

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 Rita Knoll, ext 1-5693.

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

MINUTES
Faculty Council Meeting
Tuesday, October 6, 2015 – 4:00 p.m. – A201 Clark Building

CALL TO ORDER

The Faculty Council meeting was called to order at 4:02 p.m. by Mary Stromberger, Chair.

ANNOUNCEMENTS

1. Next Faculty Council Meeting – November 3, 2015 – A201 Clark Building – 4 p.m.

Stromberger announced that the next Faculty Council meeting would be held on November 3, 2015 at 4:00 p.m. in Room A201 Clark Building.

2. Executive Committee Meeting Minutes located on FC website – August 18, 2015 (amended); August 25, 2015 and September 8, 2015.
<http://facultycouncil.colostate.edu/faculty-council-meeting-dates-agendas-minutes/>

Stromberger announced that the Minutes from the August 18, August 25, and September 8, 2015 Executive Committee meeting have been posted on the Faculty Council website.

3. Semester at Sea Global Teaching Scholars

Stromberger announced that applications for the SAS Global Teaching Scholarships are due October 12, 2015.

4. Course Survey Redesign Forums

Stromberger announced that course survey redesign open forums are scheduled for October 7, 9-10 am in LSC 386, and October 15, 4-5 pm, in BSB A101.

5. Diversity Training

Stromberger announced a faculty roundtable diversity training, entitled “Discussing Race in the Classroom”, will be held October 21, 11:30-1 pm, in LSC 322.

6. Faculty Council Photograph

Stromberger announced that John Eisle, photographer from Communications and Creative Services, was present to take a picture of the Faculty Council, for the centennial anniversary. The last picture taken of Faculty Council was in 1995 (for the 80th anniversary).

John gathered the group and photographed the Faculty Council members.

MINUTES TO BE APPROVED

1. Faculty Council Meeting Minutes – September 1, 2015

By unanimous consent, the September 1, 2015 Faculty Council meeting minutes were approved as distributed in the agenda packet. Minutes will be placed on the FC website.

UNFINISHED BUSINESS

There was no unfinished business.

REPORTS TO BE RECEIVED

1. President – Tony Frank

Frank reported on the following:

Legislative updates from CCHE and Governor's Office. Frank reported on legislative actions on tuition control and the funding formula. 2015-2016 tuition was capped at 6% by the General Assembly, and that legislation has now expired. During the last six months, conversation with CCHE has taken place. Our BOG indicated that tuition should be set by local governing level. Our argument was the state should fund our public institutions, but if the state couldn't do that, then let us set our own tuition based on what is best for our institution. It appears that CCHE and the Governor's office support the principles behind this rationale. A draft tuition control proposal calls for CCHE to work with institutions to see what costs have changed for the institution each year. Then, given with what has happened in costs, discussions would take place about what the state can fund, and how much the institutions should fund via tuition. There would be flexibility built into the process. Each fall, CCHE and BOG would make financial proposals. If BOG wants to make a proposal to have an alternative funding model, they could do so (e.g. salaries not competitive on national level). Tuition proposals and the CCHE recommendations would go through the statutory budget process.

The state funding formula determines and provides rationale for how much of any new state funding each institution receives. Each institution will get the COF for each student. That won't change much. Additional funding that institutions receive then depends on the role and mission of each institution, and its impact (outcome assessment piece). Guidrails around the funding formula will help to avoid wild fluctuations. The funding

formula and tuition control formulas are proposed to be in place for five years, so the institutions can better predict how much funding they will receive.

CSU is doing well in most of basic parameters of the funding formula. Enrollment numbers are up. 1 out of 3 is first generation. CSU has the most high school resident students in state. Housing and dining made sure everyone was accommodated. Our graduation rates have gone up. Our cluster hires are underway; new faculty is being hired. Still a lot of work to do regarding budget and moving initiatives forward, including increasing compensation levels for non-tenure track faculty. But CSU's reputation for research, philanthropy, all up from last years. A lot of good things are happening at the university.

Re-envisioning CSU: the next couple years will focus on a long-term visioning session. The three employee councils will help move this initiative forward. This exercise takes a broader view of CSU's future; if we look 5 years down the road, what things do we want to characterize the university? The Re-Envisioning process will be kicked off in the next few weeks.

