

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, December 1, 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 – February 2, 2016 – A202 Clark Building – 4 p.m.

Stromberger announced that the next Faculty Council meeting would be held on February 2, 2016 at 4:00 p.m. in Room A202 Clark Building and noted the new room number for the spring semester.

2. Executive Committee Meeting Minutes located on FC website – October 20 and 27, 2015
<http://facultycouncil.colostate.edu/faculty-council-meeting-dates-agendas-minutes/>

Stromberger announced that the Minutes from the October 20 and 27, 2015 Executive Committee meeting have been posted on the Faculty Council website.

MINUTES TO BE APPROVED

1. Faculty Council Meeting Minutes – November 3, 2015

Pedros-Gascon, Department of Languages, Literatures and Cultures, noted two mistakes in the minutes, where his department was identified by its former name.

By unanimous consent, the amended minutes of the November 3, 2015 Faculty Council meeting were approved. The minutes will be placed on the FC website.

UNFINISHED BUSINESS

Elections – Faculty – Faculty Council Standing Committees – CoFG

Antonio Pedros-Gascon (Languages, Literatures and Cultures) asked if the analysis took into consideration the salaries at peer institutions?

Miranda: No, the analysis looked only within each unit at CSU. This was an exercise that was about internal equity.

Miranda gave an update on the Colorado Open Records Act (CORA) requests from the Coloradoan. We are all state employees; therefore our salaries are public. You can go online to obtain some salary information. CSU has been asked by the Coloradoan to provide them with a spreadsheet of all of our names, gender (protected field in OEO data base), salaries, etc. CSU provides employee numbers, titles, and salaries in online format that anyone can access. For names, a hard copy is available in the Library. State Senator John Kefalas is considering a change to CORA that would require the release of names in an electronic document.

A Faculty Council member asked if our database could include the hiring date, so that it would be easier for others to understand salary trends over time in a given department.

Miranda: We offer data since terminal degree but not date of hire.

Miranda added that faculty requested the salary equity exercise and that brought the topic to the attention of the Coloradoan this past year.

Should there be a centralized database? Is HR the most accurate database?

Miranda: Yes, but it doesn't list papers and awards received for each faculty.

Stephen Hayne (Business): How can you measure performance using the database?

Miranda: We don't measure performance from the database. We use Annual Reviews every year, and for P & T we use the CV's, etc, that are put in the packet. It takes more time, but is much more appropriate.

Cini Brown (VSPN): Any patterns that were revealed in this salary exercise?

Dan Bush (Vice Provost for Faculty Affairs): The simple answer is that the analysis found no patterns yet.

Diana Prieto (Director, OEO): As a part of affirmative action, we collect gender and race. These are highly protected, confidential data. When we report it, we only do so in an aggregate manner.

Elizabeth Williams (Liberal Arts): What are other institutions in Colorado doing? Is CSU standing alone?

Miranda: CU does give salary information similarly but not identically to what we do. However, it's not done uniformly across the state.

Miranda's report was received.

2. Faculty Council Chair – Mary Stromberger

Stromberger reported on the following:

1. President's Cabinet meeting: two policies are being developed for compliance reasons:
 - a. Research data accessibility – data collected through federal grants
 - b. Making web information accessible for those with disabilities (e.g. course materials). This is to meet ADA policies.
2. Open Records Act: Expand the Open Records act to include electronic information. Do FC members want Stromberger to continue to advocate to protect that information and keep it private? Should FC take a formal position? If so, please send Stromberger an email re: how to pursue it further. Stromberger wants to accurately represent Faculty.
3. Diversity-related issues – University of Missouri. It is a nation-wide issue. It is affecting faculty. For example, two faculty at U of M resigned as a part of the situation. A Kansas University faculty member was placed on academic leave re: racism discussion with graduate students; the conversation did not go well. Talking about issues of race and diversity are extremely sensitive. There is also an issue of academic freedom; yet how do we learn to talk about these issues as well? Three lessons learned at KU: a) perception by a faculty person on that campus that racism does not exist if not seen or heard; b) perception by that faculty that performance gaps among diverse students are due to poor academic performance only; and c) students feel there is a lack of training to assist them with creating an inclusive learning environment.

