

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

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

MINUTES
FACULTY COUNCIL
November 1, 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 - December 6, 2011 - A202 Clark Building - 4:00 p.m.*

Gallagher announced the next regularly scheduled Faculty Council meeting will be held on Tuesday, December 6, 2011 in A202 Clark Building at 4:00 p.m.

- B. *Executive Committee Meeting Minutes - September 20, 27 and October 11, 2011*

*Gallagher announced that the August 23 and 30 and September 13, 2011 Executive Committee meeting minutes can be viewed at:
<http://facultycouncil.colostate.edu/index.asp?url=links>.*

MINUTES TO BE APPROVED

- A. *Faculty Council Meeting Minutes - October 4, 2011*

By unanimous consent, the October 4, 2011 Faculty Council Meeting Minutes were approved.

REPORTS TO BE RECEIVED

- A. *President*

Tony Frank, President, report that there is no new information on the budget. The budget is pending upon election results and the January planning/budget hearings. Frank noted that the Governor's budget reflects the budgetary cuts that Colorado State University has been planning for. Frank reported that he has sent out an email soliciting input on INTO. Frank asked for questions from Faculty Council members.

Steve Robinson asked if there is a possibility for a shorter contract period with INTO? Frank responded that a shorter term contract is a possibility. Frank explained that the administration and INTO are negotiating a contract with phrasing like a ten year period with the possibility of extending the contract after a review. Frank added that ten years is still a long time. Frank explained that INTO has a legitimate business interest in not making the contract one or two years and Colorado State University has a legitimate interest in contracts that aren't lifetime. He added that 30 years does not work for him.

Mary Van Buren asked if discussions regarding INTO started last spring, why Faculty Council didn't hear about it until August. She asked if this process reflects the administration's philosophy of shared governance. Frank described his recollection of the interactions that had occurred between the administration and Faculty Council officers regarding INTO. Frank, Miranda, Gallagher, and Eykholt would like to provide the following more complete account of these interactions. INTO was mentioned at a meeting of the President's Cabinet in May, and Eykholt was in attendance. INTO was also mentioned at a meeting of the Council of Deans in May, and Eykholt was in attendance. In addition, there was a "meet and greet" lunch meeting in May with representatives from INTO, and Gallagher was in attendance. These meetings were primarily to further understand what a relationship with INTO might entail, and were very preliminary. The possibility of a partnership between INTO and Colorado State University was being explored. These discussions occurred after both Faculty Council and its Executive Committee were done meeting for the academic year. The next involvement of Faculty Council was at a President's Cabinet meeting on August 23 when Vice Provost for International Affairs Jim Cooney announced that the discussions with INTO had moved forward significantly over the summer. Colorado State University was seriously considering signing a memorandum of understanding (MOU) in the near future. At this meeting, Gallagher suggested that there be a discussion of INTO at the first Faculty Council meeting in September. Miranda said that he would be happy to make a

presentation about INTO and to engage in a discussion on this topic with Faculty Council members. A lengthy discussion of INTO did occur at that September meeting. Since that time, Frank and Miranda have been in additional discussions regarding INTO with the Faculty Council Executive Committee, in meetings with the officers of Faculty Council, and at the Faculty Council meetings in October and November. Frank noted that the pace of this process is extraordinarily rapid by academic standards. Frank explained that the Faculty Council meeting in May occurred before there was much information to share. He added, in retrospect, this process moved fast, maybe too fast and he is not convinced that this quick timeline was in the best interest for the University. Frank stated, with the benefit of hindsight, perhaps this issue should have been raised sooner with Faculty Council. Frank explained that the committee representation regarding INTO is a double-edged sword. He noted that a balance between being inclusive and not "wasting" faculty time on matters that the University is not fully committed to needs to be considered. Frank stated that the administration is trying to be open in the process at this point.

