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 overscored.

MINUTES
FACULTY COUNCIL
October 3, 2006

CALL TO ORDER

The Faculty Council meeting was called to order at 4:15 p.m. by Mr. Robert L. Jones, Chair.

ANNOUNCEMENTS

A. Next Faculty Council Meeting - November 7, 2006 - A103 Clark Building - 4:15 p.m.

Mr. Jones announced that the next Faculty Council meeting will be held on November 7, 2006 in Room A103 Clark Building.

B. Administration/Faculty Council Dialogue - November 7, 2006 - 3:45 to 4:15 - Ms. Catherine Murray-Rust, Dean, University Libraries

Mr. Jones confirmed that Ms. Catherine Murray-Rust, Dean University Libraries will present the November 7, 2006 Administration/Faculty Council Dialogue.

C. Faculty Council Current Issues Topic - November 7, 2006: Mr. Jason Green, President, Associated Students at Colorado State University (ASCSU) and Ms. Katie Gleeson, Director of Academics, ASCSU - “Student Issues at Colorado State University”

Mr. Jones confirmed that Mr. Jason Green, President, Associated Students at Colorado State University (ASCSU) and Ms. Katie Gleeson, Director of Academics, ASCSU will present the Current Issues Topic on November 7, 2006 on “Student Issues at Colorado State University.”

MINUTES TO BE APPROVED

A. Faculty Council Meeting Minutes - September 5, 2006

Mr. Evan Vlachos MOVED TO APPROVE THE SEPTEMBER 5, 2006 Faculty Council meeting minutes.

MR. VLACHOS’ MOTION WAS ADOPTED BY UNANIMOUS CONSENT.

REPORTS TO BE RECEIVED

A. Provost/Senior Vice President Report - Mr. Tony Frank, Provost/Senior Vice President

Mr. Tony Frank, Provost/Senior Vice President reported that the Board of Governors (BOG) held a retreat in Colorado Springs on September 21-22, 2006. Mr. Frank reported that on Thursday the retreat focused on the following specific strategic issues affecting CSU, CSU-Pueblo.
Faculty Council Meeting Minutes
October 3, 2006 - Page 2

Admissions and Enrollment in the CSU System
Retention and Graduation
Undergraduate Student Success: Retention & Graduation
HIS (Hispanic Serving Institution) Status
Diversity at Colorado State University
Athletics
Graduate Education and the CSU System
Research & Economic Development in the CSU System

Mr. Frank reported that on Friday the retreat was to focus on the following items.

Goals for FY-06 - identify goals that were accomplished.
Goals for FY-07 - identify successes in obtaining resources for these goals.
Goals for FY-08 - compare goals with the proposed budget for FY-08.
BOG opinion and advise.

Mr. Frank reported that the discussion centered around the BOG’s proposed ‘stretch’ goals for the next five (5) to ten (10) years for the Colorado State University System. The BOG made it clear that they want to stretch Colorado State University’s goal setting processes and would like to become more aggressive in accomplishing these goals over a shorter period of time. Mr. Frank reported that more information regarding these issues will be forthcoming in the coming months.

MR. FRANK’S REPORT WAS RECEIVED.

B. Faculty Council Chair Report - Mr. Robert Jones, Faculty Council Chair

Mr. Jones reported that Executive Committee and the Council of Deans had a joint meeting on September 13, 2006. Overall, the Executive Committee and Council of Deans members felt that the meeting was worthwhile and productive and it become an annual or semi-annual event.

Mr. Jones reported that the Provost office has set up two task forces as follows.

Conflict of Interest and Conflict of Commitment Disclosure Task Force
Donna Aurand
Kathi Deleho
Tom Gorell, Chair
Robert Jones
Hunt Lambert
Terry Nett
Lou Swanson
Wade Troxell
Mark Wdowik

Shared Governance Task Force
Sue Doe
David Gilky
Tom Gorell
John Littrell
Sanjay Ramchander
Steve Shulman, Chair
Mr. Jones noted that if any Faculty Council member wanted input into either of these task forces to contact the Faculty Council office.