Stromberger is meeting with faculty to discuss how to make CSU a more inclusive environment. On November 16th there was student rally in support of the students at University of Missouri. The students at CSU, did not demand, but offered six recommendations. President Frank is looking at them now. One recommendation is to change curriculum that would require every student take a diversity course, and that courses offered under the Global and Cultural Awareness category of AUCC be more diversity focused. There is a need to do more for our diverse students and to create more inclusive environments. If there are resources you need, please let Stromberger know.

Maria Fernandez-Giminez (Natural Resources): The Faculty Institute for Inclusive Excellence is where faculty can learn how to have these conversations in their classes.

Stromberger's report was received.

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

No report was given as BOG will not meet until next week, December 10-11, 2015. The agenda is not out yet. Topics that Doherty anticipates being discussed: open record requests by the Coloradoan and the budget, including impacts of cuts to higher education due to the Tabor cap being reached.

Doherty's report was received.

CONSENT AGENDA

1. UCC Minutes – October 23 and 30, 2015

Carole Makela, Chair, University Curriculum Committee, moved that Faculty Council approve the October 23 and October 30, 2015 UCC Minutes.

The consent agenda was unanimously approved.

ACTION ITEMS

1. New CIOSU – Global Diversity Center, housed within the School of Global Environmental Sustainability – CUP

Eric Prince, Chair, Committee on University Programs, moved that Faculty Council approve the Global Diversity Center as an official Center.

Julie Savage-Fisher (Natural Resources): Are there going to be courses offered through the Center?

Stromberger called on Cini Brown (Agricultural Sciences, BSPM): Courses being taught are not one of the main foci. The Center will work with faculty and departments in collaboration. Courses will be offered through departments.

Eric Prince (Chair, CUP): The goals are very much about advancing scholarship and research.

The motion was unanimously approved by FC.

2. Proposed revisions to Sections C.2.1.4 Electorate for Faculty Council and Election Procedures and C.2.4.2.1.m Department Codes of the *Academic Faculty and Administrative Professional Manual* – CoFG

Don Estep, Chair of Committee on Faculty Governance, moved that FC approve the proposed revisions to Sections C.2.1.4 Electorate for Faculty Council and Election Procedures and C.2.4.2.1.m Department Codes of the *Academic Faculty and Administrative Professional Manual* as follows:

Additions are underlined, and deletions are indicated by ~~strikeouts~~.

C.2.1.4 Electorate for Faculty Council and Election Procedures (*last revised May 2, 2007*)

The electorate eligible to vote for Faculty Council representatives from departments, colleges, and the Libraries shall consist of all regular full-time, regular part-time, senior teaching, special, and transitional members of the faculty. The Committee on Faculty Governance shall be responsible for annually apportioning the college representatives. The Committee on Faculty Governance shall establish uniform election and replacement practices throughout the University and shall supervise elections in departments, colleges, and the Libraries to ensure a secret ballot and impartial electoral procedures. Departmental and the Libraries representatives normally shall be elected in the first (1st) week of April. However, when departments are merged or when a new department comes into operation, it shall on or after the effective date of its establishment elect its departmental representative to serve immediately on the Faculty Council. Also, as soon as a department is abolished, its departmental representative shall no longer serve on the Faculty Council. The college representatives shall be elected in the third (3rd) week of April. The terms of office for elected representatives to the Faculty Council shall be three (3) years beginning July 1, with the terms of approximately one-third (1/3) of the entire body of elected representatives expiring each year. The Committee on Faculty Governance shall determine the length of terms of departmental and college representatives to ensure equity among colleges.

C.2.4.2.1 Departmental Codes (*last revised June 21, 2011*)

The departmental code shall provide for the following:

- a. Designation of the title of its administrative officer.
- b. Any administrative organization within the department if desired.³
- c. Statement of the departmental mission.

- d. Procedures relating to the review of candidates for new or vacated faculty member positions.
- e. Procedures relating to the review of recommendations for faculty members for acquiring tenure, for promotion in rank, and for reappointment.
- f. Procedures for appointing faculty members to graduate student advisory committees.
- g. Procedures for conducting annual and periodic comprehensive reviews of the performance of departmental faculty members as prescribed in Section E.14.
- h. Procedures relating to self evaluation of departmental operations.
- i. Procedures by which students may appeal academic decisions of their instructors. These procedures shall comply with the guidelines approved by Faculty Council (see Section I.7).
- j. A minimum of one (1) departmental faculty member meeting each semester of the academic year, with written notice given in advance by the department head.
- k. A periodic review of the departmental code as specified in Section C.2.4.2.2.e.
- l. Procedures for amending the code. These procedures shall require approval of a two-thirds (2/3) majority of the eligible faculty members of the department (as defined in Sections C.2.4.2) to amend the department code.
- m. A clear specification of the voting rights of all members of the department who are not faculty members with regular full-time, regular part-time, or transitional appointments not otherwise specified in the Manual.

