

To Faculty Council Members: Your critical study of these minutes is requested. If you find errors, please contact Diane Maybon, at 1-5693 or dmaybon@colostate.edu.

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

MINUTES
FACULTY COUNCIL
December 6, 2011

CALL TO ORDER

The Faculty Council meeting was called to order at 4:00 p.m. by Timothy Gallagher, Chair.

ANNOUNCEMENTS

- A. Next Faculty Council Meeting - February 7, 2012 - A102 Clark Building - 4:00 p.m.

Gallagher announced that the next Faculty Council meeting will be held on Tuesday, February 7, 2012 in Room A102 Clark Building. The meeting will begin at 4:00 p.m.

- B. Nominations for Faculty Council Chair, Vice Chair, and Board of Governors Faculty Representative - Committee on Faculty Governance

Gallagher announced that nominations for Faculty Council Chair, Vice Chair, and Board of Governors Faculty Representative are currently being accepted. The election for Faculty Council officers will take place at the March 7, 2012 Faculty Council meeting. Gallagher noted that Karrin Anderson will not run for a second term as Vice Chair.

- C. Executive Committee Meeting Minutes - October 18, and November 8, 2011

Gallagher noted that the Executive Committee meeting minutes for October 18 and November 8, 2011 can be found on the Faculty Council website.

MINUTES TO BE APPROVED

- A. Faculty Council Meeting Minutes - November 1, 2011

By unanimous consent, the November 1, 2011 Faculty Council Meeting Minutes were approved.

REPORTS TO BE RECEIVED

- A. Provost/Executive Vice President

Rick Miranda, Provost/Executive Vice President reported that he visited Natural Sciences and Natural Resources executive committees last month. He added, that in the spring, he may plan some visits to departments.

Miranda reported that since the last Faculty Council meeting, there was a print-making event where students spoke with veterans and made art as a result of those conversations. He added that Colorado State University has been getting attention locally and nationally for welcoming veterans and integrating them into campus.

Miranda reported that the Department of Music, Theatre, and Dance had an accreditation visit last month. The visit went very well.

Miranda reported that he is in contract negotiations with one of the candidates for the College of Veterinary Medicine and Biomedical Sciences Dean position.

Miranda reported that he has been traveling quite a bit in the last month. He attended the National Governors' Association policy workshop on university accountability measures. The Department of Higher Education and the Colorado Commission on Higher Education is designing performance contracts at the state level. Miranda explained that this workshop was an opportunity to educate ourselves on performance metric best practices. He noted that the Department of Higher Education and the Colorado Commission on Higher Education also got one step closer to ratifying the preliminary goals for the higher education strategic plan.

Miranda reported that conversations are continuing with INTO. He explained that INTO representatives have visited Colorado State University, and Colorado State University representatives visited Oregon State. In addition, the working groups are continuing their work. Miranda reported that he led a delegation to London last month and noted there will be more regarding this trip during the discussion. Miranda stated that, at today's Board of Governors meeting, he briefed the Board of Governors Academic Affairs Committee regarding INTO. He added that at tomorrow's Board of Governors meeting he will brief the Board of Governors.

Mary Van Buren asked if the University of Colorado is bound by the State performance contracts and, in addition, how is the money divided? Miranda responded that the University of Colorado is also bound by the performance contracts. Miranda explained further that Colorado State University can compete well for resources but, pointed out that, none of this is going happen until the State higher education budget is restored to at least \$700 million which, at this time, is unlikely. Miranda added that, of course, legislation could be introduced at any time that could change the way performance contracts are handled.

Miranda's report was received.

B. Faculty Council Chair

Gallagher reported that the Board of Governors' Chancellor Search Advisory Committee sought feedback regarding the position description, and the timeline for this feedback was such that it precluded bringing it to Faculty Council. Executive Committee meet on November 29 and prepared feedback for the Board of Governors. Gallagher pointed out that the document that was sent from Executive Committee to the Board of Governors regarding this issue can be found on the Faculty Council website. Gallagher shared some highlights from that report noting that Executive Committee listed concerns related to hiring a separate chancellor at this point. Gallagher explained the main concern was about the chancellor being overly involved with business that is more properly under the purview of the campus presidents. Secondly, the original rationale for a chancellor was to have a figure who could secure funding and maintain an active presence at the State Capitol. However, Gallagher noted that since there are no new resources to be had from the State, the urgency for the chancellor position is mitigated. Gallagher explained that the Executive Committee did not act on behalf of Faculty Council. The recommendations came from Executive Committee. Gallagher noted that interested faculty members are encouraged to review the documents prepared by Executive Committee.