Frank reported that he does not want to pursue changes to CSU's open records policy, as inferred by a recent Coloradoan article. Frank also explained a recent request from the Coloradoan for employee and salary data. Frank explained that gender data is protected personnel data and it would be illegal to turn that data over. Salary data is available electronically (without employee names) and in hard copy (with employee names) in the Library. Frank has consulted with leaders in the employee councils. Previous councils have indicated they do not want to turn over employee name and salary information electronically, and the current councils' leadership agreed to maintain this position.

President Frank's report was received.

2. Provost/Executive Vice President – Rick Miranda

Miranda reported the following:

Council of Deans recently reviewed Phase 0 proposal for new programs. The purpose of the review was to determine if there were any similar programs being brought forward. Proposals for programs in Restoration Ecology, Data Science, and Ph.D. in Watershed Sciences were reviewed, among others.

Cluster hires. The process has started on three cluster hires: microbiome research, air quality, and one on healthy aging. There will be 5-6 faculty hires. The hire for a Center on Healthy Aging Director will occur first, then the faculty hires for this center.
BOG meeting. The board approved the department name change from Foreign Languages and Literatures (in Liberal Arts) to Languages, Literatures and Cultures.

A site visit for the School of Public Health was conducted recently. The visit went well.

Course redesign effort – COTL – Zinta Byrne, Psychology Professor, is coordinating the effort. We have a lot of input measures that can give us feedback throughout the semester, as well as online. Survey can be reimagined to take new opportunities into consideration. The student course survey can be different than before.

Budget process. President Frank mentioned some of the details. Divisions and Colleges are submitting their budgets in the next couple weeks. Budget review committees will be established and put together to review proposals and offer input. Each committee will review proposals from different divisions, and will have faculty, administrative professional, classified personnel, and student membership. Proposals will be evaluated against the strategic plan rather than each other. Proposals will be rated and not ranked.

Provost Miranda's report was received.

3. Faculty Council Chair – Mary Stromberger

Stromberger reported the following:

Visits with FC Standing Committees. Stromberger met with Committees on Non-Tenure Track Faculty, Teaching and Learning, and Scholastic Standards. Topics these committees are working on:

- CNTTF – career pathways, participation in shared governance
- CoTL – subcommittee assignments to study course survey redesign, Unizin and collaborations with partnering institutions (with CoL), academic integrity, and an excused absence policy for chronic health issues
- CoSS – student appeals for retroactive withdrawal (about 15 cases)

Meeting with Pat Burns, Dean of Libraries. Stromberger met with Pat Burns last week on library issues, including open access rules. On federally funded grants, all data must be publicly accessible. The library would like to discuss with faculty how faculty can make their data publicly accessible. The Committee on Libraries will work with Pat on this issue throughout the year and may want to visit with Faculty Council for feedback on an open access policy.

Housing Task Force. Stromberger met with the Housing Task Force in late September. Stromberger sent out a three-question survey re: affordable housing on behalf of the Housing Task Force. All issues listed in the survey were concerns of survey respondents, but affording rent, and availability of rentals in Fort Collins, garnered the most concern from respondents. The Housing Task Force divided into subcommittees to look at a variety of issues such as partnerships within the community, concerns regarding renting, concerns with buying a home, etc.

Other Committee News. Parking Services Committee and Employee Appreciation Board update: We still have one spot available on PSC and another on EAB.

Fall Forum. Stromberger, Paul Doherty, and Stephanie Clemons attended the Fall Leadership Forum (9/9-9/11). Stromberger participated in a panel Thursday morning about shared governance. Stromberger, Gwen Gorzelsky, Clemons and Anton Betten (CoTL) led a session on Service Recognition and Evaluation. The session was well attended. Gwen Gorzelsky shared statistics related to service conducted by men vs. women. Participants in breakout session discussed how to integrate service in the T & P process. Important for faculty to have a diverse portfolio when ready for promotion.

Fall Address. During his Fall Address, President Frank launched an initiative to re-envision CSU, and charged the three employee councils (Faculty Council, Administrative Professional Council and Classified Personnel Council) with moving this initiative forward. Faculty Council and FC Standing Committees will be active in vision planning for the next couple years. In one activity, the discussions in this year's Faculty Council meetings will be focused on this "re-envisioning" theme, and will address shared governance, innovations in teaching and research, quality of work life, and other topics. The discussion today will focus on our vision for a resilient system of shared governance. A meeting has been scheduled for October 7 to discuss the process of how to work on the strategic planning initiatives. The meeting will include officers of FC, APC, CPC, Lynn Johnson, Rick Miranda, and Cara Neth. The Faculty Council meeting discussion theme and topics will fit well with call to re-envision CSU.

Stromberger's report was received.

