

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
May 2, 2017– 4:00 p.m. – A101 BSB

CALL TO ORDER

The Faculty Council meeting was called to order at 4:13 p.m. by Mary Stromberger, Chair.

ANNOUNCEMENTS

1. Next Faculty Council Meeting – September 5, 2017 – A201 Clark – 4:00 p.m.

Stromberger announced that the next Faculty Council meeting would be held on September 5, 2017 at 4:00 p.m. in A201 Clark.

2. Executive Committee Meeting Minutes located on FC website –
March 28, 2017; April 11, 2017 and April 18, 2017
(<http://facultycouncil.colostate.edu/faculty-council-meeting-dates-agendas-minutes/>)
3. Graduate Student Council Faculty Mentor awards – Graduate Student Council.

Nicole Ramo, President of the Graduate Student Council, introduced the faculty who received honorable mentions and awards for graduate student mentoring:

Honorable Mentions

Elizabeth Barnes, Atmospheric Science
Sue Doe, English
Jennifer Harman, Psychology

Awards

Matthew Rhodes, Psychology
Rachel Lucas-Thompson, Human Development and Family Studies
Tammy Donahue, Mechanical Engineering

4. Harry Rosenberg Service Award: Awardee = CW Miller! Participated over 20 years. Been on more than six of the FC committees. Often serving consecutive terms. Gave experience, sincerity and integrity.

MINUTES TO BE APPROVED

1. Faculty Council Meeting Minutes – April 4, 2017

By unanimous consent, the minutes of the April 4, 2017 Faculty Council meeting were approved.

UNFINISHED BUSINESS

1. None.

REPORTS TO BE RECEIVED

1. Provost/Executive Vice President – Rick Miranda
 - a. Miranda attended a National Association of System Heads (NASH) meeting, on Taking Student Success to Scale. CSU attendees included Matt Hickey, Gwen Gorzelsky, Kelly Long, Paul Thayer, Laura Jensen and Amy Dinise-Halter. Discussions were focused on first year initiatives to achieve student engagement and success. CSU will continue to advise freshmen to take Comp and Math the first year. Advise students to choose a major or meta-major earlier. Then, can we help them take 9-12 degree purposeful credits, rather than spending first year with just general education classes. This approach helps the students hit the ground faster.
 - b. Celebrated 10 years of our Osher Institute. Won a million dollar grant to establish a program here. Going strong.
 - c. Miranda attended a summit of the Unizin consortium in Denver. Rick gave welcome address. They are going strong. Unizin continues to update its services and add components (eReader, learning analytics) and can negotiate deals for online resources (electronic text books, etc.) due to their larger body.
 - d. There was a naming celebration for the Walter Scott, Jr. College of Engineering. Rick thanked the engineering faculty for being so influential in Walter Scott's life. Wonderful day for the college and university.
 - e. Provost's Council on Engagement has met a couple more times. They are developing recommendations on how to insert engagement more deeply in to campus culture.
 - f. Miranda attended a recent event that focused on national trends in academic labor, particularly among non-tenure track faculty. The event was hosted by the Center for the Study of Academic Labor (CSAL). Miranda expressed support for the non-tenure track faculty initiatives and proposals.

Questions:

Mary Meyer (Statistics): Regarding the budget. Found that last 3-5 years the tuition increased by \$25-30 million dollars over the last few years. Increased by 20% in revenue than before and yet we are still being asked to make a budget cut in departments. The demand is increasing rapidly, and our resources are

diminishing. Where is all this money going? Statistics is not by itself. Morale is going down and down.

Miranda: I presented the budget draft at the last faculty meeting. Today, the BOG passed the budget contingent on the Long Bill being passed. \$12 million is in compensation increases for faculty and staff at CSU. \$4 million is in increases in utility bills, operation/maintenance of old and new buildings and \$8 million as pass-throughs to colleges for growth, etc. Part of the solution – with a balanced budget – is with a small reallocation exercise of \$2 million dollars. The colleges got \$7-8 million in new dollars and I asked for \$2 million in reallocation. It is not true that departments are being cut. The net is very positive for the colleges next year. The conversation in the departments is on the reallocation exercise, rather than new money. The plans for how to deploy the academic incentive money is to come later and will be held in the dean's offices rather than departments. If in a department faculty experience more cuts than incentives, have a conversation with your dean.