Gallagher reported that Executive Committee is considering bringing a resolution regarding faculty raises to the floor of Faculty Council early next spring. He added that the Committee on Strategic and Financial Planning will be involved in this process.

Gallagher reported that, on the February Faculty Council agenda, there will be a discussion of the curriculum process where members from the University Curriculum Committee can explain the constraints under which they operate, and members of the faculty will be invited to share their curriculum approval perspectives/experiences with the members of the University Curriculum Committee.

Gallagher noted that Carole Makela, Faculty Representative to the Board of Governors, has asked to report today regarding information from the Board of Governors meeting held today.

Makela reported that items that were considered in the Academic Affairs Committee today will go to the Board of Governors for action tomorrow. Makela stated that she is sharing news so that it comes to the Faculty Council members sooner than the February Faculty Council meeting. Makela reported on the following issues:

- a. The Presidents of the three institutions recapped individual budgets. Makela reminded Faculty Council members that budget hearings will be held on campus on January 25. She added that the bonding plans were discussed for the Student Center, the renovation of the Animal Sciences and Engineering buildings, and the construction of the Academic Village. Makela reported that Colorado State University will maintain its bond rating of 125 percent of debt service.
- b. Makela reported that Colorado State University-Global has repaid another \$3 million of its loan to the System Office, bringing the total repayment to \$7 million. She added that Colorado State University-Global's enrollments and revenues are above expectations. In addition, they have had some new degree programs approved by Colorado Commission on Higher Education but the Higher Learning Commission is looking at online programs closely, so the Higher Learning Commission will be visiting Colorado State University-Global to evaluate these degree programs.
- c. Makela reported that President Frank presented to the Board of Governors Academic Affairs Committee a plan to renovate Moby Arena. This is expected to cost approximately \$4.5 million with \$1 million coming from Colorado State University-Global's repayment, plus up to \$3 million from beyond budget enrollment growth, and \$0.5 million from private donors. This funding would form the foundation for going to donors to secure funds for the phase 2 renovation of Moby Arena.
- d. Makela reported that the proposed Sabbatical Leaves for faculty members are moving forward to be heard by the Board of Governors at its meeting tomorrow.

Miranda made some additional comments related to Makela's report. He noted that the budget hearings will be held over two days - January 25 and 26. He told Faculty Council members that an agenda will be published so faculty members can decide when you want to show up. On January 18, from 8:00 a.m. to 12:00 noon, the annual SPARKfest will be held. At this time all six SPARKs will present their revised strategic plans.

Miranda also reported that the Academic Affairs Committee will be forwarding a new peer list to the BOG for approval. Miranda explained that two different peer lists have been in use - one for the Board of Governors and one for the Colorado Commission on Higher Education. If the Board of Governors approve the new peer list, a common list of peer institutions will be used by the Board of Governors and the Colorado Commission on Higher Education.

Gallagher reported that the Academic Affairs Committee also reviewed the proposed Manual Preface revisions and this proposed will be presented to the Board of Governors for action at its meeting tomorrow.

Gallagher's report was received.

Consent Agenda

- A. Changes in Curriculum to be Approved: University Curriculum Committee Minutes: October 14, 21, and 28, 2010

Howard Ramsdell, Chair, University Curriculum Committee, moved that Faculty Council approve the consent agenda.

Ramsdell's motion was adopted.

Action Items

- A. Request for a New Plan C Master of Professional Natural Sciences - University Curriculum Committee

Ramsdell, Chair, University Curriculum Committee, moved that Faculty Council approve the request for a new Plan C Master's program Master of Professional Natural Sciences to be established in the College of Natural Sciences effective Fall Semester 2012.

Ramsdell explained that the Master of Professional Natural Sciences degree programs are intended to qualify for designation as “Professional Science Master’s” programs by the Council of Graduate Schools. Such degree programs combine training in a scientific discipline with relevant course work in workplace skills, such as management, communication and regulatory affairs. The goal is to prepare students for jobs in science- and technology-based industries by providing them with enhanced scientific knowledge and the professional skills sought by employers. The program will be administered by the College of Natural Sciences. The request was reviewed and approved by the University Curriculum Committee on September 30, 2011.

