BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT COMMITTEE MEETING AGENDA
August 11, 2009

Pueblo, Colorado

Chair: Patrick McConathy

Staff: Allison Horn

1. Presentation by BKD Audit Manager
2. Audit Plan 2009-10 report
3. Status of open recommendations
4. Current events of Internal Auditing office, questions from the Committee

The order and specific times of consideration of Agenda Items is subject to change. New items may be added in accordance with Board of Governors Policy.

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING AGENDA
August 11, 2009

Colorado State University – Pueblo

Chair: TBA

Staff: Rich Schweigert

1. FY 2009 Year End Financials
2. Financial Reporting System Update-FC
3. CSU-Global Campus Update
4. Update on State's Fiscal/Budgetary Issues
5. Proposed Build America Bond/Recovery Zone Bond Projects and Information

The order and specific times of consideration of Agenda Items is subject to change. New items may be added in accordance with Board of Governors Policy.

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
August 11, 2009 – Pueblo

Chair: Ed Haselden

CSURF Board Liaison: Stuart MacMillan

Open Session

1. Cooperative Extension – Regional Office Options

CONFIDENTIAL/ Executive Session

2.

3.

4.

5.

The order and specific times of consideration of Agenda Items is subject to change. New items may be added in accordance with Board of Governors Policy.

Board of Governors Fiscal Year 2010 Prioritized Capital Construction List

Priority	Campus	Project Name	Cash Funds	State Funds	Total Project Cost
	CSU	Chemistry Addition - See Explanation Below	$5,000,000	$40,000,000	$45,000,000
1	CSU-Pueblo	General Education Classroom Building		$15,000,000	$15,000,000
2	CSU	Engineering II		$65,000,000	$65,000,000
3	CSU	Animal Science Addition/Renovation	$14,700,000	$4,600,000	$19,300,000
4	CSU	Johnson Hall Renovations		$5,500,000	$5,500,000
5	CSU	Life & Biomedical Sciences Building (Basic Sciences Bldg.)		$67,200,000	$67,200,000
6	CSU-Pueblo	Psychology Building Renovation		$15,000,000	$15,000,000
7	CSU	Forestry Revitalization/Renovation		$5,000,000	$5,000,000
8	CSU	Anatomy/Zoology Building Revitalization		$9,000,000	$9,000,000
9	CSU-Pueblo	Additional Campus Housing	$38,000,000		$38,000,000
10	CSU-Pueblo	Technology Building Renovation		$15,000,000	$15,000,000
11	CSU	Biology Building	$60,000,000		$60,000,000
12	CSU	TILT (The Institute for Learning and Teaching)	$13,000,000		$13,000,000
13	CSU	Warner College of Natural Resources Addition	$40,000,000		$40,000,000
14	CSU-Pueblo	OUC Renovation	$25,000,000		$25,000,000
15	CSU	Shepardson Addition/Renovation	$22,600,000	$8,900,000	$31,500,000
16	CSU	Morgan Library Expansion Phase I	$16,800,000		$16,800,000
17	CSU	Research Innovation Center II	$45,000,000		$45,000,000
18	CSU	Eddy Building Renovation	$6,000,000		$6,000,000
19	CSU	Health & Exercise Science Lab Addition	$5,700,000	$13,700,000	$19,400,000
20	CSU-Pueblo	Belmont Residence Hall Renovation	$20,000,000		$20,000,000
21	CSU	Newsom 400-Bed Residence College Ph. 1	$46,000,000		$46,000,000
22	CSU	Chemistry B&C Wing Revitalization	$11,700,000	$5,800,000	$17,500,000
23	CSU-Pueblo	Administration Building Renovation/Addition		$15,000,000	$15,000,000
24	CSU	Hartshorn Addition	$25,000,000		$25,000,000
25	CSU	Plant Sciences Museum Addition	$12,000,000		$12,000,000
26	CSU	CVMBS Data Center	$6,000,000		$6,000,000
27	CSU	Laurel Garage and Police Station	$28,000,000		$28,000,000
28	CSU	Construct New CDC Office Building	$15,000,000		$15,000,000
29	CSU	Painter Center	$9,700,000		$9,700,000
30	CSU	Animal Disease Lab Renovation	$3,500,000		$3,500,000
31	CSU	Engineering North Entrance Addition	$6,300,000		$6,300,000
32	CSU	LIDIA-new BSL3	$32,400,000		$32,400,000
33	CSU	Equine Isolation/CCU Vet. Med. Cntr.	$11,123,177		$11,123,177
34	CSU	San Luis Valley Research Station		$4,800,000	$4,800,000
35	CSU	CIRA Addition	$1,200,000		$1,200,000
36	CSU	VTH Food Animal Hospital	$15,500,000		$15,500,000
37	CSU	2nd Year PVM Building	$22,900,000		$22,900,000
38	CSU	Community Practice Building	$18,200,000		$18,200,000
39	CSU	4th Floor at Braiden Hall	$11,100,000		$11,100,000
			$587,423,177	$289,500,000	$876,923,177

Please Note: This project has been included for funding in HJR-1042.

PROJECTS ON BOARD APPROVED CSU-PUEBLO 10 YEAR PHYSICAL DEVELOPMENT PLAN at June 2008

	State Funded Projects - Capital Construction Fund	State Funded Projects - Controlled Maintenance Fund	State Funded Projects - COPS	Debt Funded Projects - Bonds	Donor Funded Projects
TOTAL = $233.0M	**$93.4M**	**$6.2M**	**$25.3M**	**$106.3M**	**$1.8M**
New Construction					
Student Recreation Center				$10.1M	
Student Housing Facility				$53.5M	
General Classroom Building	$15.1M				
Renovation/Addition					
Roof Replacement, Art Music/Administration Buildings		$1.3M			
Upgrade Campus Water Lines		$0.7M			
Academic Resource Building			$24.8M		$1.8M
Psychology Building	$15.2M				
Technology Building	$15.1M				
Occhiato University Center				$22.7M	
Belmont Residence Hall				$20.0M	
Campus Structural Repairs		$1.7M			
Building Security System		$1.5M			
Additional Campus Roadways & Overlays		$1.0M			
Art/Music Building	$18.0M				
Replace Campus Building Exit Doors			$0.5M		
Administration Building	$15.0M				
Physical Plant Building	$15.0M				

Academic Affairs 10-Year Physical Development Priorities (2008)

State, Student & Budget Funded Projects

- Engineering II ($85M/$75M; State)
- Chemistry Addition ($45M/$40M; State)
- Biology ($60M; Fee Bonded)
- Life & Biomedical Sciences ($70M; State)
- Energy & Environment ($80M; $40M State)
- TILT Addition ($13M; Fee Bonded)
- SLVRC ($5M; State)
- Painter II ($4M; CSU Bonded)
- Health & Exercise Science Addition ($15M; State)
- East Rockwell ($15M; Fee Bonded)
- CAHS ($40M; State)

Cash & Auxiliary Projects

- Additional Academic Villages ($45M each)
- Health Center ($25M)
- Athletic Facilities ($40M)
- R.I.C.s II and III ($45M each)
- Natural History Museum ($15M; $4M State)
- North Parking Garage ($50M)
- VTH Isolation Units ($12M)
- Alumni Welcome Center ($12M)
- Lory Student Center ($25M)
- Residence Hall External Renovation ($15M)
- 2nd Year PVM Addition ($23M)
- College Campaign Priorities

Renovation & Retrofit

- Animal Science ($20M/$10M; State)
- Morgan Library ($16M; Fee Bonded)
- Forestry ($5M; State)
- Shepardson ($32M State)
- Eddy ($6M; Fee Bonded)
- East Side of Johnson Hall ($6M; State)
- Engineering Research Center ($20M; State)
- Western Slope AES ($15M; State)
- Remington House ($2M; CSU)
- Pedestrian Greenways ($10M; CSU)
- Anatomy-Zoology ($10M; State)

Projects Underway

- Rockwell Hall
- Diagnostic Medicine
- Academic Instruction (Behavioral Sciences)
- South Parking Garage
- Athletics Training
- Rec Center Addition
- R.I.C. I
- Academic Village Addition
- TILT Renovation
- Clark Revitalization

Completed

- UCA
- Computer Science
- RBL & BRB III
- Microbiology 24/7 Study Facility
- Academic Village
- Dining Commons
- Painter Center
- Regulatory Materials
- Shortgrass Steppe Field Station