Meyer (Statistics): The revenue is not truly being reflected in the academic budget.

Miranda: about 2/3rd of the university budget resides in the colleges...that has been the same in the last years as well. This money relates to academic affairs.

Silvia Canetto (Natural Sciences): Clarification of implementation on salary equity exercise. There seems to be some lack of clarity about what triggers an equity change. If 20% below or above, then nothing is going to happen. If within the 20%, YOU can trigger the exercise. The department head may not want to trigger the exercise?

Miranda: The questions about an individual's salary – and whether to trigger such a review – can come in three ways. One: outside the 20% band. Dan Bush will automatically instigate the exercise. Two: self-identify. Three: Dan has looked at the salary statistics of every single department. He has identified outliers – even within the band – and plans an exercise after July 1. We will rerun the salary equity statistical analysis. Statistical progress is not equity for everyone. But want to do that exercise after normal salary exercise has come into play.

Canetto: I understood there would be a committee that would offer an independent evaluation re: those within the band

Dan Bush (Vice Provost for Faculty Affairs): That is a recommendation that come forth from the salary equity study committee. That is not happening this year. Not enough time. That will happen next year within each college.

Canetto: How do you ensure consistency for those asking for an evaluation?

Miranda: The salaries should be informed by productivity criteria in department. Gathering information should be from those in the college who have some knowledge of the productivity issues.

Antonio Pedros-Gascon (CLA): Today we received an email about library cuts. Can you pitch in more money to keep our subscriptions in place? We are a research institution and need access to our journals. Second: Could we establish a certain threshold/percentage of tenure track positions in a department? We are in a department with only 35% TTF lines. There is not equality with votes. Could we get a minimum or maximum that would be with NTTF? Giving them full voting rights is a problem.

Miranda: I put in \$400,000 to address the need of journal cancellations. The amount was short of need. The inflation of journal inflation is pinching every university in the nation. We are trying to organize to have more negotiating and buying power. The journals are sensing a disruption in amount paid by institutions. It is a complicated issue. The answer is not to fund every request of publishing companies. They have a monopoly. We can't keep up and, to be honest, we shouldn't keep up. About every 5 years we lose more ground. It is unsustainable.

Ross McConnell (Natural Sciences): The way the bullying policy is that the administration's decision is final and not grievable. If someone finds you a bully, is there a consequence? What is your position related to putting it in the *FC Manual*?

Richard Eykholt: It's not grievable because we have proposed an appeals process instead. Any disciplinary action for someone who has been found to be a bully has to go through Section E.15. That section is faculty controlled.

Miranda: It is a university-wide policy.

McConnell: That does not make any sense. There are things in the *FC Manual* that are university wide. This seems like an unprecedented step that does not go through the *Manual*. The president's cabinet has made this a unilateral decision.

Miranda: I disagree. There was wide stakeholder input including from FC.

McConnell: But there was no vote by FC. This seems unprecedented. What is the justification?

Miranda: I do think there was input sought from those across campus. The policy was put in place. It is now under the process of being amended. Another round of stakeholder opinions is being sought.

Stromberger: It is not up to Rick to put the bullying policy in the Manual. That is up to Faculty Council. CoRSAF is reviewing this now. They will decide whether to bring it forward as an action item to place the policy in the Manual.

McConnell: Is the decision of Faculty Council final?

Stromberger: No, any changes to the Manual need final approval from the Board of Governors. Let's move forward with our agenda which includes the Bullying policy.

Miranda: I will not be leaving early. I will be here for the discussion.

Miranda's report was received.

2. Faculty Council Chair – Mary Stromberger

Stromberger summarized the major themes that were gleaned from the faculty survey on salary, compensation, and other benefits. The summary was shared with the AP and CP Councils and will be included in a report to President Frank, Provost Miranda, and VP Lynn Johnson.

Financial stress occurs because of Child care expenses, college tuition costs for dependents, mental health costs, student loan debts, cost of housing in Fort Collins. There are faculty who experience food insecurities. Faculty are especially stressed at the end of the month and during the summer, and use credit cards to get by. Salaries are not keeping pace with cost of living. Faculty are not seeking medical care as the deductible is too high. They are not able to be financially independent; they rely on a partner or a second job. There is no disposable income at end of the month; no savings or vacations. Not having a disposable income leads to anxiety; what if there is an emergency? How do I pay the bills? One emergency puts them in a downward financial spiral. There are faculty who are anxious because they can't save more for retirement. They want a more stable retirement plan such as a pension like PERA or social security. Parking, as an issue, was raised a lot! It is like the final straw that breaks the camel's back.