Mr. Jones reported that Executive Committee, at its September 26, 2006 meeting, charged the Committee on Teaching and Learning and the Committee on Scholarship, Research and Graduate Education to review the issues of plagiarism and academic integrity at the undergraduate and graduate levels, respectively. The Committees are charged to research how well the faculty and university are addressing instruction and student development regarding the fundamentals of academic integrity to minimize the occurrence of plagiarism, and to propose new policies or policy revisions, as needed, and recommend faculty development resources to address any weaknesses in detecting and minimizing academic dishonesty.

Mr. Jones added that if Faculty Council members had concerns regarding these issues, they should contact their respective representative on these committees for input.

MR. JONES’ REPORT WAS RECEIVED.

C. Board of Governors Faculty Representative Report - Mr. F. C. ‘Ted’ Weston - September 21-22, 2006 Board of Governors Retreat Meeting

Mr. F. C. ‘Ted’ Weston distributed the following report to the Faculty Council members.

The Board of Governors (BOG) ‘retreat’ meeting on September 21-22, 2006 was held in Colorado Springs. This meeting was chaired by a consultant facilitator. The purpose of this ‘retreat’ was to review past progress plus address strategic issues given the Vision and Mission for the CSU System. The meeting was broken up into three parts as follows:

A review of the CSU System including the role and purpose of the “System,” a review of vision, mission and values, and meeting norms.

A review and discussion of issues facing the CSU System.

An FY06 review of CSU and CSU-Pueblo

Materials provided in preparation for this ‘retreat’ included the following:

CSU and CSU-Pueblo strategic plans


Retention Group Working Paper entitled ‘A Plan for Excellence: Enhancing Undergraduate Education and Student Success’

Student Affairs and Vice Provost for Undergraduate Affairs presentation entitled ‘A Plan for Excellence: Enhancing Undergraduate Education and Student Success’

Council of Graduate Education article entitled ‘Five Trends Shaping Graduate Education: The Leadership Challenge’

NY Times article ‘At 2-Year Colleges, Students Eager but Unready’

Report from the Denver Metro Chamber of Commerce entitled ‘Colorado 2006: Business for a
Competitive Colorado

CSU ‘Annual Research Expenditures’

Other handouts distributed during the meeting and/or in conjunction with specific presentations included the following:

Inventing Hispanic-Serving Institutions (HIS’s): The Basics

Hispanic Serving Institutions Sample of Benefits

President Penley’s Fall Address ‘Why Be Normal: Reaching for Greatness at Colorado State University

Colorado State University System Mission, Vision, Values

Strategic Issues (pertaining to reports to be received and discussed)

FY06 Report & Review

Referenda and Initiative (legislative related referenda and 2006 Initiatives)

The following is additional detail on the three elements of the ‘retreat’ meeting.

I. Review of the CSU System

Considerable time was spent on reviewing the meaning and implication of the CSU System “Vision, Mission, and Values.” An overarching question was the role of the CSU System. Discussion focused on the question as to futuristic interpretation of both vision and mission.

One of the most important questions to come out of this portion of the meeting was the question ‘What does Colorado Need from Higher Education?’ A variation of this question is ‘What does success in higher education look like and how can the CSU System lead that effort?’

II. Strategic Issues

This portion of the meeting was a review of both CSU and CSU-P strategic issues including reports concerning the following:

- Admissions and Enrollment in the CSU System
- Retention and Graduation
- Undergraduate Student Success: Retention & Graduation
- HIS (Hispanic Serving Institution) Status
- Diversity at Colorado State University
- Athletics
- Graduate Education and the CSU System
- Research & Economic Development in the CSU System

Each of the above topic areas was discussed and reviewed in length. Each report contained considerable detail including successes, problems and future issues.
III. FY06 Report and Review

This report consisted of a review of ‘dashboard’ items relative to the following indicators:

Admissions
Retention and Graduation
Graduate Education
Research and Economic Development
Athletics
Diversity

This portion of the meeting moved into a very spirited discussion of the future of the CSU System. An essential point during this entire session is defining the most critical events/needs that must happen over the next five years. The group was encouraged to consider truly ‘stretch’ objectives and ‘thinking outside the box.’ Example areas of discussion included a futuristic ideal for revenue, endowment, quality of undergraduate students, faculty, and graduate education. Consideration must also be given to the ‘law of unintended consequences’ meaning that if certain goals were to be raised to a truly ‘stretch’ level, what could be the unintended consequences, e.g., raise admissions Index score to such a high level where minorities and/or low income groups may have reduced higher education opportunities.