State: $387M CSU: $16M Student: $110M

COLORADO STATE UNIVERSITY - PUEBLO CONSTRUCTION PROJECT STATUS REPORT						
Project	**Bond $**	**Total Budget**	**Funding Source**	**Construction Start**	**Scheduled Completion**	**Status as of 7/17/09**
New Student Housing, ~~Building 1~~ Crestone Hall	$15.7M	$15.7M	Housing Room Rental Revenue	07/08	08/09	Building is 97% complete and exactly on budget & on schedule
New Student Housing, ~~Buildings 2 & 3~~ Culebra and Greenhorn Halls	$32.66M	$32.66M	Housing Room Rental Revenue	~~02/09~~ 4/09	08/10	Bonds issued 3/09; construction started 4/1/09 22% complete/on schedule for 8/10 completion and on budget including negotiated GMP of $26.7M
Academic Resources Center	$24.8M in State-issued Certificates of Participation	~~$26.6M~~ $24.8M	$2.8M in COPs to be repaid by University; $24.8M in COPs to be repaid by State; ~~$1.8M donor funds~~	09/09	Summer 2011	Construction document phase complete 7/20/09; design/bid/build General Contractor pre-qualifying complete; construction bids due August 25, 2009. (Demolition & asbestos abatement @99% complete)
Occhiato University Center	$22.7M	$22.7M	Student facility fee & auxiliary services revenue	Delayed		Spending authority authorized in FY2008 Long Bill; project on hold because of Academic Resources Center project

7/17/2009

CSU-FORT COLLINS CONSTRUCTION PROJECT STATUS REPORT						
Project	**Bond $**	**Total Budget**	**Source**	**Status Picture**	**Complete**	**Status**
Academic Instruction Building (AIB)	$45,000,000	$45,000,000	Student Facility Fee		6/10	Utilities and Foundation underway. **Budget Status**: In budget and on schedule.
Rockwell Hall	$8,000,000	$17,500,000	$10M Student Facility Fee + donations and CSU funds		1/10	Under construction. **Budget Status:** In budget
Research Innovation Center (RIC)	$52,00,000	$52,000,000	CSU bonds/funds		9/10	Under construction. **Budget Status**: Funding has been identified for complete build out of cGMP Building.

CSU-FORT COLLINS CONSTRUCTION PROJECT STATUS REPORT

Project	Bond $	Total Budget	Source	Status Picture	Complete	Status
Athletics Academic and Training Facility	$6,100,000	$6,100,000	CSU bonds/funds		8/09	Under construction. Building was reconfigured from one to two stories with no loss of program space. **Budget Status**: Project is within budget with all program needs met.
Athletics Indoor Practice Facility	$13,900,000	$13,900,000	CSU bonds/funds		8/09	Steel frame complete. **Budget Status**: Project is within budget with all program needs met.
Industrial Sciences Pre-Construction Center	None	$3,800,000	Donation of in-kind services and cash + Student Facility Fee		8/09	Under construction. **Budget Status**: UFFAB funds approved for furniture purchase

CSU-FORT COLLINS CONSTRUCTION PROJECT STATUS REPORT

Project	Bond $	Total Budget	Source	Status Picture	Complete	Status
University Greenhouse (multiple)	$1,550,000	$1,600,000	Research + Grant		9/09	Construction underway, except for University Greenhouse Headhouse. **Budget Status**: All projects within budget.
New Academic Village (200 bed)	$22,144,617	$24,700,000	$22,144,617 Housing Bonds + $1.1M Housing Funds		8/09	Under construction and on schedule. **Budget Status**: Total budget of $24.7M includes an academic component that was not funded.
Student Recreation Center	$32,122,897	$33,621,390	$32,122,897 Rec Center Bonds + Rec Center Funds		8/10	Ground breaking on May 6th. Guaranteed maximum price in place. **Budget Status**: Project in budget with no cuts in program or design.

CSU-FORT COLLINS CONSTRUCTION PROJECT STATUS REPORT

Project	Bond $	Total Budget	Source	Status Picture	Complete	Status
Lake Street Parking Garage	$21,600,000	$21,600,000	Parking Fees		1/10	Under construction. **Budget Status**: Bids came in under budget. Items cut during design reinstated.
Diagnostic Medicine Center	$0	$45,000,000	$42,077,048 STATE, $2,992,952 CMVBS		4/09	Structure complete. 21 day test in progress. Departments to move in June/July. **Budget Status:** All state funds have been received.
CIRA addition	$1,200,000	$1,200,000	Research		10/10	A/E selection in progress

Current Board
Committee Assignments

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Executive Committee

Patrick McConathy, Board Chair
Ed Haselden, Vice Chair
Bonifacio A. Cosyleon, Secretary
Marguerite Salazar, Treasurer
Frank T. Pierz (assigned staff)

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Evaluation Committee

Ed Haselden, Chair
Pat Grant, Vice Chair
Bonifacio Cosyleon
Tom Farley
John Ikard
Douglas L. Jones
Pat McConathy
Marguerite Salazar
Joseph Zimlich
Frank T. Pierz (assigned staff)

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Audit Committee

Patrick McConathy, Chair
Bonifacio A. Cosyleon
Pat Grant
Marguerite Salazar
Allison Horn (assigned staff)

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Real Estate/Facilities Committee

Ed Haselden, Chair
Bonifacio A. Cosyleon
Marguerite Salazar

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Finance Committee

Pat Grant, Interim Chair
Tom Farley
Pat McConathy
Rich Schweigert (assigned staff)

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CSU-Pueblo Foundation Liaison

VACANT

CSU Foundation Liaison

Bonifacio A. Cosyleon

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CSU Research Foundation Liaison

Joseph Zimlich

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Department of Higher Education Liaison

Douglas L. Jones

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Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Program Review Calendar

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve and forward to the Colorado Commission on Higher Education the following list of Colorado State University - Pueblo academic programs to be reviewed in academic year 2009-10 in accordance with the approved Program Review Plan for the CSU System. The CSU-Pueblo program review calendar is attached.

- Computer Information Systems
- Foreign Language (Spanish); Social Work; Sociology
- Master's in Applied Science; Chemistry; Physics
- Accounting; Business Management; Economics, Masters in Business Administration

EXPLANATION:

Presented by Russell J. Meyer, Provost and Vice President for Academic Affairs.

The list above is in accordance with established review schedule 2009-10 through 2019-2020. To date, none of the programs have submitted requests to the CSU-Pueblo Curriculum and Academic Programs Board to delay their University program review to coincide with their disciplinary accreditation review. Should any delay requests be submitted, the CAP Board will respond to them in September and make recommendation to the president. We request that the Board delegate authority to President Garcia to approve 2009-10 program review delays.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

Program Review Calendar

2009-2010	CEEPS:	Computer Information Systems
	CHASS:	Foreign Language (Spanish); Social Work
	CSM:	Masters in Applied Natural Science; Chemistry; Physics
	HSB:	Accounting; Business Management; Economics, Masters in Business Administration
2010-2011	CEEPS:	Industrial Engineering; Nursing; Engineering (Mechatronics)
	CHASS:	English; Mass Communications
2011-2012	CEEPS:	Automotive Industry Management; Exercise Science, Health Promotion, and Recreation
	CHASS:	Liberal Studies
	CSM:	Mathematics
2012-2013	CEEPS:	Masters in Industrial & Systems Engineering
	CHASS:	Political Science; Psychology; Social Science
2013-2014	CEEPS:	Civil Engineering Technology
	CHASS:	Art; History; Music; Sociology
	CSM:	Biology
2014-2015	CEEPS:	Computer Information Systems
	CHASS:	Foreign Language (Spanish); Social Work
	CSM:	Masters in Applied Natural Science; Chemistry; Physics
	HSB:	Accounting; Business Management; Economics; Masters in Business Administration
2015-2016	CEEPS:	Engineering Mechatronics
	CHASS:	English; Mass Communications
2016-2017	CEEPS:	Automotive Industry Management Exercise Science & Health Promotions
	CHASS:	Liberal Studies
	CSM	Mathematics
2017-18	CEEPS:	Masters in Industrial & Systems Engineering
	CHASS:	Political Science; Psychology; Social Science
2018-19	CEEPS:	Civil Engineering Technology
	CHASS:	Art; History; Music; Sociology
	CSM:	Biology
2019-20	CEEPS:	Computer Information Systems
	CHASS:	Foreign Language (Spanish); Social Work
	CSM:	Masters in Applied Natural Science; Chemistry; Physics
	HSB:	Accounting; Business Management; Economics; Masters in Business Administration

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Emeritus Rank Designations

RECOMMENDED ACTION

MOVED, that the Board of Governors approve the conferral of the rank of Emeritus upon those faculty members listed below effective August 12, 2009:

College of Natural Sciences
Sanford Kern, Associate Professor – Physics

Warner College of Natural Resources
Eric A. Erslev, Professor - Geosciences

EXPLANATION:

Presented by Tony Frank, President

The faculty members listed above have met the qualifications to be awarded the status of Emeritus as set forth in the CSU Academic Faculty and Administrative Professional Manual.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____
Consent Item Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Nondelegable Personnel Actions

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve nondelegable personnel actions as submitted by Colorado State University – Fort Collins.