Van Buren asked why the process has to be fast. Frank responded that if this opportunity turns out to be something that the University wants participate in, an extra year does make a difference in ramping up the program. Budgetary concerns are, of course, a factor, but the administration does not want to only chase a revenue stream because of budgetary pressures. The University is trying to push that time frame as hard as it can without getting it wrong.

Eric Aoki asked what will happen with scholarships and assistantships given to international students and where does that fit in to the INTO program (the demographic we're trying to attract). Frank explained that the INTO program has to add value with all the reasons we want more international students on campus and it must also generate an additional revenue stream. Frank added that he did not think that INTO will have a lot of scholarship investment in its program. Rick Miranda noted that the University has tried to build a pipeline through scholarship programs and targeted relationships with partner universities abroad (especially China). INTO's partnership is separate from that.

Aoki asked if more detail about the revenue sharing piece could be explained. Frank answered, no. He explained that we do not know where the students are going to go so it is not possible to say for sure where the money will go. However, the administration is committing that the program cover its costs to units before distributing net revenues back through the budgeting process.

Van Buren noted that the College of Liberal Arts has the largest number of adjuncts, largely because of the All University Core Curriculum (AUCC). She noted that adjuncts are low paid employees and asked if the University is making money on the backs of the lower paid adjuncts? She added that the only way to ensure that this is not the case is to provide tenure-track lines throughout the College of Liberal Arts to departments that staff the AUCC. Frank asked that INTO revenue is not confused with enrollment growth money. He noted that, as the university grows overall, we have to grow our tenure-track lines. Frank added that the question could be phrased: will INTO students generate revenues that can be reinvested into tenure-track lines in the places where the students are taking classes, not just where they're majoring? He responded, yes, that is the goal.

Van Buren noted that there is concern regarding "diffuse demand" - bodies that do not add up to much in any given semester but that aggregate over the span of a faculty member's career. Frank responded that is what was just said. Faculty salaries and faculty size are the two primary things we intend to do with the money. Miranda noted an example of this philosophy at work. The administration had some extra revenue from tuition last year. This additional money was sent back to the colleges not just based on majors but based on credit hour computation. Miranda explained that he did a 50/50 calculation (half to increase of majors, half to credit hour production). He added that this calculation can be used for INTO revenues.

Frank asked if he could make some comments regarding contingent faculty. Frank stated that the University needs to figure out ways to segment that group. He noted that you have community professionals who teach one class per year, etc. Then, you have professionals who teach full loads for long periods of time on a recurring basis at a pay rate that is embarrassingly low. He stated this is

unsustainable and a bad model for us as a University. He pointed out that the University puts many of our freshman students in front of instructors who have the potential to be disgruntled, underpaid, etc.

C. W. Miller noted that departments cannot use one-time money to hire new faculty. He asked if INTO money can be used in ways other than one-time money? Miller added is our faculty ready to teach this type of student. Frank responded that tuition money is base budget money. Frank added that there is only one institution in our peer group that has fewer international students than we do. Frank stated that he does not believe Colorado State University faculty are less well equipped to teach international students compared to faculty at our peer institutions.

Miller asked why the University is putting recruiting emphasis on international students instead of non-residents students in the United State since the tuition benefit is the same? Frank explained that the University is trying to do both. He explained that Colorado State University has two models as a land-grant institution. The main priority for admitting non-residents is to bring in funding that we can use to make our University accessible to qualified residents of our state at all socio-economic levels.

Van Buren asked Frank how the recruiting works? Frank explained that paying recruiters on commission is considered a bad practice domestically. He added there has been discussion about whether or not it should be restricted internationally as well. Frank noted that you can imagine the problems that could come from incentives-based recruiting internationally. He noted that Colorado State University does not want to be a part of anything like that. The administration has looked at INTO's practices and have asked INTO what happens if incentives based recruiting becomes frowned upon internationally by some of the organizations that promote best practices? He stated that INTO wants to be in the United States market, so it wants to use only those practices that are approved or considered to be legitimate. Also, the early data on Oregon State and the University of Southern Florida suggest that the students are doing well, but it is early data. If the students do succeed that's proof that the recruiting practices are working.