The next regular meeting of the BOG will be on October 26 in Fort Collins.

In addition, Mr. Weston wanted to stress the point that the BOG believes that a strong viable faculty is the ‘backbone’ of the University and their highest priority is to increase faculty to assure that goals are met.

MR. WESTON’S REPORT WAS RECEIVED.

SPECIAL ACTIONS

A. Changes in Curriculum to be Approved: University Curriculum Committee Minutes: May 5, August 28 and September 11, 2006

Ms. Carole Makela, Chair, University Curriculum Committee, MOVED THAT THE FACULTY COUNCIL ADOPT THE ACTION ITEMS IN THE MAY 5, AUGUST 28, AND SEPTEMBER 11, 2006 UNIVERSITY CURRICULUM COMMITTEE MEETING MINUTES CHANGES IN CURRICULUM.

Mr. Jones noted that there are two exemptions in the August 28, 2006 University Curriculum Committee as follows:


2. Proposed request to change the name of the Department of Natural Resource Recreation and Tourism to Department of Human Dimensions of Natural Resources.

MS. MAKELA’S MOTION WAS ADOPTED.
B. Proposed Ph.D. Degree Program - Bioenergetics -Department of Health and Exercise Science - College of Applied Human Sciences - University Curriculum Committee

Ms. Makela MOVED THAT FACULTY COUNCIL ADOPT THE PROPOSED Ph.D. DEGREE PROGRAM IN BIOENERGETICS IN THE DEPARTMENT OF HEALTH AND EXERCISE SCIENCE, COLLEGE OF APPLIED HUMAN SCIENCES TO BE EFFECTIVE FALL SEMESTER 2007 UPON APPROVAL BY THE BOARD OF GOVERNORS.

Ms. Makela explained that the proposed Ph.D. degree program in Bioenergetics represents an interdisciplinary effort to train students in cutting edge theory and practice related to the prevention and treatment of chronic disease. This proposed program coincides with existing institutional strengths, and address the public health burden imposed by chronic diseases such as obesity, diabetes, cardiovascular disease, and sedentary aging.

Mr. David Steingraeber MOVED TO AMEND THE MAIN MOTION TO CHANGE THE NAME OF THE NEW PH.D. DEGREE PROGRAM TO HUMAN BIOENERGETICS.

MR. STEINGRAEBER’S MOTION WAS ADOPTED.

MS. MAKELA’S AMENDED MAIN MOTION WAS ADOPTED.

C. Student Representative Elections to Faculty Council Standing Committees - Committee on Faculty Governance

Mr. Raymond ‘Steve’ Robinson, Chair, Committee on Faculty, MOVED THAT FACULTY COUNCIL ELECT THE UNDERGRADUATE AND GRADUATE STUDENT REPRESENTATIVES NOMINATED TO THE FACULTY COUNCIL STANDING COMMITTEES FOR ONE YEAR TERMS (2006-2007) BY THE COMMITTEE ON FACULTY GOVERNANCE AS FOLLOWS:

**Committee on Intercollegiate Athletics**

- STEPHEN FAGAN Undergraduate Student Representative
- CLINT GALLOWAY Graduate Student Representative

**Committee on Libraries**

- THOMAS BAXENDALE Undergraduate Student Representative
- EDWIN MOSHIA Graduate Student Representative

**Committee on Strategic and Financial Planning**

- JASON GREEN Undergraduate Student Representative
- LAURA WRIGHT Graduate Student Representative

**Committee on Teaching and Learning**

- KATIE GLEESON Undergraduate Student Representative
- SETH ANTHONY Graduate Student Representative

**Committee on University Programs**

- AUDREY LASALLE Undergraduate Student Representative
- SHIRLEY CRENSHAW Graduate Student Representative
University Curriculum Committee

NATASHA GRUNDEN  Undergraduate Student Representative
TAMLA BLUNT       Graduate Student Representative

Committee on Scholarship, Research and Graduate Education

REBECCA HAAS       Graduate Student Representative

Mr. Jones asked for nominations from the floor. Hearing none, the nominations were closed.


Mr. Jones extended his appreciation and thanks to the Associated Students of Colorado State University and the Graduate Student Council for getting the student nominations to the Committee on Faculty Governance in a timely manner. He extended a special thank you to Ms. TamlaBlunt, President Graduate Student Council and Ms. Katie Gleeson, ASCSU, Director of Academics who were instrumental in this process.