EXPLANATION:

Presented by: Tony Frank, President

At its May 3, 1995 meeting, the Board approved a policy delegating personnel power to the institutional presidents with the exception of specific personnel actions. This agenda item allows for action on such personnel decisions.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

LEAVE OF ABSENCE

	NAME	DEPARTMENT	FROM	TO	TYPE	LEAVE TYPE
1	Ayers, Edward	NREL	7/1/2009	6/30/2010	12/Spec	LWOP/LWOP
2	Ballweber, Jeffery A	Ag & Resource Economics	4/8/2009	6/30/2009	12/Spec	LWOP/Departmental
3	Brickner, Audra	College of Engineering	6/22/2009	6/26/2009	12/Reg	LWOP/FMLA
4	Crumbaker, Karen M	CSU Extension	6/15/2009	8/17/2009	12/Reg	LWOP/Personal
5	Howe, Susan R	Civil & Env Engineering	6/1/2009	6/14/2009	12/Spec	LWOP/Departmental
6	Jones, Christine S	CSMATE	7/1/2009	7/31/2009	12/Spec	LWOP/Departmental
7	LaRocque, Nicole M	Campus Recreation	6/8/2009	6/30/2009	12/Reg	LWOP/Maternity
8	Littrell, Mary A	Design & Merchandising	7/20/2009	7/31/2009	12/Reg	LWOP/Special
9	Lowrey, Robert C Jr	Student Legal Services	6/15/2009	7/10/2009	12/Reg	LWOP/Departmental
10	Marshall, Timothy P	CEMML	6/1/2009	6/2/2009	12/Spec	LWOP/Personal
11	Rathburn, Sara L	Geosciences	8/16/2009	12/31/2009	9/Reg	LWOP/Departmental
12	Rios, Brandy L	College of Natural Sciences	6/25/2009	7/15/2009	12/Reg	LWOP/FMLA
13	Sack, Shelby L	International Programs	6/22/2009	8/16/2009	12/Reg	LWOP/FMLA
14	Simmons, Breana L	NREL	7/1/2009	12/31/2009	12/Spec	LWOP/LWOP
15	Stanfield, Elizabeth D	VPASI	6/17/2009	6/19/2009	12/Reg	LWOP/Personal
16	Ulrey, Anne J	CEMML	6/19/2009	7/17/2009	12/Spec	LWOP/FMLA
17	Welch, Renee L	Career Center	6/29/2009	6/30/2009	12/Reg	LWOP/Maternity
18	Woods, Kathryn S	Women's Programs & Studies	5/1/2009	5/29/2009	12/Reg	LWOP/Disability
19	Worley, Deanna R	Clinical Sciences	6/16/2009	7/31/2009	12/Reg	LWOP/Maternity

Board of Governors of the
Colorado State University System
Meeting Date - August 12, 2009
Consent Item

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Report: Post-Tenure Review and Results of Faculty Activity

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the Post-Tenure Review and

Results of Faculty Activity Report.

EXPLANATION:

Presented by Tony Frank, President

Colorado State University employs a comprehensive system for hiring and evaluating faculty performance. The following report describes the results of annual performance reviews, promotion and tenure, and periodic comprehensive reviews (post-tenure reviews). This report also summarizes the hiring process used to attract capable new faculty who are likely to succeed.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

COLORADO STATE UNIVERSITY REPORT ON FACULTY ACTIVITY FOR 2008-2009

Colorado State University seeks to ensure that every regular, tenure-track faculty member and special appointment faculty member meets or exceeds the expectations for his/her appointment. This report summarizes the procedures the University uses to ensure faculty meet the University's performance standards, and provides a brief analysis of the outcomes of the various types of review. The process begins with the hiring of new faculty (Section I below) and continues with the annual performance reviews (Section II). Untenured faculty members undergo an annual review of progress toward tenure and are reappointed only if satisfactory performance is documented (Section III). At the midpoint of the probationary period, ordinarily during the third year of appointment, such untenured faculty members undergo a more comprehensive review. The critical decision concerning tenure and promotion normally occurs in the sixth year (Section IV). Tenured faculty members undergo periodic comprehensive review (Section V). The outcomes of these reviews for 2008-2009 indicate that the vast majority of Colorado State University faculty members are performing at or above the expectations for their assignments.

I. PROCESS FOR FACULTY HIRES

Hiring new faculty members is among the most important responsibilities of department faculty and college administrators. The processes used in soliciting applications and interviewing candidates vary across the University as to detail, but universally, the search processes are characterized by thoroughness and intensity. Searches generally share the following characteristics:

1. Positions are advertised in printed and electronic form in locations appropriate for the profession involved. Advertising must appear in locations ordinarily accessed by potential faculty members who would enhance the diversity of the unit. Members of search committees are expected to be proactive in solicitation of nominations and applications. Advertising typically specifies the expectations of the successful applicant in terms of teaching, advising, research, service, and outreach.

2. Applicants are asked to provide a letter of interest, a resume (curriculum vita), and three letters of recommendation. Application materials may include statements of teaching philosophy, a list of courses the applicant is qualified to teach, summaries of student evaluations, research plans, and publication lists.

3. Semifinalists are selected after a careful screening by a departmental committee and in strict adherence with clearly defined equal opportunity guidelines. Typically, additional information is solicited from peers of the semifinalist and from other experts in the field.

4. Finalists are selected after another careful screening. Interviews usually include meetings with those who are likely to have important roles in the professional life of the successful applicant. This certainly includes members of the faculty of the department conducting the search, but often also includes faculty members from other departments where interactions and collaborations might occur. Students are often included in the interview process. The interview almost always includes one or more presentations by the applicant.

II. ANNUAL PERFORMANCE REVIEWS

Performance reviews are conducted for all Colorado State University faculty members on an annual, calendar-year basis. Each faculty member prepares an annual activities report which details his/her activities in teaching, research and creative activity, and service/outreach. Typically, faculty members expend 40-55 percent of their effort in teaching, 30-45 percent in research and creative activity, and 5-20 percent in service/outreach. The department head/chair assesses the activities of the faculty member and assigns a performance rating for each of the three categories and an "overall" rating. The faculty member and the head/chair meet to discuss the evaluation which is then forwarded to the college dean's office for review. The summary report of the evaluation is forwarded to the Provost/Executive Vice President for further review and reporting.

For the calendar year 2008, 1,113 tenured, tenure-track, and special appointment faculty were reviewed. The outcomes were:

Superior performance:	86
Exceeded performance expectations:	469
Met performance expectations:	528
Below performance expectations:	30
Unsatisfactory performance:	0

The overwhelming majority of the reviews were positive, indicating that the faculty are meeting or exceeding the University's performance expectations. It is important to note that faculty members who receive "met performance expectations," and sometimes those who receive "exceeded performance expectations," ratings may be given suggestions for improvement in one or more of the three categories that are evaluated.

III. REAPPOINTMENT

Academic faculty on regular appointments who have not acquired tenure are appointed on a contractual basis not exceeding one year. Such faculty members undergo an annual review of progress toward tenure by the department Tenure and Promotion Committee. At the midpoint of the probationary period, ordinarily at the end of the third year of appointment, such faculty members undergo a more comprehensive review. Faculty members making satisfactory progress are reappointed.

IV. TENURE AND PROMOTION

The following table summarizes Colorado State University's promotion and tenure activity for 2008 - 2009 .

College	Tenure	Promotion to Associate	Tenure & Promotion to Associate	Promotion to Full	Tenure & Promotion to Full	Denied	Total
Agricultural Sciences	1		2	4			**7**
Applied Human Sciences			5				**5**
Business			1	2			**3**
Engineering			1	1			**2**
Liberal Arts	2		11	2			**15**
Libraries				1			**1**
Natural Resources							**0**
Natural Sciences			6	5			**11**
Veterinary Medicine	2		2	2		1	**7**
TOTAL	**5**		**28**	**17**		**1**	**51**

Promotion of Special Appointment Faculty

	Promotion to Assistant Professor (Special)	Promotion to Associate Professor (Special)	Promotion to Professor (Special)	TOTAL
TOTAL		3	1	**4**

There were four recommendations for promotion of a faculty member with a special appointment in the academic year.

V. COMPREHENSIVE REVIEW OF TENURED FACULTY

All tenured faculty at Colorado State University are subject to periodic comprehensive reviews of their performance. Phase I Comprehensive Performance Reviews of faculty are conducted by the department head/chair at intervals of five years following the acquisition of tenure, or if there are two unsatisfactory annual reviews within a five-year period. The department head's review identifies strengths and any deficiencies in the faculty member's performance. Department heads who believe that a faculty member's deficiencies can be corrected without implementing a Phase II Comprehensive Performance Review, prepare, in consultation with the faculty member, a specific professional development plan to assist the faculty member in meeting the department's performance expectations. The review may also result in changes in the distribution of the faculty member's effort across teaching, research, outreach, and service.