Miranda added that administration met with the number three person in INTO on a

recent visit to China. Miranda explained that this gave the administration a better sense for how INTO works. The INTO works with agencies in various countries who are employing the recruiters. We met with the agency INTO works with in China and got a sense for how they do their recruiting on the ground. We asked hard questions, like do you cancel contracts with agencies that are performing well but have questionable practices. They said, yes. Does that give us more or less comfort? It gives me a little more comfort because we can research the agencies INTO is working with and we can research them in ways that we couldn't research INTO's own employees.

Jim Cooney noted that Australia has a very good track record. INTO says it serves as a "policeman function" with these agencies. INTO trains, manages oversight, etc. If Colorado State University does contract with INTO, they would bring their recruiters to campus at least once a year, and Cooney added that he did not know of any other agencies that would do that.

Miranda noted that he asked the agency, how is INTO as a partner for you? The agency was very complimentary of INTO and said that INTO was their best partner in terms of what their "customers" (prospective students) were looking for.

Idris Hamid suggested that the University invite INTO do a "job talk" on campus like prospective faculty members are required to do. Frank said that was an interesting idea and he had not thought about doing that. Miranda stated that an open forum could be arranged.

Aoki asked if other companies or other models for international recruiting have been investigated? Frank explained that there is a balance to be struck between the benefits of moving forward quickly and the risks of not doing our due diligence. Frank added that regarding other companies, the University has looked at that. Cooney stated that the University has looked at other companies (he listed a few that were examined closely). There wasn't any other program that had the potential for a transformational effect in the way that INTO might have.

Miguel Mostafa asked about the timetable for signing a contract with INTO. Frank

responded that if a contract is signed it will be early next year. Miranda added that early next year would be the fastest date that could also open up recruiting opportunities for next fall. If the contract signing slips into the February/March timetable, the program may start in January instead. Getting it right is more important than getting it fast. If it's a ten-year relationship we want to get it right.

Margarita Lenk asked if Frank could tell Faculty Council where INTO might be recruiting students. Frank explained that INTO has multiple offices, but many might come from China. Lenk indicated she had heard that INTO would be recruiting students from Saudi Arabia and China. Cooney responded that this is not true. Miranda stated that the University would ask INTO to de-emphasize China and Saudi Arabia, because the University already has robust recruiting in China. He added that the University needs recruiting partnerships elsewhere in the world. Frank added that the University needs to follow-up on that to make sure we are doing our due diligence regarding the recruiting issue. Cooney added that at Oregon State, students have come from 42 different countries. He stated the University would like to see students from Brazil, South Korea, Japan, etc.

Frank stated that he hears loudly and clearly the themes of these questions: pace, timing, weaknesses in the process so far. Hopefully, if we correct these issues, our administration can be given some benefit of the doubt in the area of our commitment to shared governance. Frank added that the administration is fully committed to covering the costs of added work and taking any net profits and putting them toward faculty size and faculty salaries. The administration intends for this process to be public and inclusive. He added that he did appreciate the opportunity to come to the Faculty Council meeting today to talk with faculty members about INTO issues. He added that, hopefully if this program succeeds, ten years from now the University community will see this program as a transformational moment in growing the quality of the University. If we don't get there, in my mind, this won't have succeeded as a program. Frank added that he is

glad that he and the faculty have the relationship where folks feel comfortable asking questions.

Frank's Report was received.

B. Provost/Executive Vice President

Rick Miranda, Provost/Executive Vice President, thanked Faculty Council for the Skype experiment at last month's Faculty Council meeting. Miranda noted that he thought it was worth doing. He asked that faculty let him know if he can expand on that mechanism, because he cannot be here physically every time for the Faculty Council meetings due to other commitments, but he does like to participate.