D. Approval of Fall Degree Candidates - December 2006 Commencement - Mr. Tony Frank, Provost/Senior Vice President

Mr. Tony Frank, Provost/Senior Vice President, MOVED TO APPROVE THE CANDIDATES WHO MEET DEGREE REQUIREMENTS FOR GRADUATION AT THE CLOSE OF THE FALL 2005 SEMESTER.

MR. FRANK’S MOTION WAS ADOPTED.

CURRENT ISSUES TOPIC

A. Mr. Patrick Burns, Associate Vice President for Informational and Instructional Technology - Information Technology presentation regarding upgrades to the Informational and Instructional Technology

Mr. Patrick Burns, Associate Vice President for Informational and Instructional Technology presented a power point presentation - “Central Information Technology at Colorado State University - A Status Update and a Look Into The Future” attached as an addendum to the October 3, 2006 Faculty Council meeting minutes.

Some concerns raised by Faculty Council members included:

Is there a way to turn off wireless capabilities in a building when exams are being administered?

Mr. Burns noted that currently if the wireless is turned off in one room the whole building is shut down. He added that this might be something that Faculty Council could consider as a policy issue.

Does the University have a policy on using a PC versus MacIntosh computers?

Mr. Burns noted there is no policy regarding use of a PC or MacIntosh. He noted that ninety (90) percent of the campus community uses the windows application with five (5) percent using MacIntosh and five (5) percent other operating systems. Therefore, support is mainly for the PC users.
Mr. William Mister acknowledged that the Academic Computing and Networking Services staff are always very helpful and willing to serve. Mr. Burns noted that the staff tries very hard to be service orientated.

Mr. Jones thanked Mr. Burns for a very informative presentation.

The Faculty Council meeting adjourned at 5:07 p.m.

Robert L. Jones, Chair
Kirk Hallahan, Vice Chair
Diane L. Maybon, Recording Secretary
### ATTENDANCE

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

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<td>William Mister</td>
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<td>Bob Rademacher for Dan Turk</td>
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<td>Timothy Gallagher</td>
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<td>Jackie Hartman, Excused</td>
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<td>Joe Cannon</td>
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<td>Chris Kummerow</td>
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<td>Larry Belfiore</td>
<td><strong>Chemical Engineering</strong></td>
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<td>Tom Sanders</td>
<td><strong>Civil and Environmental Engineering</strong></td>
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<td>H. J. Siegel</td>
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<td>Azer Yalin</td>
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<td>Liberal Arts</td>
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<td>Lynn Kwiatkowski</td>
<td><strong>Anthropology</strong></td>
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<td>Patricia Coronel</td>
<td><strong>Art</strong></td>
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<td>Steven J. Shulman</td>
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<td>Carol Cantrell</td>
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<td>Frederique Marie Andree Grim</td>
<td><strong>Foreign Languages and Literatures</strong></td>
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<td>Kelly Long (Fall 2006)</td>
<td><strong>History</strong></td>
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<td>Jamie Switzer</td>
<td><strong>Journalism and Technical Communication</strong></td>
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<td>William Davis</td>
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<td>Bradley MacDonald</td>
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<td>Evan Vlachos</td>
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<td>Kari Anderson</td>
<td><strong>Speech Communication</strong></td>
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<td>Elissa Braunstein</td>
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Liberal Arts (continued)
Kyle Saunders
Cindy Christen (Fall 2006)

Natural Resources
Gary White
Mark Paschke
John Ridley
Maureen Donnelly

Natural Sciences
Jennifer Nyborg
David Steingraeber
George Barisas
Dale H. Grit
Kenneth Klopfenstein
Raymond ‘Steve’ Robinson
Peter Chen
Phillip Lee Chapman
Stephen Stack
Nancy Levinger
Richard Eykholt
Zinta Byrne

Veterinary Medicine and Biomedical Sciences
George Seidel
Chris Orton
John Reif
Ramesh Akkina
Tony Knight
John Zimbrick
Sue Vandewoude
Joel Bedford
C. W. Miller, Excused

University Libraries
Michelle Wilde
Lou E. Anderson

Ex Officio Voting Members
Raymond ‘Steve’ Robinson*
Harvey Cutler
Katherine Leigh
Richard Eykholt*
Kathy Partin
Patrick McCarthy
F. C. ‘Ted’ Weston*
Boblar Senior
Catherine Cranston
Carole Makela