To summarize recommendations: guaranteed retirement plan – get into Social security; pension plan, better health care with lower deductible, need for more child care programs (the ones on campus are full with long waiting lists), debt consolidation plan, emergency loans, annual leave for 9-month faculty, 100% tuition benefit, tuition benefit to nearby universities (partner with others), free parking, free or subsidized memberships to health clubs or gyms, and professional development funds related to teaching.

Stromberger is working with AP and CPC to put into a report to share with Lynn Johnson and Rick Miranda. Want a working group to study this issue and

develop a multi-year strategic plan for investing in employee compensation. Tim Gallagher is in the loop.

Jenny Morse (Chair, CoNTTF): Was the data broken down by demographics?

Stromberger: Can aggregate data by appointment type. NTTF and untenured professors were included in the respondents.

Executive Committee endorsed the recommendations of Committee on Teaching and Learning to establish an institutional-wide approach to online exam proctoring that is secure, cost-effective, and enhances academic integrity in online and face-to-face courses.

Committee unfinished business that will continue into next fall:

Committee on Faculty Governance – proposal to establish the University Policy Review Committee; proposed revisions to Section K of the Manual related to election of Grievance Panel members; review of non-tenure track faculty proposals

Committee on Libraries – journal cancellations

Committee on Non-Tenure Track Faculty – revisions to the Manual, Section C and E (non-tenure track faculty proposals)

CoRSAF – review of non-tenure track faculty proposals; service recognition

Committee on Strategic and Financial Planning – strategic plan for investing in employee compensation

Committee on Teaching and Learning – course survey redesign; teaching effectiveness; exam proctoring recommendations

Stromberger's report was received.

3. Board of Governors Faculty Representative – Paul Doherty, Jr.

Doherty reported the following:

BOG meeting today and tomorrow. Margarita Lenk was introduced as the new faculty representative to the Board. We have a new president with CSU Pueblo. Kim Jordan was approved this morning as a BOG representative. The BOG Excellence in Undergraduate Teaching Award was awarded to Shrideep Pallickara, Computer Sciences. The Finance Committee approved CSU's budget, pending approval of the Long Bill by the state. Parking fees were approved. \$565.

The students on the south side of campus and faculty parking will be restricted on game day. Citation fines were increased but are still cheaper than citations in the city.

Antonio Pedros-Gascon (CLA): Can we invite Kim Jordan to a FC meeting? It would help Kim Jordan to understand the politics in academia.

Doherty: I extended an invitation to all BOG members--both in written and verbally.

Doherty's report was received.

4. Committee on Teaching and Learning – Matt Hickey

Hickey reported the following:

Hickey: (Chair, CoTL): We hope to pilot a draft Phase I survey in a few classes this summer using hard copy. In fall, hope to have it electronically through Canvas in the near future. Made a pitch to UTFAB, which then committed \$30,000 next year to purchase a University license for Qualtrics. It plugs into Canvas well. Hope by December 2018 it will be to scale. The system will be nimble allowing you to survey more than once a semester. Data will no longer be expressed as means, but as distribution frequencies.

Canetto (Natural Sciences): We know there is a gender bias on surveys. Who is on your committee who is an expert on gender bias?

Hickey: There is not only gender biases but also international faculty, etc. This will be a work in progress. This new system will allow the survey to be changed quickly, so that if there is bias, we can address it and change the survey.

Hickey's report was received.

5. Committee on Libraries – Nancy Hunter

Hunter's reported the following:

Nancy explained the proposed cancellations to print and electronic journals, databases, and print books. Faculty should review the list of journals targeted for cancellation, based on low usage and/or high cost of usage. More information can be found [here](#). Please send comments/questions to Nancy at Nancy.Hunter@colostate.edu.

Pedros-Gascon (CLA): We are supposed to be doing research. We are not only cancelling journals but also databases. I have to go to Boulder to consult with colleagues. We need to address this issue.

Hunter: The committee on libraries supports that stand. We send a letter to the Committee on Strategic and Financial planning every year. Sometimes, our funding falls short.

Alan Schenkel (CVMBS): Do they watch numbers on ILL?