Rationale:

*Faculty Council comprises the faculty partner in the shared governance of the University and is the chief organization charged with representing faculty in interactions with the Administration. In this capacity, Faculty Council represents **all** faculty, including both tenure track and non-tenure track faculty. In particular, it oversees policies that both fundamentally involve the activities of non-tenure track faculty and heavily impact non-tenure track faculty. The right to vote for one's representative is the cornerstone of a representative system. It is appropriate that non-tenure track faculty be afforded the opportunity to vote for the faculty members of Faculty Council that represent their organization.*

Note: This motion has been approved by the CoNTTF.

Discussion:

Doherty (Natural Resources): Does this include NTTF with joint administrative (AP) appointments?

Don Estep (CoFG): I don't know. I could go and look if that is an issue.

Ray Hogler (Business): Is this about voting rights? There are all kinds of appointments at this university. Senior teaching faculty don't seem to cover NTT faculty.

Don Estep (CoFG): The intention is not to include temporary instructors hired on a semester basis.

Ray Hogler (Business): What about those faculty who are hired for one year?

Don Estep (CoFG): We are aware of these issues. The committee felt the main issue is around "who is allowed to vote." Departments are required to specify in their code re: voting rights. They could assign this voting right to all faculty. This motion will ensure that senior and special appointment faculty are given right to vote. All other appointments' voting privileges are determined at the department level.

Jen Aberle (Chair, NTT) provided further clarification that the motion applied only to special teaching and special appointment NTT, and not temporary NTT faculty.

Stromberger: Any more discussion? No.

The motion was approved by majority vote, pending final approval by the Board of Governors.

3. Proposed revisions to the Graduate and Professional Bulletin – SCHOLASTIC STANDARDS – CoSRGE

Bill Sanford, Vice Chair of CoSRGE, moved that FC approve the proposed revisions to the *Graduate and Professional Bulletin* – Scholastic Standards as follows:

Additions are underlined, and deletions are indicated by ~~strikeouts~~.

Scholastic Standards

Grades of C or higher must be earned in all required courses on a Program of Study. D grades may be accepted in background courses, but such courses must be included in the computation of the cumulative grade point average. (1) Graduate students may take such 100 and 200 level courses for general enlightenment or to satisfy a background requirement. These courses are not to be included in the student's program of study, and grades earned in such courses will not be considered in computing the graduate grade point averages described above. (2) Once admitted to a graduate program, grades earned in courses 300 level and above will be considered in computing the graduate GPA. Standards and requirements for off-campus graduate study are the same as those

standards and requirements on campus. The academic department head has the basic responsibility for the implementation of this policy. (3)Note that only courses with a grade of B or better may be accepted as transfer courses and such courses are not included in the student's calculation of grade point averages.

~~Course numbering at Colorado State is based on the content level of material presented in a course.~~

(4)Course Number Range	Title
100-299	Courses primarily for freshman and sophomore students.
300-499	Courses primarily for junior and senior students. Acceptable for graduate credit for students holding bachelor's degrees when approved by the student's graduate committee.
500-599	Courses primarily for students enrolled in master's degree programs or equivalents. Qualified junior and senior students may enroll.
600-699	Courses primarily for students enrolled in master's level programs or equivalents. Undergraduate students may not enroll to satisfy undergraduate degree requirements.
700-799	Courses primarily for students enrolled in Ph.D. level programs or equivalents and professional veterinary medicine courses. Undergraduate students may not enroll unless they also have been admitted to graduate (Integrated Degree Program (IDP) admits).

~~(1)Graduate credit is not granted for completion of courses numbered at the 100 and 200 level. Graduate students may take such courses for general enlightenment or to satisfy a background requirement. Grades earned in such courses will not be considered in computing the graduate grade point averages described above.~~

For thesis, dissertation, research, and independent study graduate courses, the number of student credit hours earned will be determined using a base rate of 48 hours of student effort per credit hour. The faculty advisor, or other department official, shall estimate the total number of hours of student effort required over the length of the semester. This effort shall include consultation with the advisor, as well as library, laboratory, field, or

studio work. The total number of hours shall be divided by 48 and the resultant quotient (rounded off to a whole number) shall define the number of credits to be awarded.