If a faculty member's deficiencies are deemed to be more significant, a Phase II Comprehensive Performance Review is initiated. This review is conducted, according to procedures specified in the department's Code, by three of the faculty member's peers at the same or higher rank. The department head is not a committee member. A majority of the committee must decide if the faculty member's performance is satisfactory, or has minor deficiencies, or has deficiencies that are substantial and chronic or recurrent and must be remedied, or is so unsatisfactory as to warrant possible sanctions up to and including tenure revocation. When deficiencies are noted that must be remedied, the department head and faculty member design a professional development plan indicating how the deficiencies are to be remedied and set timelines for accomplishing each element of the plan. Such development plans must be approved by the dean of the college. When sanctions are involved, the Provost/Executive Vice President makes a recommendation to the President regarding action. [*see*: Colorado State University, Academic Faculty and Administrative Professional Manual, E.14.3, Periodic Comprehensive Reviews of Tenured Faculty].

Board of Governors of the
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In the past year (2008-2009) 4 of the 95 faculty members scheduled for Comprehensive Review were delayed or canceled. Cancellations or delays of comprehensive reviews are due to promotions, resignations, retirements, or sabbaticals. In addition, four professional development plans were implemented. The following table summarizes the results of the reviews by College and by outcome.

2008-2009 Comprehensive Review Summary

College	Number	Satisfactory	Delayed or Canceled	Professional Development Plans	Phase II
Agricultural Sciences	14	14			
Applied Human Sciences	12	12			
Business	5	5		2	
Engineering	5	5	2		
Liberal Arts	30	30	1		
Natural Resources	13	12		1	
Natural Sciences	14	14			
Vet. Med. and Biomedical Sciences	14	14			
Libraries	3	3			
Total	**110**	**109**	**3**	**3**	

Results from the last six years of Comprehensive Reviews are recorded in the table below.

Six Year Comprehensive Review Summary

Year	Number	Satisfactory	Delayed or Cancelled	Professional Development Plans	Phase II
2003-2004	143	108	28	6	1
2004-2005	104	89	8	7	0
2005-2006	85	76	4	5	0
2006-2007	56	56	1	2	0
2007-2008	95	94	4	4	0
2008-2009	110	109	3	3	0

Board of Governors of the
Colorado State University System
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Consent Item

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Approved

Stretch Goal or Strategic Initiative: N/A Board approval of this administrative action is required by statute and/or CCHE or Board policy.

MATTERS FOR ACTION:

CSU: Revisions to Sabbatical Leave for 2009-2010

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve revisions to the recommendations for sabbatical leave for 2009-2010 for the Colorado State University faculty members listed below.

EXPLANATION:

Presented by Tony Frank, President

The recommendations for sabbatical leave are reviewed at the Department, College, and University levels and have received approval at each level. The proposals have been evaluated and judged appropriate with strict adherence to CCHE guidelines.

College of Veterinary Medicine and Biomedical Sciences

Susan Kraft	Environmental & Radiological Health Sciences	Change FA09 to 11/1/09 – 5/1/10

Warner College of Natural Resources

Peter Newman	Human Dimensions of Natural Resources	Cancel AY09-10

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Sabbatical Leave Recommendations

RECOMMENDED ACTION

MOVED, that the Board of Governors approve the recommendation for sabbatical leave for Dr. Christine Olver for January 1, 2010 through July 1, 2010.

EXPLANATION:

Presented by Tony Frank, President

The purpose of sabbatical leave is to enhance the faculty member's professional growth, enhance the institution's reputation and the students' educational experience at the institution, and increase the overall level of knowledge in the faculty member's area of expertise.

This recommendation for sabbatical leave have been reviewed at the Department, College, and University levels and has received approval at each level. In every case, the proposal has been evaluated and judged appropriate with strict adherence to CCHE guidelines.

College of Veterinary Medicine and Biomedical Sciences

Christine S. Olver	Microbiology, Immunology and Pathology	1/1/10 – 7/1/10

CSU - Fort Collins
Grade Distribution
(Headcount) By Subject and Course Level
SU08 through SP09

Department	Level	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F	H	I	S	U
Accounting	Lower	22	648	17	102	737	36	45	483	1	1	151		61		9		
	Upper	29	205	55	76	216	71	63	165	3		64		41		20	35	
	Grad I	8	134	43	36	73	7		8									
Aerospace Studies	Lower	10	88	38	9	14	3		1					1			136	5
	Upper	12	116	2					1									
Agriculture & Resource Economics	Lower	5	149	20	46	175	56	31	131			43		36		2		
	Upper	20	258	79	66	186	33	35	84			28		18		2	6	
	Grad I	1	42	17	16	23	7		2					2		1	17	
	Grad II															1	33	
Agriculture	Lower		288	11	11	186	21	11	96			21		32		9	1	
	Upper	1	313	5	4	8	6		2			4		5		6	9	
	Grad I	7	133	16	14	37	5	2	3							3	1	
American Studies	Lower		25	13	10	11	8	3	11			2		4				
Animal Sciences	Lower	6	271	17	25	287	25	26	135			62		44		1		
	Upper	18	799	40	38	340	7	3	174			59		30		63	137	1
	Grad I	2	104	9	6	30	1	2	13							5	25	
	Grad II		43			3											155	
Anthropology-	Lower	15	370	40	35	676	40	29	412			138		127				
	Upper	17	255	4	11	182			90			17		26		11	5	
	Grad I	3	74	23	14	7	1		2							6	2	
Apparel & Merchandising	Lower		306	2		370			145			36		36		4		
	Upper	2	298	25	28	205	16	17	68			30		9		8		
	Grad I		5													1		
Applied Human Sciences	Lower		13			7			2									
	Upper	3	57	6	12	23		1						1				
Art	Lower	61	601	324	301	740	278	190	599			218		148		9	53	2

	Upper	35	334	233	165	187	83	44	71			23		25		14	50	
	Grad I	3	78	10	1	2			1							4		
Astronomy	Lower	1	299	19	6	216	1	1	284			19		29		9		
	Upper		5			7												
Atmospheric Science	Upper	5	25	18	23	33	16	7	20			6		4				
	Grad I	7	120	25	7	17										1	47	
	Grad II	3	43	6												1	82	
Bioagricultural Science & Pest Management	Lower	1	74	32	24	119	34	21	86			21		10		7		
	Upper	13	93	23	14	91	11	17	58			18		2		3	7	
	Grad I	1	38	8	3	2	1		1							1	30	
	Grad II	1	8														48	
Biochemistry & Molecular Biology	Lower		24	7		2	2		2					1			1	
	Upper	78	284	45	57	213	41	61	151		1	74		45		13	13	
	Grad I	7	70	2	16	32	3		2					2		5	7	
	Grad II	10	6	3		1			1					1		2	87	3
Biological Science	Upper		20	2	2	24	6	3	26			4		4				
Biomedical Engineering	Upper		5		7	10		3	6			1					1	
	Grad I	5	15	9	8	8	1		1							1	20	
	Grad II		1													1	14	1
Biomedical Science	Lower	1	485		1	98			36			13		16		2		
	Upper	13	969	34	33	731	14	20	580	3		217		148		17	1	
	Grad I	1	343	5	12	88	5		5			1					7	
	Grad II	4	42														56	
Biotechnology	Upper		1			5			1									
Botany/Zoology	Lower	54	682	46	110	1,099	38	127	783	1		266		186		12		
	Upper	34	336	31	34	339	30	18	312	1		110		89		8	1	
	Grad I		82	1	5	7	1	2	4			3					15	
	Grad II	3	57														4	
Business-General	Lower	5	1,531	110	102	1,030	7	5	498			163		95		5	20	
	Upper	6	258	156	112	385	43	12	105	1		7		8		1		
	Grad I	12	272	96	77	82	4	2	5							29	118	
Cell & Molecular Biology	Grad I		27														1	
	Grad II	3	50	2	1											2	84	1
Chemical & Biological	Lower	10	47	42	30	50	25	8	34			11		12		1	1	