Hunter: If a particular journal is exceeding a certain number of library loan requests, then the Libraries will purchase that journal.

Stephan Kroll (Ag Sciences): How is the data determined?

Hunter: Data are captured from journals and averaged over three years.

Kroll (Ag Sciences): There are two tabs on the Excel spread sheet; electronic and print copies. It seemed there were many print copies deleted.

Hunter: Any bound journals are retained. What is kept so far is not being discarded.

Sue Doe (English): When you are keeping count on journal usage, is there an opportunity to speak to specific constituencies about the journals being deleted?

Hunter: It has not been a case where the committee crosses journals off. If there is a high-cost per use or low use, that journal is targeted. About 200 were cancelled. Low-use definition: It is 36 or fewer uses per year. We try to keep all colleges in mind as journals are being targeted.

Tom Chermak (School of Education): It seems we have come up short in the last few years. Is there anything we can do over the next year to help?

Hunter: I can't think of anything specific. This is an international problem. For example, the Dutch libraries cannot come to terms on reasonable prices for journals. We don't have a system of libraries like they do in other countries. Advocate with your societies to keep journals at a reasonable fee. They are inflating by over 6%.

Stromberger: As you propose new degree programs, build in costs for new journals and textbooks. This budget is watched very well by the Committee on Strategic and Financial Planning.

Hunter's report was received.

CONSENT AGENDA

1. UCC Minutes – March 31, 2017; April 7, 2017 and April 14, 2017

Carole Makela, Chair of University Curriculum Committee, moved that Faculty Council approve the consent agenda.

The consent agenda was unanimously approved by Faculty Council.

ACTION ITEMS

1. None

DISCUSSION

1. Bullying policy
-Dan Turk, Chair, CoRSAF

Turk and Richard Eykholt, UGO and CoRSAF member, presented a brief overview of the bully policy timeline, the recommended revisions proposed by the bullying policy working group, and additional recommendations from CoRSAF. His presentation will be posted on the Faculty Council website.

Richard Eykholt (University Grievance Officer): Some people have been affected by this policy. Last year, it was recommended that some changes needed to be made. Last year, a working group, thought through the changes. These were sent to CoRSAF this spring. The last two months, CoRSAF have looked at the policy and suggested changes to EC.

Eykholt talked about changes suggested by the working group. Eykholt was involved in the working group. There were issues about bullying complaints.

Recommendations: there have to be bullying specifics listed. There were no time constraints of when bullying took place. There was no way to delete a frivolous claim. See rest of Richard's list. Original policy, that intent is very difficult to prove. New wording re: reasonable person.

CoRSAF Recommendations: these are beyond the recommendations made by the working group.

Dan Turk:

- If we can resolve the issues, that is the goal.
- Work to give a few more examples; making "what is bullying" more concrete
- Added a section on medical conditions that could lead to behaviors that should not be considered bullying
- During the formal process of bullying cases, make a central location (HR) rather than handled in departments.
- Original policy allows anyone to bring formal charges; but we think it should be by those being bullied. Not observers.

- Focus is on alleged bully to have responsibility to change behavior.
- There should be a way for the alleged bully can restore their name

Eykholt:

- One of the concerns of EC is of “alleged bully” and “target of the bully”. Can we change those terms. The problem, there is an informal process – we have to think of terminology for those who report “bully”.
- Definition of bully in original policy: the working group that proving intent is difficult. That is a valid concern. CoRSAF suggested different definition that includes intent. Preponderance of evidence is needed for intent. If someone is accused of bullying, they are notified by the supervisor, if the bullying stops = good. If they have been informed, and they continue to do it, then you can infer intent. Doesn’t that give everyone a free pass when they bully? Yes. But that is in the procedures. If the person is informed and confronted, and they don’t stop then you have intent. If you want to stop bullying, then you can do it with the procedures.

Dan Turk

- CoRSAF recommended these suggestions be brought to FC today. If the university adopts the policy that is close to these recommendations, then it is suggested this policy be put into the *FC Manual*.

Mary Stromberger: Procedure forward: Will ask FC for feedback on CoRSAF’s recommendations. Feedback will be due the end of the month. Stromberger will collate the feedback, together with CoRSAF’s recommendations and will call a meeting of the working group and Dan Turk to review. Hopefully the group can settle on a revised bullying policy that is ok with everyone. Then it will be back in CoRSAF’s hands. They may recommend that it go in the FC manual.