Discipline-specific specializations within the Master of Professional Natural Sciences degree will be developed to meet industry needs. A request for a Specialization in Zoo, Aquarium and Animal Shelter Management was approved by the University Curriculum Committee on October 28, 2011. A copy of that program, to be adopted by Faculty Council as part of the Consent Agenda is included in the support materials.

Miguel Mostafa noted that in the consent agenda, there were some major changes in curriculum regarding this program. He asked that, in the future, a rationale for those changes could be provided. Ramsdell responded that this information is in the form that is submitted to the Catalog Office. He added that he could make this form available to him. Ramsdell added that he would be concerned about the impact on the support staff in the Catalog Office asking them to type a rationale for every change. Ramsdell added that, perhaps, this would be less of a burden in the future once these forms become electronic. Ramsdell pointed out that the Consent Agenda items are consent and if there are concerns, issues can be removed from the Consent Agenda to be acted upon later. Mostafa responded that he agreed, but added that he cannot understand what all these changes mean. Ramsdell responded that the University Curriculum Committee will consider this issue at the next meeting when procedural issues are discussed.

Ramsdell’s motion was adopted.

Discussion Item

A. INTO - Discuss Committee Reports - Rick Miranda, Provost/Executive Vice President

Gallagher noted that a delegation recently visited the United Kingdom to participate in site visits and meeting with INTO academic personnel. Faculty members invited to go to the United Kingdom were Pattie Cowell, Louanne Reid, Alexandra Bernesek, and Sanjay Ramchander. Gallagher invited Cowell, Reid, Bernesek and Ramchander to report on their visit to the United Kingdom regarding INTO.

Pattie Cowell distributed a written report that included observations from recent meetings and site visits with INTO. The distributed report is as follows:

Report from Visits to INTO Sites in the UK

Faculty and administrative representatives from CSU visited three INTO university partnerships November 28 through December 1. We spoke with faculty, students, and INTO officers and staff to ascertain how the partnerships work in the UK for all of these stakeholders. From our research, we better understand the operations of an INTO partnership. Below, we have listed our findings and interpretations as well as a list of considerations that need to be monitored and managed. We have organized the report to answer questions faculty have raised throughout the discussions about INTO during fall 2011.

This report was prepared by Alexandra Bernasek (Professor of Economics), Pattie Cowell (Associate Dean of Liberal Arts), Sanjay Ramchander (Professor and Chair of Finance and Real Estate), and Louann Reid (Professor and Chair of English).

INTO

Many INTO officers have academic credentials, several with ESL and teacher preparation specialties.

The company was formed in part out of a request from faculty and administrators at University of East Anglia, who wanted to internationalize their campus.

INTO utilizes a public-private partnership model that allows universities to unbundle student recruitment, global marketing, and brand-building efforts from core academic operations

INTO provides valuable information to students in an increasingly crowded educational marketplace

They customize what they offer, at least to some extent, to the university partner.

They operate on a financial model that makes feasible the recruitment and progression of international students in large numbers, returning revenue to both INTO and the university.

There is an INTO charitable foundation, although we did not have time to learn much about it.

Although there have been some frustrations regarding information flow to this point, we were pleasantly surprised to find that this was not the case on our visit. Faculty and staff at the University of Exeter and the University of East Anglia shared extensive, confidential data about student progression and countries of origin. The director of the English language program at one university even offered free access to a teacher training course he has designed. When we said we wanted opportunities to discuss academic issues, staff at the INTO center in London rearranged the agenda, called in additional people to talk with us, and answered every question we asked. At the two campuses, we were encouraged to talk to any students and faculty members we wished to.

Quality Assurance

Student quality is assured

Admissions standards are determined by the university.

Pathways curriculum is determined by the university, and all courses are approved by the university.

Requirements for progression into university degrees are set by the university.

Students are supported by INTO and the university during the pathways program and beyond with extra tutoring and monitoring/mentoring for attendance and issues that affect personal and academic success.

Staff quality is assured

Qualifications are determined by CSU.

Though INTO Center staff in the UK are INTO employees, employees at CSU can be university employees, selected and evaluated according to university standards.

Accreditation assures ongoing attention to quality

CSU is working hard to maintain accreditation for the Intensive English Program program review

National accreditation for the university.

Standards

Standards for curriculum and students are maintained because they are set by the university.