4. Board of Governors Faculty Representative – Paul Doherty

Doherty reported on last week's BOG meeting. All meeting minutes are on BOG website. Tuition models and other points were covered by President Frank and Provost Miranda. Entrepreneurship students reported to BOG and visits around campus. They seemed impressed with CSU students and facilities. This meeting was the last meeting for Dorothy Horrell, former Chair. She will become the Chancellor for the University of Denver. A scholarship is also being established in her name. She has three degrees from CSU.

There was a lot of discussion about CSU-Pueblo. They did not meet their enrollment goals this year. Discussions focused on how to move our sister institution into a position of strength? Faculty there hasn't had a raise in 8 years. Anything we can do to help them improve their situation would go a long way.

Budget projections were discussed. The CSU budget proposal included a 2% raise for faculty.

Questions from FC members:

CW Miller (CVMBS): Anymore discussion about faculty raises? Global CSU faculty got a large raise. Doherty responded that next year's faculty raises are still under discussion.

Pedros-Gascon (Languages, Literatures and Cultures): Are deans and directors only receiving 2% raises?

President Frank: There is a 2% pool to work with at the President's level and Provost's level.

Ross McConnell (Computer Science): Does the pool include the bonus privileges?

President Frank: The Global CSU and CSU contracts for Frank and 5 others are set differently. Bonuses for these people are contractual. The bonuses are not taken from the 2% merit pay pool, and are separate.

Doherty's report was received.

5. Faculty Council Standing Committee 2014-15 Annual Reports
 - a. Committee on Libraries

Stromberger presented the above written annual report to Faculty Council. The report was received.

CONSENT AGENDA

1. Approval of Degree Candidates – Fall 2015
2. UCC Minutes – August 21 and 28, 2015; September 4, 2015

Carole Makela, Chair, University Curriculum Committee, moved that Faculty Council approve the Degree Candidates for Fall 2015 commencement, and the August 21, 2015, August 28, 2015 and September 4, 2015 UCC Minutes.

The consent agenda was unanimously approved.

ACTION ITEMS

1. Elections – Undergraduate and Graduate Student Representatives – Faculty Council Standing Committees – CoFG

Makela, Chair, University Curriculum Committee, moved that Faculty Council approve a new major in Human Dimensions of Natural Resources, B.S., pending final approval by the Board of Governors. Makela explained that this created a major with the same name as the department, and that this name is a more meaningful title for the students' degrees.

There was no discussion.

Makela's motion was unanimously adopted.

4. Request new Master of Communications and Media Management, Plan C – UCC

Makela, Chair, University Curriculum Committee, moved that Faculty Council approve a new Master of Communications and Media Management, Plan C, pending final approval by the Board of Governors. Makela directed Faculty Council to the rationale in the agenda packet.

There was no discussion.

Makela's motion was unanimously adopted.

5. Request by the College of Liberal Arts and the College of Engineering to change the Arts and Humanities and Engineering Science concentration and Social Sciences and Engineering Science concentration, to a dual degree with a major in Interdisciplinary Liberal Arts (B.A. degree) and a major in Engineering Science (B.S. degree) – UCC. Page 68-79.

Makela, Chair, University Curriculum Committee, moved that Faculty Council approve a dual degree with a major in Interdisciplinary Liberal Arts (B.A.) and a major in Engineering Science (B.S.), effective Spring 2016. Makela explained that the dual degree program already exists, and that the request reflects name changes that occurred in Liberal Arts last year.

There was no discussion.

Makela's motion was unanimously adopted.

6. Request to change the International Engineering and International Studies concentration, to a dual degree with a major in Engineering Science (B.S. degree) and a major in International Studies (B.A. degree) – UCC

Makela, Chair, University Curriculum Committee, moved that Faculty Council approve a dual degree with a major in International Studies (B.A.) and a major in Engineering Science (B.S.). Makela explained that the rationale is similar to that above, that is dual degree program already exists, and reflects a name change in Liberal Arts.

There was no discussion.

Makela's motion was unanimously adopted.

DISCUSSION

1. Shared governance and service recognition (PowerPoint presentation on FC website)

Stromberger, Miranda, and Gwen Gorzelksy, Director of TILT, led a discussion on Shared Governance and Recognition of Service.