College-at-Large
Fish, Wildlife and Conservation Biology
Forest, Rangeland, and Watershed Stewardship
Geosciences
Natural Resource Recreation and Tourism
Biology
Chemistry
Computer Science
Mathematics
Physics
Psychology
Statistics
College-at-Large
College-at-Large
College-at-Large
College-at-Large
College-at-Large
Biomedical Sciences
Clinical Sciences
Environmental and Radiological Health Sciences
Microbiology, Immunology and Pathology
College-at-Large
College-at-Large
College-at-Large
College-at-Large
College-at-Large
Libraries
At-Large
Chair - Committee on Faculty Governance
Chair - Committee on Intercollegiate Athletics
Chair - Committee on Libraries
Chair - Committee on Responsibilities and Standing of Academic Faculty
Chair - Committee on Scholarship Research and Graduate Education
Chair - Committee on Scholastic Standards
Chair - Committee on Strategic and Financial Planning
Chair - Committee on Teaching and Learning
Chair - Committee on University Programs
Chair - University Curriculum Committee

*Indicates Elected Member of Faculty Council
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Officers of Faculty Council
Robert L. Jones  Chair, Faculty Council
Kirk Hallahan  Vice Chair, Faculty Council
F. C. ‘Ted’ Weston  Board of Governors Faculty Representative

Ex-Officio Non-Elected Non-Voting Members
Larry Edward Penley  President
Anthony Frank  Provost/Senior Vice President
Robin Brown  Vice President for Admissions and Access
Hank Gardner  Interim Vice President for Research
Blanche M. Hughes  Interim Vice President for Student Affairs
Tom Gorell  Vice Provost for Faculty Affairs
Peter Dorhout, Excused  Vice Provost for Graduate Affairs/Assistant Vice President for Research
Lou Swanson  Vice Provost for Outreach and Strategic Partnerships
Alan Lamborn  Vice Provost for Undergraduate Affairs
Marc Johnson  Dean, College of Agricultural Sciences
April Mason  Dean, College of Applied Human Sciences
Ann Gill  Dean, College of Liberal Arts
Ajay Menon  Dean, College of Business
Sandra Woods  Dean, College of Engineering
Rick Miranda  Dean, College of Natural Sciences
Lance Perryman  Dean, College of Veterinary Medicine and Biomedical Sciences
Ed Redente  Interim Dean, Warner College of Natural Resources
Catherine Murray-Rust  Dean, University Libraries
ADDENDUM TO THE FACULTY COUNCIL MEETING MINUTES

CENTRAL "IT" AT CSU
A STATUS UPDATE AND A LOOK INTO THE FUTURE

MR. PATRICK BURNS
ASSOCIATE VICE PRESIDENT FOR INFORMATION AND
INSTRUCTIONAL TECHNOLOGY

OCTOBER 3, 2006
Central IT at CSU – A Status Update and a Look Into the Future

Patrick J. Burns
Associate VP for Info. & Instr. Tech.

Goals for Today’s Presentation

- A status update
- Search for “alignment” of central IT with the academic, research and outreach missions of the University

I. The Present – A Status Update

- Just the “highlights”
  - IT infrastructure
    - Smart classrooms
    - Building re-wires on main, south and Foothills campuses
    - Wireless deployment
    - Next Generation Networking – Internet2 and NLR (13)
  - Blackboard CE6 upgrade
  - New, central Exchange system
  - Central administrative systems – Banner SIS

Smart General Assignment Classrooms

- 152 total general assignment classrooms
  - Responsibility of the CRB, precious “real estate”
  - Currently, 90 are “smart”
    - 10 additional new smart rooms for this Fiscal Year
    - Meeting demand (barely)
  - Funding from the students (UTFAB)
    - Refresh projectors on a 5-year cycle
    - Add new “smart” rooms with remaining budget
  - Exploring new technologies in smart rooms
    - Multiple projector systems
    - “Clicker” systems (Personal response systems)
    - White boards with video cameras
    - Remote monitoring/security systems

Building Rewires

- 1996 Change & Reform Item 3.AS.12
  - Improve the quality of networking by upgrading the physical IT infrastructure and supporting the network better with staff
- Have rewired ~170 buildings on main, south ad Foothills campuses – see maps
  - All major academic and research buildings
- Have established network charge back to fund Internet access
  - Transition was cost neutral to departments