Engineering	Upper	6	91	41	37	71	42	24	38			10		6		2	2	
	Grad I	3	14	4	8	7	1		2					2			7	
	Grad II																17	
Chemistry	Lower	85	2,196	227	285	1,674	245	362	1,483	5	1	754		582		18	2	
	Upper	80	374	137	103	412	112	82	311	1		108		162		20	1	
	Grad I	2	116	17	15	44	11	1	9					1		8	7	
	Grad II	19	162	4		1										7	356	1
Civil Engineering	Lower	5	104	74	102	186	122	116	195			99		76		1		
	Upper	45	314	106	107	336	80	62	200			62		48		3		
	Grad I	17	249	68	67	81	40	17	17			3		2		10	21	
	Grad II	3	45	13	9	1										3	14	
Clinical Sciences	Upper		66			29						2		2				
	Grad I	2	61	18	15	55	4	1	5							2	2	
	Grad II	6	104	1	1	2										2	71	
Composition	Lower	32	676	570	543	947	356	195	295	1		85	1	181		2	29	
	Upper	14	314	218	202	462	116	68	159		1	35		50		5		
Computer Information Systems	Lower	11	211	107	122	187	102	62	75			23		27		8		
	Upper	7	172	88	88	109	23	27	41			9	1	19		5	16	
	Grad I		82	13	12	29	3					2				27	2	
Computer Science	Lower	29	718	13	9	653	14	8	466			201		223		1	3	
	Upper	12	83	42	26	92	18	9	45			24		27		1	5	
	Grad I	12	82	20	17	22	3	2	2			1				5	72	1
	Grad II	4	2													5	32	1
Computing Technology	Upper	2	10	5	7	12	6	4	4			2		2				
Construction Management	Lower	10	821	31	8	882	5	3	374			63		52		4		
	Upper	9	1,160	2		1,500	1	1	596			107		63		182		
	Grad I		111	4	3	20			3			1				6	43	
Dance	Lower	10	72	62	26	22	9	3	4			2		1		5		
	Upper	3	63	64	30	14	3	4	3							2		
Design & Merchandising	Lower		95			132			79			15		8				
	Upper		185			63			21			5		1		31	45	
	Grad I	2	32	1	3							1				7	9	
Ecology	Grad I	22	213	24	9	9	2										78	
	Grad II	2	8														19	

Economics	Lower	78	736	11	198	1,378	2	142	928	1	4	356	1	192		5	1	
	Upper	27	237	81	101	293	54	76	209	3	3	64		88		6	2	
	Grad I	6	47	15	23	29	5	1	5			1				11	24	
	Grad II	1	8	5	9	5			1							5	19	
Education, Counseling & Career Development	Grad I	14	185	1	1	1										6	32	
	Grad II		1														25	
Education, Adult	Grad I	26	28	5										1		4	5	
Education, Career & Technical	Upper	8	33	6	2	3											14	
Education, Community College Leadership	Grad II	1	27	1												3		
Education, General	Lower	53	135	72	34	46	18	4	10	1		6		2		10		
	Upper	192	887	137	56	105	17	4	23			8		11		28	531	
	Grad I	42	347	12	1	7	6		1					2		23	138	
	Grad II	5	76	5	1		1							1		14	11	
Education, Higher Education	Grad I	19	116	38	16	18										2	17	
Education, Organizational Performance & Change	Grad I		82															
	Grad II		29															
Education, Research Methods	Grad I	49	90	30	12	8										12	113	
	Grad II	7	122	16	4	7										35	107	
Electrical & Computer Engineering	Lower	38	67	49	47	53	50	39	62		1	25		26		1		
	Upper	48	93	55	40	51	26	25	76			37		42		19		
	Grad I	29	103	30	16	38	16	9	13			2		4		11	16	
	Grad II	1	25														38	1
Engineering	Upper		16			3										1		
	Grad I		3		1													
English	Lower	32	597	315	237	707	184	105	425			121	2	180		2		
	Upper	33	550	344	253	319	115	75	128			31	2	51		12	41	
	Grad I	6	463	46	23	27	3		2					1		17	196	
Environmental & Radiological Health Sciences	Lower		76		7	13			1					1				
	Upper	9	129	5	6	57	2	5	20			3				22	1	
	Grad I	9	257	22	18	60	5		7							4	53	
	Grad II	1	39	5	1	8	1					1				1	16	
Environmental Engineering	Upper	1	4	4	1	2	2	3	5									
Ethnic Studies	Lower	61	339	111	59	93	38	25	21			16		25		4		

	Upper	20	95	53	43	98	40	25	36			15		17		4	5	
	Grad I		6			6												
Family & Consumer Sciences	Lower		31		6	1	1											
	Upper		9			8			3									
Finance	Upper	23	654	35	90	769	22	47	486	1		158		88		10	32	
	Grad I	1	25	13	3	8			1									
Fish, Wildlife & Conserv Biology	Lower	3	74	8	15	139	17	14	142			51		29				
	Upper	2	75	30	21	93	16	20	54			12		11		2	1	
	Grad I	1	45	3	2	9	1					1				1	36	
	Grad II		7														6	
Food Science & Human Nutrition	Lower		505			589			280			107		82		4		
	Upper	27	672	3	2	366	1		147			45		24		22	70	
	Grad I	2	172	17	10	34			1							15	159	
	Grad II		3	1	4												17	
Food Technology	Lower		88			20			10					5				
	Upper		101			35			4			1		3			2	
	Grad I	5	11	4	1	10			2							1	9	
	Grad II																3	
Forest Science	Lower		47			32			32			7		2				
	Upper	8	86	14	11	90	10	4	53			14		9		3		
	Grad I		18				1										30	
	Grad II		14														7	
Geography	Lower	18	104	24	11	118	15	11	72			38		13				
	Upper	4	79	3	2	32	2		11			3						
Geosciences	Lower	7	341	53	61	600	66	25	399	3		181		128		6		
	Upper	2	58	20	17	57	23	3	30			8		3		16	8	
	Grad I	1	56	10	4	11	2		2					2		3	41	
	Grad II																24	
Graduate School	Grad I	1	2	1	2											1	35	
	Grad II																13	
Health & Exercise Science	Lower	46	1,613	8	2	778		1	405			133		98		42	1,578	82
	Upper	3	1,511		1	801			284			63		38		51	1	
	Grad I		170			21										3	30	
	Grad II		16			5										1	22	

History	Lower	29	654	269	246	1,327	379	255	1,259	7	2	470		354		8		
	Upper	25	526	297	334	526	250	205	351	15	4	139	1	126		13		
	Grad I	1	103	34	22	13	7		1					2		3		
Honors Program	Lower	75	396	84	13	18	2	1	5					3		11		
	Upper	63	390	36	4	14	1	1	4			2		1		72	222	
Horticulture	Lower	9	83	24	25	119	29	29	104			50		33		1		
	Upper	47	157	39	25	89	22	12	43			11		5		13	84	
	Grad I		47	2	1	2	1									2	7	
	Grad II	2	15													1	16	
Human Development & Family Studies	Lower	44	339	62	94	166	37	90	134			44		28		2		
	Upper	67	800	123	151	552	71	64	240			74		60		3	202	2
	Grad I		167	13	4	16	1									29	23	
	Grad II																4	
Interior Design	Lower	3	205	31	26	157	15	3	30			8		8				
	Upper	37	200	51	41	45	11	9	8			2		4		26	13	
	Grad I	3																
International Education	Lower	4	29	9	11	81	20	5	87			18		18		3		
	Upper		29	1	3	4	1	2	1			1		1		2		
	Grad I		10														1	
International Studies	Upper	1	30	10	17	29	20	11	9			4		3				
Intra-University	Lower	36	605	98	44	89	18	4	19			4		8		10		
	Upper		30			1			2							1		
Journalism & Technical Communication	Lower	20	180	86	114	254	87	64	231			51		24		5		
	Upper	53	697	384	317	452	159	97	181			35		66		24		
	Grad I	5	71	39	16	10	2	2	1					2		4	15	2
	Grad II		7	1	2	1								1			24	
Key Academic Community	Lower	13	95	4	11	51	4	1	5					1				
Landscape Architecture	Lower	21	114	22	18	71	24	6	26			9		8		26		
	Upper	4	222	25	10	46	4	1	21			7		1		121		
	Grad I		14															
Language, AmericanSign Language	Lower	2	111			12												
Language, Arabic	Lower	12	60	21	18	27	8	3	4			4		11				
	Upper		15	2	3													
	Grad I	1		1	1		2									1		

