs  
Colorado State University System  
110 16<sup>th</sup> Street, Suite 640  
Denver, Colorado 80202  
Fax: 303-534-6298  
E-Mail: [PresidentialSearch@ColoState.EDU](mailto:PresidentialSearch@ColoState.EDU)

Faculty Council Meeting Agenda  
February 4, 2003 - Page 20

Colorado State University is being assisted with this search by Heidrick and Struggles, Inc. Prospective candidates may also contact our retained consultants Charles B. Knapp and Ellen E. Brown at 404-577-2410 or [ColoradoState@heidrick.com](mailto:ColoradoState@heidrick.com).

Colorado State University is an affirmative action, equal opportunity employer.

2001 - COLORADO STATE UNIVERSITY  
JOB DESCRIPTION

**THE POSITION**

- Title:* Provost/Academic Vice President
- Salary:* Competitive
- Duties:* Colorado State University is seeking a visionary leader in administration, education, and research to guide the University in the next century. The Provost/Academic Vice President (Provost/AVP) serves as Colorado State's chief administrative officer for academic programs and reports directly to the President.

**THE ORGANIZATION**

- Institutional Profile:* Colorado State University (CSU), part of the Colorado State University System was founded in 1870 as the Agricultural College of Colorado. CSU offers baccalaureate, graduate, and professional programs through eight colleges – Agricultural Sciences, Applied Human Sciences, Business, Engineering, Liberal Arts, Natural Resources, Natural Sciences, Veterinary Medicine and Biomedical Sciences – and 55 academic departments and boasts more than 116,000 living alumni. Included in this list are everything from state governors, heads of corporations, Olympic gold medalists, teachers, researchers, artists, and may other leaders in society. CSU is a member of NASULGC.
- Location:* Fort Collins, Colorado. Colorado State is in the center of Fort Collins, a dynamic community of 100,000 situated 65 miles north of Denver, Colorado's capital, near the foothills of the Rockies. Fort Collins, offers a unique blend of big city advantages and small town friendliness. *Money Magazine* (1998) named Fort Collins as one of the 20 safest cities in the U.S. *Your Future* magazine (1995) recommended it as one of four on the list of "The Best Places to be Young." Criteria used in selection included high job growth, low unemployment, good weather, affordable housing, and "stunning natural environment." *Reader's Digest* (1997) ranked Fort Collins as the third best city in the country "to raise a family" based on absence of crime, low rate of drug/alcohol abuse, first-rate health care, clean environment, and affordable costs of living.
- Institution Type:* 2000 Carnegie Classification: Doctoral/Research University-Extensive, Land-Grant Formerly Carnegie Research I.
- Budget:* The Total 2000-01 university budget is \$503 million with 2000-02 research funding at an annual level of approximately \$165 million.
- Enrollment:* Enrollment is approximately 22,800 students, with graduate and professional students comprising approximately 17 percent of the total.
- Faculty and Staff:* The University employs approximately 1,400 academic faculty of whom 1,000 are on tenure-track appointments, 1,600 administrative professionals, and 2,200 state classified staff.
- Accreditation:* CSU is accredited by the North Central Association of Colleges and Schools to award bachelors, masters, and doctoral degrees.

*Athletics:* CSU is a NCAA Division I team in the Mountain West Conference. CSU offers programs of national excellence for both women and men athletes.

## **THE PERSON**

*Qualifications:* Desired qualifications are a terminal degree, senior academic and administrative leadership experience; strong academic credentials in teaching, scholarship, research, and service sufficient to warrant appointment as Professor with tenure in one of the University's academic unit.

*Characteristics:* CSU Provost will be an experience and successful leader, a manager, and a communicator who has a distinguished record of senior leadership. Specifically, the Provost/Academic Vice President should demonstrate the following:

- Distinguished record in teaching;
- Scholarship/research/teaching/creating activity, and service in higher education, sufficient to warrant appointment as a Professor with tenure in one of the University's academic units;
- Line administrative and leadership experience with a record of increased academic responsibility in higher education;
- Vision to promote a student-centered undergraduate experience in the context of a doctoral extensive research university.
- Commitment to the mission of a contemporary land-grant university;
- Ability to help lead strategic institutional and academic planning and implement actions to achieve these plans;
- Effective leadership in the assessment, development, and delivery of technology and the efficacy of technological applications in teaching, research, and distance education;
- Commitment to and experience in achieving the goals of diversity through affirmative action and equal opportunity;
- Ability to develop and promote positive public relations with appropriate groups and organizations and to articulate the role of a contemporary comprehensive land-grant university to a diverse public.

Additionally, the Provost/AVP should possess the following characteristics:

- Charismatic, inspirational;
- Friendly and approachable;
- Politically astute, diplomatic;
- Good communicator;
- Decisive;
- Strong interpersonal skills;
- Intellectual;
- Integrity; and
- Change agent at a similar institution.