Courses in the Pathways are not remedial courses. They are university courses, offered to students with added support, especially English language training.

The university sets the pass rate for courses, for completion of the Pathway, and for progression into university degrees.

For years, there have been discussions at CSU about raising our TOEFL direct admit score from 71 to something higher, such as 79. Should we do so, we will bring all international students up to a higher standard, including direct admits and Pathways students.

Academic/Business Partnerships

Partnerships offer advantages to universities with internationalization goals, primarily by allowing academic and business sides to better do what they each do best.

Shared marketing.

Recruitment.

Serve as intermediary between burgeoning international student demand for education at a U.S. university and university desires to internationalize their campuses.

Reduce operational risk by not having to directly deal with multiple agents.

Agents

INTO monitors the performance of the agencies with whom they work.

INTO is an established organization with long-term relationships with agencies and the agents within them.

INTO creates a commission structure that incentivizes agents to recruit only those students likely to succeed. Part of the commission is paid when the student enrolls in the university as a non-degree seeking student. The rest of the commission is paid only when the student progresses to a university degree program. Agents do not receive the full commission for students who do not progress.

Because of the network, INTO can identify problems quickly and inform all universities. For example, if fraud is suspected in one site and INTO finds that the students have been recruited by one agent, they have notified all universities to look for problems with students recruited by that agent. Additionally, they have fired agents who are not meeting their performance standards.

Internationalization goals for CSU

The universities we visited have ambitious internationalization goals. As a result, they are developing or have developed a global reputation. At the University of Exeter, about 25% of the students are not from the UK or an EU country such as France or Germany (there's an agreement in the UK by which students from EU countries are counted as domestic). At the University of East Anglia, 20% to 25% of students are international. Faculty and staff at all three sites we visited identified shared interests and a number of ways in addition to student recruitment in which the INTO network could help us achieve our internationalization goals.

Enable existing study abroad and exchange programs.

Set up new study abroad.

Establish new international research collaborations for faculty and students such as the current water resources project between Exeter and the University of South Florida.

Set up new faculty exchanges.

Set up new student exchanges.

Issues that need to be monitored and managed

Pathway mayhem – pathway programs and progression requirements need to be clearly articulated - where are these students going after their pathway year,

Foresee problems with rapid growth.

May need to be ready for faculty to see insufficient student preparation.

Value proposition may decrease as INTO adds more US schools – need to ensure exclusivity,

Need to maximize progression and retention.

We may need to search regionally and nationally for qualified faculty.

Resource allocation should accompany capacity expansion and growth objectives
Plan and prepare for growth.

Institute feedback mechanisms to improve pathway experience for students.

Create tracking mechanisms for students going through the pathway program.

Reorganize administrative chart that ensures efficient communication lines across various units
and integration with existing programs.

Cowell reported that she has found two things reassuring in the conversations at these recent meetings:

1. INTO's recruiting practices seem to be quite reputable and responsible. Cowell explained that there are built-in incentives for the INTO recruiters to recruit students who will be successful because some of their money will come only after students successfully matriculate into Colorado State University.
2. Cowell pointed out she has been reassured about the success of the English acquisition programs in the INTO model.

Louann Reid stated that before her visit to the United Kingdom she was extremely skeptical especially in terms of hidden costs for departments, value to students, etc. She said that she came back "guardedly enthusiastic." In part, because some earlier meetings with INTO representatives prior to the visit to the United Kingdom, had been overly controlled by INTO personnel. She reported that when they arrived, it was noted that the agenda prepared for the visit had left out some key pieces, especially discussions with faculty and students. Reid said that within an hour, the agenda was re-arranged and data about progression rates, student success, etc. was addressed. In addition, the INTO staff talked more explicitly about academic impacts as larger numbers of international students come on campus. Reid added that there was a lot of data provided, many questions answered, etc. She added that everyone at INTO was very responsive and had good answers.

Alexandra Bernasek noted that she went on this site visit as a regular faculty member and explained that her interest was regarding the academic side. Bernasek said it was interesting for the delegation to see how things operate in the United Kingdom. Bernasek stated that the programs at Colorado State University will operate differently, but she was able to see how INTO might operate at Colorado State University. At each institution that was visited, the university set the standards, curriculum, progression, and evaluation standards, etc. She pointed out that a faculty member at East Anglia said the faculty do not feel pressured to push students through. It was noted that students who were not going to class, were not doing well, had any academic misconduct, etc. were simply sent home. Bernasek added that the recruiters' incentives were aligned with INTO's incentives, which were also aligned with the university's incentives. Bernasek said she had all of her concerns addressed and felt like Colorado State University might actually be able to help these students succeed and our campus would benefit both financially and in other ways as well. Bernasek thought this would be a unique opportunity for students, etc. at Colorado State University.