Miranda reported that at the last Board of Governors meeting there were not many academic items that were addressed. Miranda reported that he and Laura Jensen, Associate Director Institutional Research, presented to the Board of Governors a financial aid report. Miranda was happy to report that Colorado State University is doing a good job of distributing our financial aid to students with the most need.

Miranda reported that the Promotion and Tenure Committees are reviewing faculty dossiers. Miranda explained that he converses with every dean about every case just to make sure that the process is handled correctly.

Miranda reported that he attended the Presidents Agricultural Advisory Council meeting to see how our College of Agriculture Sciences can interface productively with agricultural businesses.

Miranda reported that he will be participating in a nine-month working group run by the National Governors Association. The working group will give focus on higher education assessment and accountability. Miranda noted that other people on the committee are fairly highly placed in the Colorado Division of Education. These conversations will be about whether or not we should have "performance based" budget allocations, and if so how they should be constructed. He noted that Colorado State University needs to participate in these conversations.

Miranda report that he recently traveled to China to met with our partners there and he also visited high schools. Miranda reported that Amy Parsons, Vice President for University Operations, negotiated funding for scholarships with "Coke". Coke has a corporate commitment to water, as does Colorado State University. In China, Coke made connections for Colorado State University with World Wildlife Fund and the UNDP. These meetings would have been difficult without Coke making those introductions.

Miranda reported that he has visited all the departments. He added that he is now meeting with executive committees of colleges.

Miranda reported that sabbatical leave requests were forwarded to the Board of Governors. He noted that 55 requests were received. This number is down from prior years. There were no problems identified in the Provost office regarding the sabbatical leave requests.

Miranda reported that the search for the Dean of Veterinary Medicine and Biomedical Sciences is bringing two candidates to campus for interviews. Miranda asked that faculty that are interested in this search should plan on attending the open forums for the candidates.

Aoki asked when the sabbatical disclosures are likely to come? Miranda explained that the Board Of Governors will review the proposals at its December meeting. After that meeting, faculty can be informed.

Miller asked if Miranda could report on the CSU Global revenue stream. Miranda reported that CSU Global has paid back its first installment of \$4 million. He added that payments are expected at the end of each fiscal year. After CSU Global pays back the \$12 million loan, the Board of Governors will decide how the profits from CSU Global should be spent. Miranda noted that hopefully it will turn into a revenue stream. Miranda pointed out that Colorado State University's Division of Continuing Education is growing by leaps and bounds. They may push \$30 million of gross revenue through the Division of Continuing Education this year. Miranda

added that a large fraction of that revenue is being returned to the campus.

Miranda's report was received.

C. Faculty Council Chair

Gallagher reported that the revisions to the Manual - Preface is winding its way through the Board of Governors and it will be considered at its December meeting. Gallagher added that he had no reason to anticipate any difficulties based on the negotiations we've had thus far.

Gallagher reported that there is a meeting scheduled tomorrow of the chairs of the INTO work groups. Gallagher will be attending this meeting to bring the faculty perspectives to the discussion. Miranda added that the meeting's purpose is for the work groups to hear what is happening in each other's meetings and to update Miranda on the work groups' work.

Gallagher reported that he attended a meeting of the American Association of University Professor (AAUP). He added that It was productive and respectful.

Gallagher added that he is very aware that, if we could do it over, the organization of the INTO work groups would have had more faculty involvement from the beginning. Last week, the Provost authorized me to slide faculty members into the groups that faculty are interested in. Gallagher noted that faculty have also gotten the benefit from the President and the Provost's conversations with Faculty Council, Faculty Council Executive Committee, etc. He noted that the concerns are raised have caused the process to change in reaction to those comments and criticisms.

Gallagher's report was received.

D. Faculty Representative to the Board of Governors

Carole Makela, Faculty Representative to the Board of Governors noted that her written report could be found on pages 33-35 of the Faculty Council agenda

materials.