Rationale:

- (1) *Rationale for deletions in section starting with “Graduate credit is not granted...”*
The paragraph is not being removed from the policy, however, it was revised and moved up one paragraph to keep the content consistent. In addition, the revised wording is to emphasize that 100 and 200 level courses are not to be in the program of study (not listed in GS6 form), period. This new language makes this point clear.
- (2) & (3) Content that provides written information regarding GPA calculations previously not provided in the Bulletin.
- (4) The table in the Course Number Range section was removed. Now that the Bulletin is incorporated into the Catalog, this table is redundant with the table already in the Catalog.

Discussion:

Antonio Pedros-Gascon (Languages, Literatures and Cultures): Could we have more information about the 300-level courses? Are 300-level courses allowed?

Bill Sanford (Natural Resources): At the University level, they are allowed. They have to be put on the GS-6.

Carole Makela (UCC): The Graduate School has the maximum number of credits at 300-400 level classes. However, some graduate programs indicate all courses must be 500 level or above. Programs vary considerably.

The motion was approved by majority vote.

DISCUSSION

1. FY17 budget
-Rick Miranda, Provost/Executive Vice

(See Miranda’s slides – website).

Miranda presented Draft 2.2 of the incremental change to the E&G budget. Incremental = only looking at changes to the budget from this year to next year.

Miranda gave a brief summary of CSU’s total budget, which is about \$1 billion. About a third of this is research revenue and expenses. Another \$150 million is in auxiliary

enterprises, including Housing and Dining. Another \$100 million is in the miscellaneous category, which includes debts. This leaves about \$400 million in the Education and General (E&G) budget.

Miranda explained that the state might cut CSU's E&G budget next year. The Tabor law, which caps revenue in the State of Colorado. Fees have been added to the state budget but is used for a specific expense (e.g. hospital provider fees), and these fees are included in Tabor revenue. The Tabor cap is allowed to grow each year by a certain percent, but it is not growing at the rate of revenue increases. The governor is predicting that the Tabor cap will be reached next year, which means the general budget will be cut. The governor is proposing a \$20 million cut to higher education, which will be about a \$4 million cut to CSU.

Miranda explained the anticipated new revenues (\$19 million, after the \$4 million cut) and new expenses for FY17. CSU feels pressure to keep education affordable. Last year, there was a cap. We raised tuition a little less than 6% last year. We are trying to hold tuition down to about 5% range. Will the state force us to cap tuition? They may depending on state appropriations. This has not been determined yet. CSU is modeling around a 5% increase in tuition; even though we will experience a cut from the state. We could also enjoy more revenue with more student enrollment. We budget for flat enrollment; if we have more students, it goes in the budget for the next year.

The State has predicted no raise in FY17 for State Classified employees. What about AP and Faculty? Usually we take our cue from the state – so the same average raise is maintained across the state. However, because we are no longer in a recession, it doesn't make sense for faculty and AP's to not receive a raise next year. Right now Miranda is modeling a 1.8% salary increase for faculty and AP's. Miranda proposes to delay the last of the 1% increase to DCP, originally scheduled for FY17, for another year, to save on expenses. Miranda discussed other expenses, including the distribution of tuition from enrollment growth to colleges (1/2), the general fund (1/3), and the Provost's Office (1/6). Miranda would also like the budget to include an increase to the raise that faculty get when promoted and tenured to the Associate level, from 5% to 10%. For new commitments and quality enhancements, about \$2.5 million have already been promised, mainly for salaries of new hires as well as \$1 million for a new cluster hire. In order to balance the budget, there needs to be a 2% reallocation within all academic units and divisions. These are discussion points on the table at the BOG meeting next week.

Stromberger: Where is the base for salary increases coming from, as a result of the salary equity exercise?

Miranda: It would come out of the Commitments line item.

Paul Doherty (Natural Resources) asked is it possible to delay the next round of cluster hires, and use the funds for something else.