Sanjay Ramchander stated that he approached this process agnostically at the outside. Ramchander said that, in addition to echoing what has been said, he was very impressed by INTO's business model. Ramchander explained that INTO provides credible information to students researching options for education abroad. Ramchander added that education in the United Kingdom is very different than it is in the United States, and seeing those campuses helped him to think outside the box. Ramchander added that, as residents of Colorado, we could be in for an education ourselves with an influx of international students.

He noted that there is evidence to suggest that this could be very positive from a faculty/student perspective.

Dana Hoag said that he is convinced that the INTO operational model is sound. However, he still wonders, why Colorado State University wants to do this? He added that no one can argue that increased diversity is a good thing, but asked if Colorado State University has the capacity or will Colorado State University's students have to compete with INTO students?

Miranda responded that the question of incorporating an additional population of INTO students is ongoing. He asked that faculty remember that these INTO students will be bringing financial resources with them, and the administration is committed to putting these resources back into the Pathways program the first year. After that, however, those resources will be distributed to the campus as a whole. So, this is viewed as revenue positive, not revenue neutral.

Reid asked that the Faculty Council members note the academic pros on page three (3) of the report distributed. She specifically noted the third bullet: "Establish new international research collaborations for faculty and students such as the current water resources project between Exeter and the University of South Florida."

Bernasek noted that in another meeting, Kari Anderson noted that public institutions are strapped for money and resources are not increasing. Bernasek explained that Colorado State University needs to look for models for paying for public education in a way that benefits the citizens of the State of Colorado. If there are international students who can pay, then Colorado State University may be able to stave off more tuition increases for the in-state students.

John Harton, Chair Department of Physics, noted that his question was along the same lines. He explained that in Department of Physics he is dealing with fitting students into sections. Who will get the last seat in a section - an INTO student or the student from Lamar, Colorado. Miranda said that the University hopes that the population will be large enough to open new sections. He added that this is the University's intention, so that the new sections would benefit INTO students and in-state students. Miranda added that there will be no registration distinction that identifies students as INTO students once they exit the Pathways program.

Ramchander explained that once the INTO students matriculate into the University they become Colorado State University students just as the current students from out of state.

Miranda stated that he had prepared three slides that might generate more questions and might answer more questions.

Miranda noted the following:

The INTO Opportunity

Challenge: Our undergraduate international student population is small.

Opportunity: The demand for U.S. Higher Education is strong and likely to grow.

Colorado State University has had limited ability to recruit and market itself globally.

INTO offers a path to internationalize our student body (undergraduate and graduate), to enhance the global profile of Colorado State University, and to provide a significant additional revenue stream to the campus.

INTO shares our philosophy of high academic standards, and an attention to student support and success.

Principles for Our Partnership

The INTO program must pay for itself.

And More.

The quality of the recruited students must be high.

Colorado State University will retain control of its admissions decisions.

Colorado State University will retain control of all curricula and instructional staff.

Colorado State University will retain its CEA accreditation for the Intensive English Program.

Our goal is to accelerate the internationalization of Colorado State University, and to raise the global profile of Colorado State University as a University where student can succeed.

Miranda then presented a draft INTO-CSU Organizational Chart. Miranda explained how this might be implemented at Colorado State University and added that this is a newly developed organization chart that is currently under discussion.

Phil Chapman asked that Miranda explained what INTO's commission structure is and if INTO will be steering students into different schools based on incentives? In addition, how will this impact international recruiting at Colorado State University outside of INTO?

Miranda answered that the incentive is a fraction of tuition - about 10 percent, but the differences are small enough so as not to trump the priorities/interest of the INTO students and family. It is similar to the differences between institutions that out of state students find when they research institutions. We will still be recruiting internationally through the institution, especially those whose language skills are such that they do not need the Pathways program.

Patricia Ryan asked if there will be institutions regionally competing with us? Miranda answered that there will be specific language in the INTO contract that will keep Colorado and Wyoming exclusive in perpetuity.