Antonio Pedros-Gascon (CLA): Likes the ideas of modifying the policy. It should be an appendix to the FC Manual. Not just approved by executive powers. It should be faculty who is endorsing the final policy. This is better than the previous policy

Tom Chermak (School of Education): What if there is an accusation of bullying? But there was no bullying involved. Where does the burden of proof lie? The supervisor will be automatically assuming there was bullying.

Dan Turk: Hopefully the informal process will ward off that type of situation.

Marie Legare (CVMBS): This part of the process is to determine if there is bullying. If it was not bullying, it would come out in the informal process.

Moti Gorin (CLA): There is a circularity in this definition. You have to establish intent to be able determine if there is intent.

Turk, Eykholt, and Faculty Council discussed their proposed revisions. Members of Faculty Council expressed desires to have this come forward in the fall as an action item, for inclusion in the Manual.

Canetto: I would like a motion to suspend the current policy, given that there are so many issues with it. It should not be in use. Wait until we have a better policy.

Stromberger: This is a discussion item, not an action item. And if it were an action item, we don't have a quorum to have a vote.

Tim Gallagher: Even if we had a quorum, we could not have this motion, as this is a university policy. Faculty Council can't suspend university policies.

The discussion continued until 6:30. Stromberger asked members to email comments and feedback to her by the end of the month. An email will be sent to remind faculty.

Stromberger adjourned the meeting at 6:30 p.m.

Mary Stromberger, Chair
Stephanie Clemons, Vice Chair

ATTENDANCE
BOLD INDICATES PRESENT AT MEETING
UNDERLINE INDICATES ABSENT AT MEETING

ELECTED MEMBERS	REPRESENTING	TERM
Agricultural Sciences		
Stephan Kroll	Agricultural and Resource Economics	2019
<u>Stephen Coleman</u>	Animal Sciences	2018
<u>Scott Nissen</u>	Bioagricultural Sciences & Pest Management	2018
<u>Adam Heuberger</u>	Horticulture & Landscape Architecture	2019
Francesca Cotrufo	Soil and Crop Sciences	2017
Jane Choi	College-at-Large	2019
Jason Ahola	College-at-Large	2017
Bradley Goetz	College-at-Large	2019
Health and Human Sciences		
Anna Perry	Design and Merchandising	2019
Brian Tracy	Health and Exercise Science	2018
David Sampson	Food Science and Human Nutrition	2019
Gloria Luong	Human Development and Family Studies	2018
(substituting for Lisa Daunhauer – family leave)		
Scott Glick	Construction Management	2017
Barb Hooper	Occupational Therapy	2017
Tom Chermak	School of Education	2018
Eunhee Choi	School of Social Work	2019
Business		
<u>Bill Rankin</u>	Accounting	2019
<u>Stephen Hayne</u>	Computer Information Systems	2018
Tianyang Wang	Finance and Real Estate	2019
Troy Mumford	Management	2018
<u>Kelly Martin</u>	Marketing	2018
(substituting for Tuba Ustuner-thru Spring '17)		
Lisa Kutcher	College-at-Large	2019
John Hoxmeier	College-at-Large	2019
Engineering		
Russ Schumacher	Atmospheric Science	2018
<u>Travis Bailey</u>	Chemical and Biological Engineering	2019
Rebecca Atadero	Civil and Environmental Engineering	2018
Siddharth Suryanarayanan	Electrical and Computer Engineering	2019
<u>Shantanu Jathar</u>	Mechanical Engineering	2017
J. Rockey Luo	College-at-Large	2019
Steven Reising	College-at-Large	2019
<u>Ted Watson</u>	College-at-Large	2018

May 2, 2017

Liberal Arts

Michael Pante	Anthropology	2017
<u>Marius Lehene</u>	Art	2017
Julia Khrebtan-Horhager	Communication Studies	2019
Robert Keller	Economics	2017
Sue Doe	English	2018
Albert Bimper	Ethnic Studies	2019
<u>Jonathan Carlyon</u>	Languages, Literatures and Cultures	2018
Adrian Howkins	History	2017
TBD	Journalism and Technical Communication	2017
<u>Wesley Ferreira</u>	Music, Theater, and Dance	2019
Moti Gorin	Philosophy	2019
Kyle Saunders	Political Science	2018
<u>Tara Opsai</u>	Sociology	2019
Antonio Pedros-Gascon	College-at-Large	2019
Mohammed Hirchi	College-at-Large	2017
David Riep	College-at-Large	2018
Angela Christian	College-at-Large	2018
TBD	College-at-Large	2018