Miranda discussed his perception of the shared governance culture at CSU, where shared governance is practiced at three different levels (and most often at levels 1 and 2):

1. When the President decides something and informs the rest of faculty. Minimal amount of sharing. Miranda explained that this really isn't shared governance and sometimes needs to happen with the President has to make a quick decision. The goal is to move towards greater sharing of decision-making when possible.
2. Consultation: university is facing an issue. Administration comes up with several options and brings them to faculty and staff for feedback. This is a better model, but not optimal in sharing as faculty and staff aren't involved in studying possible solutions.
3. Try to solve the problems together. Not that administration will develop options. Instead the problems are brought into the community. What are pros and cons? This model is more of a collaborative model where faculty and staff help develop solutions.

We are trying to see this year, where we can put new structures in place to achieve level shared governance situations. Reaching across the aisle. Wish to use a more collaborative method with our budget this year. Previously, used levels 1 and 2 more than 3. Previously feedback on budgets was invited in February/March timeframe rather than October/November timeframe.

Ray Hogler (Management): Asked that the administration consider an arbitration system for grievances. The current system, where the President has the final decision, does not really follow shared governance model.

Eric Aoki (Liberal Arts): What themes can faculty been involved in more? Academic matters are primarily in faculty. Gray area around structures and committee that may be obstructive getting to decision.

Aoki's question led into Stromberger's presentation. Shared governance means different things to different people, and shared governance can mean shared collaboration or shared division. Right now, CSU tends to practice shared divisions, whereby certain

decisions are made by faculty (academic and research-related decisions) and other decisions are made by administrators (budget, strategic planning, management). The *Manual* makes it very clear as to what Faculty Council and faculty are to do; the academic world. Teaching and research are our primary responsibilities. Then, there is the management and financial issues that typically administration decides. Most recently, faculty wants to become more involved in CSU's budgetary matters.

Stromberger discussed that in the move towards greater shared collaboration, we need more faculty to be engaged. Shared governance is not just the same faculty participating more, but the involvement in a broader pool of faculty in shared governance. This includes faculty with little representation in shared governance right now, i.e., non-tenure track faculty. NTTF make up 40% of the faculty on campus, and yet NTTF have only 1 vote of 92 in Faculty Council. . We are not representing them well. If we are to have a collaborative voice, we need to include them as well.

Stromberger desires a resilient shared governance; like the elms that line the oval, an analogy used by President Frank in his Fall Address. Our culture needs to be resilient. If certain people leave, will the culture die? How do we build a culture of collaborative shared governance that will stand the test of time? We want it to persist generations from now.

Gwen Gorzelsky presented data from studies on service, and how service effort is unequally distributed among faculty. Minorities and women tend to spend more hours in university service than white males. Women take longer to reach full professor levels. AAUP has recommendations on faculty participation in university service that focus on equity in time and effort.

See slides on FC website.

McConnell (Computer Science): I appreciate the thought that faculty could serve on more committees, but that was not where faculty should only be involved. Faculty could serve as a watchdog and counterweight to administration. We need more structure. Get involved in the AAUP or other such organizations. We need to organize more. Talk before FC meetings and bring ideas forward to the meeting.

Gilkey (CVMBS) shared a recent experience he had on a P&T review, where service was not considered. Gilkey said that service has to be built into the workload or job description. CSU has to be willing to potentially sacrifice research dollars if service is to be valued. There is a cost associated with service.

Stromberger: The effort distribution should be reflected and updated as faculty member's career matures.

Pedros-Gascon (Languages, Literatures and Cultures): Service typically rests on associates. Full professors do not carry the load.

Stromberger: Could a faculty member be promoted and tenured based on service? The Fall Forum conversation brought this question forward. Consensus: probably not for assistant professors. It is a disservice to the faculty member as it impacts future marketability of that assistant professor. But what about promotion of associate professors to full professor?

Hogler (Management): Absolutely not. The culture of higher education is based on research. You can't move from an associate professor to full professor without a strong research record.

Gilkey (CVMBS): Service in vet med can be in a 90% workload effort. They raise 10 million dollars in treating animals in a year.

Hogler (Management): That is an unusual college due to the ability to generate funds from service.

Barisas (Chemistry): As long as job descriptions indicate a certain load, then the P&T will focus on the largest area of responsibility. We've had outstanding research, but not strong in teaching. The responsibility lies on the department head to ensure the proper apportionment of load to faculty.

Pante (Anthropology): Service is ambiguous. There are metrics to quantify effort and impact in research and teaching, but not so for service. The first thing we have to do is to define the amount of service. Maybe financial awards for service could be offered as a bonus at the end of the year.

Pedros-Gascon (Languages): Service is expected to the department, profession and community.