Jim McCambridge asked if the length of the contract is 30 or ten years? Miranda responded that the institution is still looking at a ten year contract with the option to renew, revise, or sever at ten years.

Mary Vogl stated that the University should keep in mind the large picture details - how many students, and how much total money is involved? Miranda replied that there are three ways the University sends money back to INTO:

1. Fixed price for marketing.
Agent commissions.
INTO's percentage of tuition (around 6%).

Miranda added that the rest of the money comes back to the joint venture to pay bills on campus and back to the general fund. He explained that if the University has 100 students paying out of state tuition, that is equates to \$2 million. This multiplies into eight figures when they stay at the University for four years.

Mostafa noted that he has read the work of the working groups regarding the start up money we need and asked what is the initial budget for INTO. Miranda explained that the University of South Florida and Oregon State put up \$1million initially and INTO matches that. He said that this amount is what is planned for the University's working capital to launch the INTO program. Miranda stated that at Oregon State, they broke even in the second year, which was better than what their business plan anticipated.

Matthew Malcolm stated that one of the ways the University retains good students is through research assistantships. He added that doing that is a good practice, as is getting extra tuition. Malcolm explained that many faculty members have to fund out of state graduate student tuition to retain these students. He asked how can the University limit the strain on faculty members to cover assistantships, especially those that are offered to retain a high quality international student and how can the University ensure that these students can afford to stay and work here.

Miranda stated that this concern is mostly at the graduate level. He explained that INTO can recruit graduate students, but they will not likely be Ph.D. students who have assistantships for this very reason.

Miranda added that it may be the case that a revenue stream such as this could allow the University to make progress in covering the costs of international Ph.D. students.

C. W. Miller asked if the ASCSU students have been involved in the working groups and, if so, what is their opinion? Miranda answered that the ASCSU students have not been involved in the working groups.

Mostafa asked when the first group of INTO students are expected to come to the University? Miranda responded by the Fall semester 2012.

Ryan asked if there is an automatic matriculation for INTO students into graduate programs? Miranda answered that there is no automatic matriculation for INTO students at any stage.

Don Radford asked what the data says regarding likely majors? Miranda responded that Business would be about 40 percent, Engineering about 20 percent, and the remainder to other majors.

Miranda reported that tomorrow, the institution will be asking the Board of Governors to authorize President Frank to sign a contract if President Frank decides to sign it. Miranda added that, If the Board of Governors approves anything, it would just be the delegation of authority to President Frank.

The Faculty Council meeting adjourned at 5:35p.m.

Timothy Gallagher, Chair
Karrin Anderson, Vice Chair
Diane L. Maybon, Secretary

ATTENDANCE
BOLD INDICATES PRESENT AT MEETING
UNDERLINE INDICATES ABSENT AT MEETING

Agricultural Sciences

Stephen Koontz
Denny Crews
William Jacobi
Steve Newman
Mary Stromberger, Excused
Dana Hoag
Andrew Norton, Excused

Applied Human Sciences

Molly Eckman
Robert Gotshall
David Sampson
Jenn Matheson
Scott Glick
Matthew Malcolm
Sharon Anderson
Kim Bundy-Fazioli

Business

Margarita Lenk
D. Turk for Stephen Hayne
Patricia Ryan
Jim McCambridge
Dave Gilliland

Engineering

Collette Heald
Brad Reisfeld
Ken Carlson
B. Notaros for Steve Reising
Don Radford
Eric Maloney
Sudeep Pasricha

Liberal Arts

Mary Van Buren
Eleanor Moseman
Andy Merolla
David Mushinski
Louann Reid
Ernesto Sagas
M. Vogl for Jonathan Carlyon
Robert Gudmestad
Cindy Christen
Gary Moody
Idris Hamid, Excused
Ursala Daxecker
Ken Berry
Mary Vogl
Eric Aoki
Alex Bernasek

Agricultural and Resource Economics

Animal Sciences
Bioagricultural Sciences & Pest Management
Horticulture & Landscape Architecture
Soil and Crop Sciences
College-at-Large
College-at-Large

Design and Merchandising

Health and Exercise Science
Food Science and Human Nutrition
Human Development and Family Studies
Construction Management
Occupational Therapy
School of Education
School of Social Work

Accounting

Computer Information Systems
Finance and Real Estate
Management
Marketing

Atmospheric Science

Chemical and Biological Engineering
Civil and Environmental Engineering
Electrical and Computer Engineering
Mechanical Engineering
College-at-Large
College-at-Large