Natural Resources

Monique Rocca	Ecosystem Science and Sustainability	2017
Julie Savidge (Fall 2016; Barry Noon (thru Spring 2018))	Fish, Wildlife, & Conservation Biology	2018
Maria Fernandez-Gimenez	Forest and Rangeland Stewardship	2017
William Sanford	Geosciences	2017
<u>Richard Knight</u>	HDNR in Warner College	2017

Natural Sciences

<u>Jennifer Nyborg</u>	Biochemistry and Molecular Biology	2019
<u>Melinda Smith</u>	Biology	2018
George Barisas	Chemistry	2017
<u>Ross McConnell</u>	Computer Science	2019
<u>Gerhard Dangelmayr</u>	Mathematics	2017
<u>Mingzhong Wu</u>	Physics	2017
Silvia Canetto	Psychology	2019
Mary Meyer	Statistics	2019
<u>Ed DeLosh</u>	College-at-Large	2017
<u>Anton Betten</u>	College-at-Large	2019
Janice Moore	College-at-Large	2018
Brad Conner	College-at-Large	2018
Alan Van Orden	College-at-Large	2018

Veterinary Medicine & Biomedical Sciences

C.W. Miller	Biomedical Sciences	2019
<u>Dean Hendrickson</u>	Clinical Sciences	2019
Lucas Argueso	Environmental & Radiological Health Sciences	2017
Alan Schenkel	Microbiology, Immunology and Pathology	2018
<u>Ryan Ferris</u>	College-at-Large	2017
<u>Gerald Callahan</u>	College-at-Large	2017
<u>Patrick McCue</u>	College-at-Large	2018
<u>Stuart Tobet</u>	College-at-Large	2018
<u>DN Rao Veeramachaneni</u>	College-at-Large	2018
Marie Legare	College-at-Large	2019
Anne Avery	College-at-Large	2019
Tod Clapp	College-at-Large	2019
Dawn Duval	College-at-Large	2019

University Libraries

Nancy Hunter	Libraries	2019
Michelle Wilde	At-Large	2019

***Ex Officio* Voting Members**

Mary Stromberger	Chair, Faculty Council/Executive Committee	2017
Stephanie Clemons	Vice Chair, Faculty Council	2017
Paul Doherty, Jr.	BOG Faculty Representative	2017
Don Estep, Chair	Committee on Faculty Governance	2017
Todd Donovan, Chair	Committee on Intercollegiate Athletics	2017
Nancy Hunter, Chair	Committee on Libraries	2017
Jenny Morse, Chair	Committee on Non-Tenure Track Faculty	2017
Dan Turk, Chair	Committee on Responsibilities & Standing of Academic Faculty	2017
William Sanford, Chair	Committee on Scholarship Research and Graduate Education	2017
Karen Barrett, Chair	Committee on Scholastic Standards	2017
Katharine Leigh, Chair	Committee on Strategic and Financial Planning	2017
Matt Hickey, Chair	Committee on Teaching and Learning	2017
Eric Prince, Chair	Committee on University Programs	2017
Carole Makela, Chair	University Curriculum Committee	2017

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
Louis 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
Jim Cooney	Vice Provost for International Affairs
Tom Milligan	Vice President for Public Affairs
Alan Rudolph	Vice President for Research
Blanche M. Hughes	Vice President for Student Affairs
Kelly Long	Vice Provost for Undergraduate Affairs
Lynn Johnson	Vice President for University Operations
Ajay Menon	Dean, College of Agricultural Sciences
Jeff McCubbin	Dean, College of Health and Human Sciences
Beth Walker	Dean, College of Business
David McLean	Dean, College of Engineering
Jodie Hanzlik	Dean, Graduate School
Ben Withers	Dean, College of Liberal Arts
Jan Nerger	Dean, College of Natural Sciences
Mark Stetter	Dean, College of Vet. Medicine & Biomedical Sciences
John Hayes	Dean, Warner College of Natural Resources
Toni-Lee Viney	Chair, Administrative Professional Council