Stromberger: What is best for faculty and our university? Alan Rudolph, Vice President for Research, reported at a Cabinet meeting that CSU is at research capacity with the current faculty. To increase research capacity, we need to add more tenure-track faculty. What is best for the University – add more tenure-track faculty or invest more into the salary raise to help retain our current faculty?

Miranda: Hopefully we do both. These types of questions have tensions between them. The discussion is--where should the balance be?

Stephen Hayne (Business): Have you looked at compression that is taking place as you phase in the 10% for associate professors?

Miranda: The 10% raise will cause some compression, particularly for newly promoted Associate Professors (who got the 5% raise). This will cause inequities that will need to be addressed. Miranda is committed to doing so.

Stromberger: Should a 1.8% salary increase be called a merit increase? It really is an increase due to inflation. Will CSU ever get to a point where employees have a true merit raise?

Miranda: I would like CSU to get there.

Ray Hogler (Business): Are there plans to keep down the number of NTTF as their increase in numbers is quite high?

Miranda: The increase in NTTF has come in the last five year. Miranda does not predict we will be growing the NTTF at the same rate as the last five years. Miranda is committed to hiring regular faculty.

Margarita Lenk (Business): It is nice to have this budget presented to the faculty before the BOG meeting.

Stromberger adjourned the meeting 5:54 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

<u>Gregory Perry</u>	Agricultural and Resource Economics	2016
Stephen Coleman	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
<u>Jason Ahola</u>	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)		
Scott Glick	Construction Management	2017
Barb Hooper	Occupational Therapy	2017
Tom Chermak	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>	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
<u>Travis Bailey</u>	Chemical and Biological Engineering	2016
(Qiang (David) Wang substitute for Travis Bailey)		
Rebecca Atadero	Civil and Environmental Engineering	2018
<u>Steve Reising</u> (Excused)	Electrical and Computer Engineering	2016
Azer Yalin	Mechanical Engineering	2017
J. Rocky Luo	College-at-Large	2016
Jose Chavez	College-at-Large	2016
<u>Ted Watson</u>	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
(David Mushinski substitute for Robert Keller)		
Toby Jacobi	English	2018
Sue Doe (starts January 2016)		
Ernesto Sagas	Ethnic Studies	2017
Antonio Pedros-Gascon	Languages, Literatures and Cultures	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 (starts Jan. '16)	College-at-Large	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
Stuart Cottrell	HDNR in Warner College	2017

Natural Sciences

<u>Tom Santangelo</u>	Biochemistry and Molecular Biology	2016
<u>Melinda Smith</u>	Biology	2018
George Barisas	Chemistry	2017
Ross McConnell	Computer Science	2016
<u>Iuliana Oprea</u>	Mathematics	2017
<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
<u>Brad Conner</u>	College-at-Large	2018
Alan Van Orden	College-at-Large	2018

Veterinary Medicine & Biomedical Sciences

<u>Elaine Carnevale</u>	Biomedical Sciences	2016
<u>Howard Seim</u>	Clinical Sciences	2016
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>Pete Hellyer</u>	College-at-Large	2016
David Gilkey	College-at-Large	2016
<u>E.J. Ehrhart</u>	College-at-Large	2016
<u>DN Rao Veeramachaneni</u>	College-at-Large	2016
<u>Patrick McCue</u>	College-at-Large	2018
Stuart Tobet	College-at-Large	2018

University Libraries

Nancy Hunter	Libraries	2017
Rachel Erb	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
<u>Todd Donovan, Chair</u>	Committee on Intercollegiate Athletics	2016
<u>Jerry Magloughlin, Chair</u>	Committee on Libraries	2016
Jennifer Aberle, Chair	Committee on Non-Tenure Track Faculty	2016
<u>Bill Hanneman, Chair</u>	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	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
Kathleen Pickering	Vice Provost for Undergraduate Affairs
Amy Parsons	Vice President for University Operations
Ajay Menon	Dean, College of Agricultural Sciences
Jeff McCubbin	Dean, College of Applied Human Sciences
Beth Walker	Dean, College of Business
David McLean	Dean, College of Engineering
Jodie Hanzlik	Dean, Graduate School
Ann Gill	Dean, College of Liberal Arts
Jan Nerger	Dean, College of Natural Sciences
Mark Stetter	Dean, College of Veterinary Medicine & Biomedical Sciences
John Hayes	Dean, Warner College of Natural Resources
Toni-Lee Viney	Chair, Administrative Professional Council