Anthropology

Art
Communication Studies
Economics
English
Ethnic Studies
Foreign Languages and Literatures
History
Journalism and Technical Communication
Music, Theater, and Dance
Philosophy
Political Science
Sociology
College-at-Large
College-at-Large
College-at-Large

Natural Resources

Melinda Laituri
K. Huyvaert for Paul Doherty
Mark Paschke
Sven Egenhoff
Stu Cottrell

Ecosystem Science and Sustainability
Fish, Wildlife, and Conservation Biology
Forest, Rangeland, and Watershed Stewardship
Geosciences
Human Dimensions of Natural Resources

Natural Sciences

Eric Ross
David Steingraeber
John Wood
Robert France
R. Cavaliere for Iuliana Oprea
Raymond Robinson
Benjamin Clegg
Philip Chapman
Steve Stack
Mike Steger
Miguel Mostafa

Biochemistry and Molecular Biology
Biology
Chemistry
Computer Science
Mathematics
Physics
Psychology
Statistics
College-at-Large
College-at-Large
College-at-Large

Veterinary Medicine & Biomedical Sciences

Scott Earley
Daniel Smeak
John Rosecrance
Robert Jones
Terry Nett
Jeffrey Wilusz
C. W. Miller
Anthony Knight
Susan Kraft
William Hanneman

Biomedical Sciences
Clinical Sciences
Environmental & Radiological Health Sciences
Microbiology, Immunology and Pathology
College-at-Large
College-at-Large
College-at-Large
College-at-Large
College-at-Large
College-at-Large

University Libraries

Nancy Hunter
Louise Feldmann

Libraries
At-Large

Officers

Tim Gallagher
Karrin Anderson
Carole Makela
Richard Eykholt
Diane Maybon
Lola Fehr

Chair, Faculty Council
Vice Chair, Faculty Council
BOG Faculty Representative
Immediate Past Chair, Faculty Council
Executive Assistant/Secretary
Parliamentarian

Ex Officio Voting Members (*Indicates Elected Member of Faculty Council)

Luis Garcia, Chair
Susan LaRue, Chair, Excused
Martin Gelfand, Chair
David Greene, Chair

Committee on Faculty Governance
Committee on Intercollegiate Athletics
Committee on Libraries
Committee on Responsibilities & Standing of Academic Faculty
Committee on Scholarship Research and Graduate Education
Committee on Scholastic Standards
Committee on Strategic and Financial Planning
Committee on Teaching and Learning
Committee on University Programs
University Curriculum Committee

Mary Stromberger, Chair*, Excused

Ketul Popat, Chair
Tony Maciejewski, Chair
Dan Turk, Chair
Eric Prince, Chair
Howard Ramsdell, Chair

Ex Officio Non-Voting Members
Torsten Eckstein, Chair

Committee on Special and Temporary Faculty

Ex-Officio Non-Elected Non-Voting Members

Anthony Frank, Excused

Rick Miranda

Brett Anderson

Mary Ontiveros

Lou Swanson

Robin Brown

Tom Gorell

Jodie Hanzlik

Patrick Burns

Jim Cooney

Tom Milligan

Bill Farland

Blanche M. Hughes

Alan Lamborn

Amy Parsons

Craig Beyroudy

Jeff McCubbin

Ajay Menon

Sandra Woods

Ann Gill

Jan Nerger

Lance Perryman

Joyce Berry

David Mornes

President

Provost/Executive Vice President

Vice President for Advancement

Vice President for Diversity

Vice Provost for Engagement/Director of Extension

Vice President for Enrollment and Access

Vice Provost for Faculty Affairs

Interim - Vice Provost for Graduate Affairs

Vice President for Information Technology/Dean Libraries

Vice Provost for International Affairs

Vice President Public Affairs

Vice President for Research

Vice President for Student Affairs

Vice Provost for Undergraduate Affairs

Vice President for University Operations

Dean, College of Agricultural Sciences

Dean, College of Applied Human Sciences

Executive Dean/Dean, College of Business

Dean, College of Engineering

Dean, College of Liberal Arts

Dean, College of Natural Sciences

Dean, College of Veterinary Medicine and Biomedical Sciences

Dean, Warner College of Natural Resources

Chair, Administrative Professional Council