Stromberger: Are there departments where service is not discussed as part of annual evaluation? Members of Faculty Council indicated that in their departments, service was included in the discussion of their performance evaluation.

Hogler (Management): Service should be discussed within the P&T committee. The focus is really about research. If the person doesn't have the research, don't bother with bringing a name forward for promotion.

Stromberger: Research funding is declining. We are relying more on teaching and tuition dollars. Should that cause a shift in our culture re: research focus?

Miranda: At CSU 75% tuition; 25% state funded. Research dollars \$300 million and student dollars bring in \$400 million = budget.

Stromberger: We are now funded by more tuition than research.

Nissen (Bioag Sciences and Pest Management): Recent article is out regarding the need to train our Ph.D. students. The majority of our Ph.D. students don't go into tenure-track positions. Students need to be trained for alternative careers, including as teachers in small four-year colleges.

Stromberger: Introduced Bill Hanneman, Chair of CoRSAF. Stromberger directed Faculty Council to share their thoughts with him. CoRSAF will form a taskforce to study service recognition further. Job descriptions; quantifiable tools to determine and help department chairs as to what a 10% service load looks like.

Aberle (NTTF): What about those that are not tenure track and how that impacts shared governance? The voice of NTTF is in a minority.

Gilkey (CVMBS): 10 years ago the dean in CVMBS changed the college codes to break down the barriers. Department codes could be revised to give NTTF more opportunities to participate in shared governance.

Makela: We need to recognize that there is a lot of research that has no dollars attached to it at all. The culture of valuing research dollars has a negative impact on scholarship.

Stromberger adjourned the meeting at 6:05 p.m.

Mary Stromberger, Chair
Stephanie Clemons, Vice Chair
Rita Knoll, Executive Assistant

ATTENDANCE
BOLD INDICATES PRESENT AT MEETING
UNDERLINE INDICATES ABSENT AT MEETING

Agricultural Sciences

Gregory Perry	Agricultural and Resource Economics	2016
<u>Stephen Coleman</u>	Animal Sciences	2018
Scott Nissen	Bioagricultural Sciences & Pest Management	2018
Bradley Goetz	Horticulture & Landscape Architecture	2016
Francesca Cotrufo	Soil and Crop Sciences	2017
<u>Milt Thomas</u>	College-at-Large	2016
Jason Ahola	College-at-Large	2017

Health and Human Sciences

Stephanie Clemons	Design and Merchandising	2016
Tracy Nelson	Health and Exercise Science	2016
David Sampson	Food Science and Human Nutrition	2016
Allison Bielak	Human Development and Family Studies	2018
(Substituting for Lisa Daunhauer – Sabbatical)		
<u>Scott Glick</u>	Construction Management	2017
Barb Hooper	Occupational Therapy	2017
(Bob Gotshall substitute for Barb Hooper)		
<u>Susan Lynham</u>	School of Education	2018
Jennifer Portz	School of Social Work	2016
(Eunhee Choi substituting Fall 2015)		

Business

Margarita Lenk	Accounting	2016
Stephen Hayne	Computer Information Systems	2018
<u>Patricia Ryan</u> (Excused)	Finance and Real Estate	2016
Ray Hogler	Management	2018
(Substituting for Troy Mumford Fall 2015)		
Tuba Ustuner	Marketing	2018

Engineering

Russ Schumacher	Atmospheric Science	2018
Travis Bailey	Chemical and Biological Engineering	2016
(Qiang (David) Wang substitute for Travis Bailey)		
Rebecca Atadero	Civil and Environmental Engineering	2018
Steve Reising	Electrical and Computer Engineering	2016
<u>Azer Yalin</u>	Mechanical Engineering	2017
J. Rockey Luo	College-at-Large	2016
Jose Chavez	College-at-Large	2016
Ted Watson	College-at-Large	2018

Liberal Arts

Michael Pante	Anthropology	2017
<u>Eleanor Moseman</u>	Art	2017
Elizabeth Williams	Communication Studies	2016
Robert Keller	Economics	2016
TBD	English	2018
<u>Ernesto Sagas</u>	Ethnic Studies	2017
Antonio Pedros-Gascon	Foreign Languages and Literatures	2018
Adrian Howkins	History	2017
Jangyul Kim	Journalism and Technical Communication	2017
Gary Moody	Music, Theater, and Dance	2016
TBD	Philosophy	2018
<u>Kyle Saunders</u>	Political Science	2018
Ken Berry	Sociology	2016
Eric Aoki	College-at-Large	2016
Mohammed Hirchi	College-at-Large	2017
Zach Hutchins	College-at-Large	2016
(starting January 2016)		
TBD	College-at-Large	2018
TBD	College-at-Large	2018