Language, Chinese	Lower	9	23	10	12	29	6	2	9			9		5			2	
	Upper	1	5	3	9	3						1					10	
Language, French	Lower	31	60	70	47	57	42	22	45			25		13		2	1	
	Upper	6	50	63	30	34	18	10	16			2		5			1	
	Grad I	2	8	6														
Language, General	Lower	17	6	1	1	1	1											
	Upper	6	2	4	1	2								1				
	Grad I	5	31	10	2	1										2	2	
Language,German	Lower	6	95	5	37	68		17	21			12		8			2	
	Upper		78	18	23	36	6	8	8			4		3		1		
	Grad I	1	9	1	2													
Language, Italian	Lower	4	29	13	15	17	14	10	10			10		8				
Language, Japanese	Lower	39	38	22	19	20	15	10	15			11		18		2	1	
	Upper	18	15	13	6	9	8	3	9			3		1		1		
Language, Latin	Lower	4	6	2	1	4	1										1	
Language, Russian	Lower	30	20	4	3	3	6	3	2			1		1				
	Upper	6	1				2											
Language, Spanish	Lower	27	218	234	176	280	166	82	140	1		63		58		2	7	1
	Upper	57	334	226	178	238	109	52	74			24		30		3	73	6
	Grad I	4	34	8	1													
Liberal Arts	Lower	2	140	10	9	94	14	10	48			23		32		3		
	Upper	2	33	17	31	47	14	6	15					3		6	22	
Life Science	Lower	182	600	42	92	746	46	80	683		1	356		254		11		
	Upper	11	81	26	26	125	11	7	59			16		7		1		
Management	Upper	30	898	219	258	1,294	159	67	453	2		84	1	29		1	34	
	Grad I	1	65	22	9	20	1		1									
Marketing	Upper		716	49	73	1,131	37	45	444			98		39		5	25	
	Grad I	2	18			20			2			1						
Mathematics	Lower	102	4,431	48	83	3,715	57	122	1,720			460		802		143	466	1,174
	Upper	42	230	29	33	198	32	19	222		6	96	1	124		4	2	
	Grad I	9	151	13	12	21	5									1	40	
	Grad II	1	43															
Mechanical Engineering	Lower		124	38	64	252	34	28	114			22		19				
	Upper	19	354	34	79	420	42	59	238			50		31		7		

	Grad I	14	105	27	16	24	7	5	10					2		5	55	
	Grad II	1														1	35	
Microbiology, Immunology, & Pathology	Lower	2	106			70			62			14		12		1	2	
	Upper	49	714	38	22	533	15	10	235			46		30		5	1	
	Grad I	2	138	2	3	31		3	15			1				1	2	
	Grad II	23	247			1								1		1	192	
Military Science	Lower	134	30	25	6	13	3	1	6			1		5				
	Upper	21	78	16	8	7	7		4							1		
Music	Lower	123	1,453	281	194	528	197	79	231	1		76		92		16		
	Upper	85	1,246	117	45	92	32	12	57			11		8		37	6	
	Grad I	14	216	36	20	20										19		
Natural Resources	Lower	1	890			439			190			73		95				
	Upper	29	438	106	86	329	62	25	153			40		40		8	5	
	Grad I	12	66	2		17	1	1	2							2	10	
Natural Resource Recreation & Tourism	Lower	9	149	20	11	109	40	22	45			15		9				
	Upper	20	362	152	87	162	25	19	40			6		10		32	6	
	Grad I	3	74	4	1											1		
	Grad II		22															
Natural Sciences	Lower		23			5			3			1						
	Upper	8	29	1	1	2			1								3	
Neurobiology	Grad I	4	38	5	2	5												
	Grad II		21														13	
Occupational Therapy	Lower		304			39			8			3		1			2	
	Upper		29			14			6							1		
	Grad I	7	693			103			5							59	121	
Philosophy	Lower	79	706	209	218	963	202	190	810	2		314		216		35		
	Upper	19	170	103	100	141	61	49	89			20		30		23	1	
	Grad I	5	72	18	5	15	2	1	1							4	1	
Physics	Lower	91	597	120	166	667	140	132	486	5	2	145		133		11	1	
	Upper	21	55	9	18	26	18	19	26			9		8		8	1	
	Grad I	16	103	13	13	38	3	3	5							1	11	
	Grad II		32														64	
Political Science	Lower	11	531	304	334	805	312	268	616	1	1	306		197		10	1	
	Upper	56	396	241	159	315	99	63	120	1		39	1	86		27	2	

	Grad I		63	30	5	8	1		1							6	10	
	Grad II		1													1	11	
Psychology	Lower	247	1,548	84	330	1,396	32	249	739		6	342		258		16	249	5
	Upper	103	1,482	62	128	948	40	92	495	2	1	85		78		14	211	4
	Grad I	15	202	12	8	19	2		2			1				13	110	
	Grad II	12	93	1		1										4	211	
Rangeland Ecosystem Science	Upper	4	126	2	1	35	3	2	5			1		2				
	Grad I		32	1	1	2			1							1	20	
	Grad II																1	
Real Estate	Upper		180	1	1	108		1	33	1		6		1			17	
Restaurant & Resort Management	Lower		167			85			42			10		9				
	Upper	64	214	29	16	142	11	9	51			15		4		1	4	
Social Work	Lower	2	151	31	40	161	22	14	35			2		11		2		
	Upper	19	457	146	61	172	44	17	73			22		8		17	12	
	Grad I		479	62	20	50	3		1					1		19	217	
	Grad II		9	1		3											1	
Sociology	Lower	46	555	70	154	964	68	88	610			186		162		6		
	Upper	67	748	109	88	503	44	39	269			63		73		10	4	
	Grad I	2	63	23	6	3			1							6	15	
	Grad II	1	4														7	
Soil & Crop Sciences	Lower	1	136		11	101	2	3	45			8		10		2		
	Upper	25	213	13	19	126	5	9	62			31		10		7	19	
	Grad I	1	43	3	1	3	1		2								3	
	Grad II	4	41	1												4	9	
Speech Communication	Lower	5	487	593	559	756	413	280	364	3		106		83		4	2	
	Upper	17	344	304	289	448	239	115	188	5	1	63		50		2		
	Grad I	1	62	32	11	12	2	1	1							7	55	
Statistics	Lower	11	128	79	114	190	125	152	225	3		262	1	277		4		
	Upper	49	318	113	121	275	119	96	314	4	4	157	1	152		6	23	2
	Grad I	15	135	72	38	51	22	1	7					1		6	87	
	Grad II	6	10	2	2	4											19	
Theatre	Lower	34	223	42	35	121	5	13	54			17		20		5		
	Upper	33	152	16	9	13	3	2	3							3		
Veterinary Medicine	Grad I													2	77	5	1,434	6

	Grad II	1												3	12	3,970		11
Watershed Science	Upper		72	11	6	57	6	5	14			1		2		1		
	Grad I		34	3	1	4										2	10	
	Grad II		1															
Women's Studies	Lower	23	45	14	9	12	1	1	7			3		4		2		
	Upper	3	83	7	4	14		1	2			2		1		1	1	
	Grad I		14			1										2	3	
Total		**4,905**	**68,555**	**12,312**	**11,545**	**50,887**	**7,527**	**6,142**	**28,504**	**79**	**40**	**9,759**	**13**	**8,465**	**80**	**2,191**	**14,282**	**1,312**

CSU - Fort Collins

Grade Distribution (%)

By Subject and Course Level

SU08 through SP09

Department	Level	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F	H	I	S	U
Accounting	Lower	1%	28%	1%	4%	32%	2%	2%	21%	0%	0%	7%		3%		0%		
	Upper	3%	20%	5%	7%	21%	7%	6%	16%	0%		6%		4%		2%	3%	
	Grad I	3%	43%	14%	12%	24%	2%		3%									
Aerospace Studies	Lower	3%	29%	12%	3%	5%	1%		0%					0%			45%	2%
	Upper	9%	89%	2%					1%									
Agriculture & Resource Economics	Lower	1%	21%	3%	7%	25%	8%	4%	19%			6%		5%		0%		
	Upper	2%	32%	10%	8%	23%	4%	4%	10%			3%		2%		0%	1%	
	Grad I	1%	33%	13%	13%	18%	5%		2%					2%		1%	13%	
	Grad II															3%	97%	
Agriculture	Lower		42%	2%	2%	27%	3%	2%	14%			3%		5%		1%	0%	
	Upper	0%	86%	1%	1%	2%	2%		1%			1%		1%		2%	2%	
	Grad I	3%	60%	7%	6%	17%	2%	1%	1%							1%	0%	
American Studies	Lower		29%	15%	11%	13%	9%	3%	13%			2%		5%				
Animal Sciences	Lower	1%	30%	2%	3%	32%	3%	3%	15%			7%		5%		0%		
	Upper	1%	47%	2%	2%	20%	0%	0%	10%			3%		2%		4%	8%	0%
	Grad I	1%	53%	5%	3%	15%	1%	1%	7%							3%	13%	
	Grad II		21%			1%											77%	
Anthropology-	Lower	1%	20%	2%	2%	36%	2%	2%	22%			7%		7%				
	Upper	3%	41%	1%	2%	29%			15%			3%		4%		2%	1%	
	Grad I	2%	56%	17%	11%	5%	1%		2%							5%	2%	
Apparel & Merchandising	Lower		34%	0%		41%			16%			4%		4%		0%		
	Upper	0%	42%	4%	4%	29%	2%	2%	10%			4%		1%		1%		
	Grad I		83%													17%		
Applied Human Sciences	Lower		59%			32%			9%									
	Upper	3%	55%	6%	12%	22%		1%						1%				
Art	Lower	2%	17%	9%	9%	21%	8%	5%	17%			6%		4%		0%	2%	0%