Makela reported that the Board of Governor's October meeting devoted a lot of attention to the president search at CSU Pueblo. Makela noted that CSU Pueblo has been taking out full page ads in the Denver Post touting their faculty and their football team.

Makela reported that the Board of Governors Academic Affairs Committee meets next week. The Board of Governors is making an effort to codify their work.

Makela's report was received.

E. Graduate Student Council - Officers

Douglas Ortego, Graduate Student Council Vice President for Internal Affairs and Treasurer, addressed the Faculty Council and thanked Faculty Council for allowing a representative from the Graduate Student Council to speak at this meeting. Ortego explained that this report will pertain to whom the council is and what the council is trying to do. Ortego explained that the Graduate Student Council is supposed to represent the graduate students, build community, etc. He added that most graduate student are naive and protective of time, so getting graduate students involved in the Graduate Student Council is a challenge. Ortego asked that faculty member please talk to your graduate students to give the Graduate Student Council more visibility. He added that a goal of the Graduate Student Council is to increase its visibility of and create community across campus. Ortego thanked Faculty Council for giving the Graduate Student Council seats on many of the Faculty Council and University committees. He added that the Graduate Student Council has talked with the Associated Student at Colorado State University (ASCSU) and they helped the Graduate Student Council network with other graduate student leaders at other universities. Basically, as a first step, we would like to increase involvement with the Graduate Student Council.

Matthew Malcolm asked Ortego if the Graduate Student Council ever spoke to the graduate students at programs or departments with larger graduate student

involvement? Ortego stated that they are willing, but do not know where to go. He added that they would love to go if an opportunity was provided to us. Malcolm noted that the Department of Occupational Therapy consists of only graduate students and maybe an orientation on the Graduate Student Council could be held in this department. Ortego explained that the Graduate Student Council did speak at the new graduate student orientation, but first year graduate students get swamped and do not participate. Van Buren asked where participation in the Graduate Student Council comes from? Ortego responded that most participation tends to be with the science disciplines. Aoki asked if the Graduate Student Council has tried building relationships with graduate student coordinators in departments. Ortego stated that has been tried, but graduate student coordinators directors are very busy and results have not come from that.

Ortego's report was received.

F. Associated Students of Colorado State University - Officers

Eric Berlinberg, ASCSU President and Becky Ewing, ASCSU Director of Academics, presented a report to the Faculty Council. Berlinberg reported that ASCSU operates on the three branch system just like the United States Government (Executive, Legislative, and Judicial). The ASCSU has a student fee allocation of \$2 million. Berlinberg explained that ASCSU is very different this year than in previous years. He noted the following:

RamRide Program has doubled this year.

Implemented RamRide Return.

Extended the party registration program to 12 months a year.

About to announce a late-night bus route service for anyone in the community (not just students).

Announced a shuttle service to DIA which started fall break.

Berlinberg reported on the Collegiate readership program noting that USA Today, the Denver Post, and the New York Times are free because ASCSU has been funding this effort. Berlinberg added that there are opportunities for faculty to utilize

low-cost subscriptions because of this program. In addition, if faculty require those publications in courses on syllabi, the subscriptions are free for you and your students.

Ewing report that ASCSU has some big new projects this year. She noted that getting student voices on committees on campus is a priority. Ewing thanked Faculty Council for allowing student representation on most of its standing committees. She asked that if a faculty member has a committee, to please let ASCSU know if a student can attend. She added that the student representative are held accountable and give reports to ASCSU regarding their committee assignments.

Ewing report that free blue books are now available for students. ASCSU would like to make this self-sustaining in the future. ASCSU is now in control of Test File. Previously, it was controlled by Copy Write. She added that ASCSU would like to get Test File online. She reported that ASCSU has noticed that many of the tests are outdated and ASCSU would like to get up to date exams from faculty members. Ewing explained that ASCSU has noted that the exams are faculty property and ASCSU wants to use the exams in ways the faculty approve. Ewing explained, that in addition, ASCSU wants to remove tests that faculty do not want in the database. Ewing asked Faculty Council member to email her if there were questions or concerns.