Main Campus – Networked Buildings

[Map of Main Campus – Networked Buildings]
Campus Wireless

- Now adding ~117 wireless access points,
  - Will complete these this semester
  - 90 split funded by departments and the student
    University Technology Fee (UTFAB)
  - To yield ~ 500 wireless access points total
  - Coverage of all buildings with GA classrooms
  - Outdoor coverage on the plaza adjacent to Clark
- Still have a lot to accomplish
  - See main campus map next page

CSU’s Internet Connectivity

- Via aggregation at the FRGP, we are
  connected to both I2 and NLR, next
  generation national R&E networks
- Have ample capacity to them, for the
  foreseeable future
- Internet connectivity is via a redundant fiber
  ring, to redundant providers, with redundant
  routers at CSU at 1 billion bits per second (1
  x 10^9 bits per second)
CSU’s Internet Traffic

New Blackboard CE6 Architecture - Scalable and Robust

Functional Enhancements (Benefits to faculty/course designers)

- Learning objects
  - Allows flexible packaging into courses, workshops, seminars, "nuggets," etc.
  - Need to "deconstruct" courses into modular learning objects at the "right" granularity – metadata
- Enhanced user interface for the designer
  - Quick Start for course set-up
  - Easy content upload & file management
  - Learning module flexibility
  - Selective release management, more granular
  - Communication improvements
  - Quiz expansion
  - Improved Gradebook & grading options
  - Student-focused performance reporting/tracking
- "Go live" fall 2007

New Email/Calendar System for Faculty and Staff

Benefits of New Exchange Service

- Provides interoperable access to:
  - E-mail, calendar, and address book (contacts)
  - Mobility(!)
- Integrates with current Exchange environments
- Allows non-Exchange environments to continue ‘as is’ or migrate to new service
- Lamar will remain operational
- Larger default quotas
  - 500 MB per user (currently 75 MB)
- Better performance
- Better user interfaces
- Greater robustness

New Banner Student Information System

- Benefits
  - Better privacy – new CSUID, not SSN
  - Much better performance
  - Avoid "melt down" of old mainframe during registration
  - Web accessible
  - Better data integrity
  - Statewide consortium (e.g. COF)
  - Self-service options
    - Students
    - Advisors (DARS, Degree Audit and Reporting System)
  - But, very little functionality for the Graduate School
  - Go fully live fall 2007
The Project Hype Cycle

- Source: Mike Zastrocky, The Gartner Group

II. A Look Into the “IT” Future

- “The farther we look into the past, the further we can look into the future.” – W. Churchill
- “Prediction is so difficult, especially about the future.” – N. Bohr

IT Literacy/IT Fluency

- In the University Strategic Plan
- In my mind, “IT Literacy/IT Fluency” somewhat misses the focus
  - Should not be Technology
- Principal focus should be on
  - Information literacy/fluency
  - Discerning “good” information from “bad” or “incomplete” information
  - Development of higher level critical thinking skills
- In other words, …

Information Science

- Recall the information hierarchy: not technology!
- How information should be
  - Generated,
  - Discovered,
  - Identified,
  - Distilled,
  - Interpreted,
  - Presented, and
  - Preserved
- ISTeC and the Library are engaged

The Next-Gen eLearning Environment

- Course sites, Hybrid courses, MOOCs, etc.
- Public sites, & Access at a fee
- Presence, Publishing, Video on demand, Real-time video
- Social groups, Professional groups

Some Suppositions

- Mobile access will become ever more important
  - “Presence” (the ability for IT systems to “find you on the net” will become more important)
- Collaboration suites will be increasingly important
- Even the fastest networks will not meet some bona fide needs of current research environments
- It will require years for us fully to discern and realize the benefits of Learning Management Systems
- IT security will always be “catching-up” to hackers
- eDocuments will continue to present wonderful opportunities in their accessibility and great challenges in their preservation
Perspective

- With so much before us, and with limited resources, we must choose future initiatives carefully and strategically
  - Must benefit the teaching, learning, research and creative contributions environments

Thank You

- I appreciate the opportunity to speak to you today as I strive to determine if our IT environment is Aligned with our educational and research missions

- I very much welcome your feedback