	Upper	3%	26%	18%	13%	15%	7%	3%	6%			2%		2%		1%	4%	
	Grad I	3%	79%	10%	1%	2%			1%							4%		
Astronomy	Lower	0%	34%	2%	1%	24%	0%	0%	32%			2%		3%		1%		
	Upper		42%			58%												
Atmospheric Science	Upper	3%	16%	11%	15%	21%	10%	4%	13%			4%		3%				
	Grad I	3%	54%	11%	3%	8%										0%	21%	
	Grad II	2%	32%	4%												1%	61%	
Bioagricultural Science & Pest Management	Lower	0%	17%	7%	6%	28%	8%	5%	20%			5%		2%		2%		
	Upper	4%	27%	7%	4%	26%	3%	5%	17%			5%		1%		1%	2%	
	Grad I	1%	45%	9%	4%	2%	1%		1%							1%	35%	
	Grad II	2%	14%														84%	
Biochemistry & Molecular Biology	Lower		62%	18%		5%	5%		5%					3%			3%	
	Upper	7%	26%	4%	5%	20%	4%	6%	14%		0%	7%		4%		1%	1%	
	Grad I	5%	48%	1%	11%	22%	2%		1%					1%		3%	5%	
	Grad II	9%	5%	3%		1%			1%					1%		2%	76%	3%
Biological Science	Upper		22%	2%	2%	26%	7%	3%	29%			4%		4%				
Biomedical Engineering	Upper		15%		21%	30%		9%	18%			3%					3%	
	Grad I	7%	22%	13%	12%	12%	1%		1%							1%	29%	
	Grad II		6%													6%	82%	6%
Biomedical Science	Lower	0%	74%		0%	15%			6%			2%		2%		0%		
	Upper	0%	35%	1%	1%	26%	1%	1%	21%	0%		8%		5%		1%	0%	
	Grad I	0%	73%	1%	3%	19%	1%		1%			0%					1%	
	Grad II	4%	41%														55%	
Biotechnology	Upper		14%			71%			14%									
Botany/Zoology	Lower	2%	20%	1%	3%	32%	1%	4%	23%	0%		8%		5%		0%		
	Upper	3%	25%	2%	3%	25%	2%	1%	23%	0%		8%		7%		1%	0%	
	Grad I		68%	1%	4%	6%	1%	2%	3%			3%					13%	
	Grad II	5%	89%														6%	
Business-General	Lower	0%	43%	3%	3%	29%	0%	0%	14%			5%		3%		0%	1%	
	Upper	1%	24%	14%	10%	35%	4%	1%	10%	0%		1%		1%		0%		
	Grad I	2%	39%	14%	11%	12%	1%	0%	1%							4%	17%	
Cell & Molecular Biology	Grad I		96%														4%	
	Grad II	2%	35%	1%	1%											1%	59%	1%
Chemical & Biological	Lower	4%	17%	15%	11%	18%	9%	3%	13%			4%		4%		0%	0%	

Engineering	Upper	2%	25%	11%	10%	19%	11%	6%	10%			3%		2%		1%	1%	
	Grad I	6%	29%	8%	17%	15%	2%		4%					4%			15%	
	Grad II																100%	
Chemistry	Lower	1%	28%	3%	4%	21%	3%	5%	19%	0%	0%	10%		7%		0%	0%	
	Upper	4%	20%	7%	5%	22%	6%	4%	16%	0%		6%		9%		1%	0%	
	Grad I	1%	50%	7%	6%	19%	5%	0%	4%					0%		3%	3%	
	Grad II	3%	29%	1%		0%										1%	65%	0%
Civil Engineering	Lower	0%	10%	7%	9%	17%	11%	11%	18%			9%		7%		0%		
	Upper	3%	23%	8%	8%	25%	6%	5%	15%			5%		4%		0%		
	Grad I	3%	42%	11%	11%	14%	7%	3%	3%			1%		0%		2%	4%	
	Grad II	3%	51%	15%	10%	1%										3%	16%	
Clinical Sciences	Upper		67%			29%						2%		2%				
	Grad I	1%	37%	11%	9%	33%	2%	1%	3%							1%	1%	
	Grad II	3%	56%	1%	1%	1%										1%	38%	
Composition	Lower	1%	17%	15%	14%	24%	9%	5%	8%	0%		2%	0%	5%		0%	1%	
	Upper	1%	19%	13%	12%	28%	7%	4%	10%		0%	2%		3%		0%		
Computer Information Systems	Lower	1%	23%	11%	13%	20%	11%	7%	8%			2%		3%		1%		
	Upper	1%	28%	15%	15%	18%	4%	4%	7%			1%	0%	3%		1%	3%	
	Grad I		48%	8%	7%	17%	2%					1%				16%	1%	
Computer Science	Lower	1%	31%	1%	0%	28%	1%	0%	20%			9%		10%		0%	0%	
	Upper	3%	22%	11%	7%	24%	5%	2%	12%			6%		7%		0%	1%	
	Grad I	5%	34%	8%	7%	9%	1%	1%	1%			0%				2%	30%	0%
	Grad II	9%	5%													11%	73%	2%
Computing Technology	Upper	4%	19%	9%	13%	22%	11%	7%	7%			4%		4%				
Construction Management	Lower	0%	36%	1%	0%	39%	0%	0%	17%			3%		2%		0%		
	Upper	0%	32%	0%		41%	0%	0%	16%			3%		2%		5%		
	Grad I		58%	2%	2%	10%			2%			1%				3%	23%	
Dance	Lower	5%	33%	29%	12%	10%	4%	1%	2%			1%		0%		2%		
	Upper	2%	34%	34%	16%	8%	2%	2%	2%							1%		
Design & Merchandising	Lower		29%			40%			24%			5%		2%				
	Upper		53%			18%			6%			1%		0%		9%	13%	
	Grad I	4%	58%	2%	5%							2%				13%	16%	
Ecology	Grad I	6%	60%	7%	3%	3%	1%										22%	
	Grad II	7%	28%														66%	

Economics	Lower	2%	18%	0%	5%	34%	0%	4%	23%	0%	0%	9%	0%	5%		0%	0%	
	Upper	2%	19%	7%	8%	24%	4%	6%	17%	0%	0%	5%		7%		0%	0%	
	Grad I	4%	28%	9%	14%	17%	3%	1%	3%			1%				7%	14%	
	Grad II	2%	15%	9%	17%	9%			2%							9%	36%	
Education, Counseling & Career Development	Grad I	6%	77%	0%	0%	0%										3%	13%	
	Grad II		4%														96%	
Education, Adult	Grad I	38%	41%	7%										1%		6%	7%	
Education, Career & Technical	Upper	12%	50%	9%	3%	5%											21%	
Education, Community College Leadership	Grad II	3%	84%	3%												9%		
Education, General	Lower	14%	35%	18%	9%	12%	5%	1%	3%	0%		2%		1%		3%		
	Upper	10%	44%	7%	3%	5%	1%	0%	1%			0%		1%		1%	27%	
	Grad I	7%	60%	2%	0%	1%	1%		0%					0%		4%	24%	
	Grad II	4%	67%	4%	1%		1%							1%		12%	10%	
Education, Higher Education	Grad I	8%	51%	17%	7%	8%										1%	8%	
Education, Organizational Performance & Change	Grad I		100%															
	Grad II		100%															
Education, Research Methods	Grad I	16%	29%	10%	4%	3%										4%	36%	
	Grad II	2%	41%	5%	1%	2%										12%	36%	
Electrical & Computer Engineering	Lower	8%	15%	11%	10%	12%	11%	9%	14%		0%	5%		6%		0%		
	Upper	9%	18%	11%	8%	10%	5%	5%	15%			7%		8%		4%		
	Grad I	10%	36%	10%	6%	13%	6%	3%	5%			1%		1%		4%	6%	
	Grad II	2%	38%														58%	2%
Engineering	Upper		80%			15%										5%		
	Grad I		75%		25%													
English	Lower	1%	21%	11%	8%	24%	6%	4%	15%			4%	0%	6%		0%		
	Upper	2%	28%	18%	13%	16%	6%	4%	7%			2%	0%	3%		1%	2%	
	Grad I	1%	59%	6%	3%	3%	0%		0%					0%		2%	25%	
Environmental & Radiological Health Sciences	Lower		78%		7%	13%			1%					1%				
	Upper	3%	50%	2%	2%	22%	1%	2%	8%			1%				8%	0%	
	Grad I	2%	59%	5%	4%	14%	1%		2%							1%	12%	
	Grad II	1%	53%	7%	1%	11%	1%					1%				1%	22%	
Environmental Engineering	Upper	5%	18%	18%	5%	9%	9%	14%	23%									
Ethnic Studies	Lower	8%	43%	14%	7%	12%	5%	3%	3%			2%		3%		1%		