Ewing noted that ASCSU is also looking into starting a syllabi sharing website. Robinson asked about security issues. Ewing replied that an EID is required and if Blackboard is used, ASCSU can restrict distribution to students enrolled in the particular class.

Berlinberg and Ewing's report was received.

CONSENT AGENDA

- A. *Changes in Curriculum to be Approved: University Curriculum Committee Minutes: September 16, 23, 30, and October 7, 2011*

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

Ramsdell's motion was adopted.

The Faculty Council meeting adjourned at 5:45 p.m.

Assistant/Secretary

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

ATTENDANCE

BOLD INDICATES PRESENT AT MEETING

UNDERLINE INDICATES ABSENT AT MEETING

Agricultural Sciences

Stephen Koontz

Denny Crews, Excused

William Jacobi

Steve Newman, Excused

Mary Stromberger

Dana Hoag

Andrew Norton

Agricultural and Resource Economics

Animal Sciences

Bioagricultural Sciences & Pest
Management

Horticulture & Landscape Architecture

Soil and Crop Sciences

College-at-Large

College-at-Large

Applied Human Sciences

K. Tremblay for Molly Eckman

Robert Gotshall

David Sampson

Jenn Matheson

Scott Glick

Matthew Malcolm

Sharon Anderson

Kim Bundy-Fazioli

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

Business

Margarita Lenk

Stephen Hayne

Patricia Ryan

Jim McCambridge

Dave Gilliland

Accounting

Computer Information Systems

Finance and Real Estate

Management

Marketing

Engineering

Collette Heald

Atmospheric Science

Brad Reisfeld
Ken Carlson
J. Luo for Steve Reising
Don Radford
Eric Maloney
Sudeep Pasricha

Liberal Arts

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

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
Paul Doherty
Mark Paschke

Ecosystem Science and Sustainability
Fish, Wildlife, and Conservation Biology
Forest, Rangeland, and Watershed Stewardship

Sven Egenhoff
Stu Cottrell

Geosciences
Human Dimensions of Natural Resources

Natural Sciences

Eric Ross
David Steingraeber
John Wood
Robert France
J. Mueller 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, Excused
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	Chair, Faculty Council
Karrin Anderson	Vice Chair, Faculty Council
Carole Makela	BOG Faculty Representative
Richard Eykholt	Immediate Past Chair, Faculty Council
Diane Maybon	Executive Assistant/Secretary
Lola Fehr	Parliamentarian

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

<u>Luis Garcia, Chair</u>	<u>Committee on Faculty Governance</u>
Susan LaRue, Chair, Excused	Committee on Intercollegiate Athletics
<u>Martin Gelfand, Chair</u>	<u>Committee on Libraries</u>
David Greene, Chair	Committee on Responsibilities & Standing of Academic Faculty
Mary Stromberger, Chair*	Committee on Scholarship Research and Graduate Education
Ketul Popat, Chair, Excused	Committee on Scholastic Standards
Tony Maciejewski, Chair	Committee on Strategic and Financial Planning
Dan Turk, Chair	Committee on Teaching and Learning
<u>Eric Prince, Chair</u>	<u>Committee on University Programs</u>
Howard Ramsdell, Chair	University Curriculum Committee

Ex Officio Non-Voting Members

Torsten Eckstein, Chair	Committee on Special and Temporary Faculty
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Ex-Officio Non-Elected Non-Voting Members

Anthony Frank	President
Rick Miranda	Provost/Executive Vice President
<u>Brett Anderson</u>	<u>Vice President for Advancement</u>
<u>Mary Ontiveros</u>	<u>Vice President for Diversity</u>
<u>Lou Swanson</u>	<u>Vice Provost for Engagement/Director of Extension</u>

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

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