Natural Resources

Monique Rocca	Ecosystem Science and Sustainability	2017
Julie Savidge	Fish, Wildlife, & Conservation Biology	2016
(thru Spring 2016)		
Maria Fernandez-Gimenez	Forest and Rangeland Stewardship	2017
William Sanford	Geosciences	2017
<u>Stuart Cottrell</u>	HDNR in Warner College	2017

Natural Sciences

Tom Santangelo	Biochemistry and Molecular Biology	2016
<u>Melinda Smith</u>	Biology	2018
George Barisas	Chemistry	2017
Ross McConnell	Computer Science	2016
Iuliana Oprea	Mathematics	2017
(P. Shipman substitute for Iuliana Oprea)		
<u>Mingzhong Wu</u>	Physics	2017
<u>Zinta Byrne</u>	Psychology	2016
<u>Mary Meyer</u>	Statistics	2016
<u>Ed DeLosh</u>	College-at-Large	2017
<u>Christos Papadopoulos</u>	College-at-Large	2016
Janice Moore	College-at-Large	2018
Brad Conner	College-at-Large	2018
Alan Van Orden	College-at-Large	2018

Veterinary Medicine & Biomedical Sciences

Elaine Carnevale	Biomedical Sciences	2016
<u>Howard Seim</u>	Clinical Sciences	2016
Lucas Argueso	Environmental & Radiological Health Sciences	2017
Alan Schenkel	Microbiology, Immunology and Pathology	2018
(Torsten Eckstein substitute for Alan Schenkel)		
Ryan Ferris	College-at-Large	2017
<u>Gerald Callahan</u>	College-at-Large	2017
<u>Pete Hellyer</u>	College-at-Large	2016
David Gilkey	College-at-Large	2016
<u>E.J. Ehrhart</u>	College-at-Large	2016
DN Rao Veeramachaneni	College-at-Large	2016
<u>Patrick McCue</u>	College-at-Large	2018
<u>Stuart Tobet</u>	College-at-Large	2018

University Libraries

Nancy Hunter	Libraries	2017
<u>Rachel Erb</u>	At-Large	2016

Ex Officio Voting Members

Mary Stromberger	Chair, Faculty Council/Executive Committee	2016
Stephanie Clemons	Vice Chair, Faculty Council	2016
Paul Doherty, Jr.	BOG Faculty Representative	2016
Don Estep, Chair	Committee on Faculty Governance	2016
Todd Donovan, Chair	Committee on Intercollegiate Athletics	2016
Jerry Magloughlin, Chair	Committee on Libraries	2016
Jennifer Aberle , Chair	Committee on Non-Tenure Track Faculty	2016
Bill Hanneman, Chair	Committee on Responsibilities & Standing of Academic Faculty	2016
Don Samelson, Chair	Committee on Scholarship Research and Graduate Education	2016
Melinda Frye, Chair	Committee on Scholastic Standards	2016
Katharine Leigh, Chair	Committee on Strategic and Financial Planning	2016
Anton Betten, Chair	Committee on Teaching and Learning	2016
Eric Prince, Chair	Committee on University Programs	2016
Carole Makela , Chair	University Curriculum Committee	2016

Ex-Officio Non-Voting Members

Anthony Frank	President
Rick Miranda	Provost/Executive Vice President
Brett Anderson	Vice President for Advancement
Mary Ontiveros	Vice President for Diversity
Lou Swanson	Vice Provost for Engagement/Director of Extension
Robin Brown	Vice President for Enrollment and Access
Dan Bush	Vice Provost for Faculty Affairs
Patrick Burns	Vice President for Information Technology/Dean Libraries

Ex-Officio Non-Voting Members Cont'd

Jim Cooney
Tom Milligan
Alan Rudolph
Blanche M. Hughes
Kathleen Pickering
Amy Parsons
Ajay Menon
Jeff McCubbin
Beth Walker
David McLean
Jodie Hanzlik
Ann Gill
Jan Nerger
Mark Stetter
John Hayes
Toni-Lee Viney

Vice Provost for International Affairs
Vice President for 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
Dean, College of Business
Dean, College of Engineering
Dean, Graduate School
Dean, College of Liberal Arts
Dean, College of Natural Sciences
Dean, College of Veterinary Medicine & Biomedical Sciences
Dean, Warner College of Natural Resources
Chair, Administrative Professional Council