	Upper	4%	21%	12%	10%	22%	9%	6%	8%			3%		4%		1%	1%	
	Grad I		50%			50%												
Family & Consumer Sciences	Lower		79%		15%	3%	3%											
	Upper		45%			40%			15%									
Finance	Upper	1%	27%	1%	4%	32%	1%	2%	20%	0%		7%		4%		0%	1%	
	Grad I	2%	49%	25%	6%	16%			2%									
Fish, Wildlife & Conserv Biology	Lower	1%	15%	2%	3%	28%	3%	3%	29%			10%		6%				
	Upper	1%	22%	9%	6%	28%	5%	6%	16%			4%		3%		1%	0%	
	Grad I	1%	45%	3%	2%	9%	1%					1%				1%	36%	
	Grad II		54%														46%	
Food Science & Human Nutrition	Lower		32%			38%			18%			7%		5%		0%		
	Upper	2%	49%	0%	0%	27%	0%		11%			3%		2%		2%	5%	
	Grad I	0%	42%	4%	2%	8%			0%							4%	39%	
	Grad II		12%	4%	16%												68%	
Food Technology	Lower		72%			16%			8%					4%				
	Upper		69%			24%			3%			1%		2%			1%	
	Grad I	12%	26%	9%	2%	23%			5%							2%	21%	
	Grad II																100%	
Forest Science	Lower		39%			27%			27%			6%		2%				
	Upper	3%	28%	5%	4%	30%	3%	1%	18%			5%		3%		1%		
	Grad I		37%				2%										61%	
	Grad II		67%														33%	
Geography	Lower	4%	25%	6%	3%	28%	4%	3%	17%			9%		3%				
	Upper	3%	58%	2%	1%	24%	1%		8%			2%						
Geosciences	Lower	0%	18%	3%	3%	32%	4%	1%	21%	0%		10%		7%		0%		
	Upper	1%	24%	8%	7%	23%	9%	1%	12%			3%		1%		7%	3%	
	Grad I	1%	42%	8%	3%	8%	2%		2%					2%		2%	31%	
	Grad II																100%	
Graduate School	Grad I	2%	5%	2%	5%											2%	83%	
	Grad II																100%	
Health & Exercise Science	Lower	1%	34%	0%	0%	16%		0%	8%			3%		2%		1%	33%	2%
	Upper	0%	55%		0%	29%			10%			2%		1%		2%	0%	
	Grad I		76%			9%										1%	13%	
	Grad II		36%			11%										2%	50%	

History	Lower	1%	12%	5%	5%	25%	7%	5%	24%	0%	0%	9%		7%		0%		
	Upper	1%	19%	11%	12%	19%	9%	7%	12%	1%	0%	5%	0%	4%		0%		
	Grad I	1%	55%	18%	12%	7%	4%		1%					1%		2%		
Honors Program	Lower	12%	65%	14%	2%	3%	0%	0%	1%					0%		2%		
	Upper	8%	48%	4%	0%	2%	0%	0%	0%			0%		0%		9%	27%	
Horticulture	Lower	2%	16%	5%	5%	24%	6%	6%	21%			10%		7%		0%		
	Upper	9%	29%	7%	5%	16%	4%	2%	8%			2%		1%		2%	15%	
	Grad I		76%	3%	2%	3%	2%									3%	11%	
	Grad II	6%	44%													3%	47%	
Human Development & Family Studies	Lower	4%	33%	6%	9%	16%	4%	9%	13%			4%		3%		0%		
	Upper	3%	33%	5%	6%	23%	3%	3%	10%			3%		2%		0%	8%	0%
	Grad I		66%	5%	2%	6%	0%									11%	9%	
	Grad II																100%	
Interior Design	Lower	1%	42%	6%	5%	32%	3%	1%	6%			2%		2%				
	Upper	8%	45%	11%	9%	10%	2%	2%	2%			0%		1%		6%	3%	
	Grad I	100%																
International Education	Lower	1%	10%	3%	4%	28%	7%	2%	31%			6%		6%		1%		
	Upper		64%	2%	7%	9%	2%	4%	2%			2%		2%		4%		
	Grad I		91%														9%	
International Studies	Upper	1%	22%	7%	13%	22%	15%	8%	7%			3%		2%				
Intra-University	Lower	4%	65%	10%	5%	10%	2%	0%	2%			0%		1%		1%		
	Upper		88%			3%			6%							3%		
Journalism & Technical Communication	Lower	2%	16%	8%	10%	23%	8%	6%	21%			5%		2%		0%		
	Upper	2%	28%	16%	13%	18%	6%	4%	7%			1%		3%		1%		
	Grad I	3%	42%	23%	9%	6%	1%	1%	1%					1%		2%	9%	1%
	Grad II		19%	3%	6%	3%								3%			67%	
Key Academic Community	Lower	7%	51%	2%	6%	28%	2%	1%	3%					1%				
Landscape Architecture	Lower	6%	33%	6%	5%	21%	7%	2%	8%			3%		2%		8%		
	Upper	1%	48%	5%	2%	10%	1%	0%	5%			2%		0%		26%		
	Grad I		100%															
Language, AmericanSign Language	Lower	2%	89%			10%												
Language, Arabic	Lower	7%	36%	13%	11%	16%	5%	2%	2%			2%		7%				
	Upper		75%	10%	15%													
	Grad I	17%		17%	17%		33%									17%		

Language, Chinese	Lower	8%	20%	9%	10%	25%	5%	2%	8%			8%		4%			2%	
	Upper	3%	16%	9%	28%	9%						3%					31%	
Language, French	Lower	7%	14%	17%	11%	14%	10%	5%	11%			6%		3%		0%	0%	
	Upper	3%	21%	27%	13%	14%	8%	4%	7%			1%		2%			0%	
	Grad I	13%	50%	38%														
Language, General	Lower	63%	22%	4%	4%	4%	4%											
	Upper	38%	13%	25%	6%	13%								6%				
	Grad I	9%	58%	19%	4%	2%										4%	4%	
Language,German	Lower	2%	35%	2%	14%	25%		6%	8%			4%		3%			1%	
	Upper		42%	10%	12%	19%	3%	4%	4%			2%		2%		1%		
	Grad I	8%	69%	8%	15%													
Language, Italian	Lower	3%	22%	10%	12%	13%	11%	8%	8%			8%		6%				
Language, Japanese	Lower	19%	18%	10%	9%	10%	7%	5%	7%			5%		9%		1%	0%	
	Upper	21%	17%	15%	7%	10%	9%	3%	10%			3%		1%		1%		
Language, Latin	Lower	21%	32%	11%	5%	21%	5%										5%	
Language, Russian	Lower	41%	27%	5%	4%	4%	8%	4%	3%			1%		1%				
	Upper	67%	11%				22%											
Language, Spanish	Lower	2%	15%	16%	12%	19%	11%	6%	10%	0%		4%		4%		0%	0%	0%
	Upper	4%	24%	16%	13%	17%	8%	4%	5%			2%		2%		0%	5%	0%
	Grad I	9%	72%	17%	2%													
Liberal Arts	Lower	1%	36%	3%	2%	24%	4%	3%	12%			6%		8%		1%		
	Upper	1%	17%	9%	16%	24%	7%	3%	8%					2%		3%	11%	
Life Science	Lower	6%	19%	1%	3%	24%	1%	3%	22%		0%	12%		8%		0%		
	Upper	3%	22%	7%	7%	34%	3%	2%	16%			4%		2%		0%		
Management	Upper	1%	25%	6%	7%	37%	5%	2%	13%	0%		2%	0%	1%		0%	1%	
	Grad I	1%	55%	18%	8%	17%	1%		1%									
Marketing	Upper		27%	2%	3%	42%	1%	2%	17%			4%		1%		0%	1%	
	Grad I	5%	42%			47%			5%			2%						
Mathematics	Lower	1%	33%	0%	1%	28%	0%	1%	13%			3%		6%		1%	3%	9%
	Upper	4%	22%	3%	3%	19%	3%	2%	21%		1%	9%	0%	12%		0%	0%	
	Grad I	4%	60%	5%	5%	8%	2%									0%	16%	
	Grad II	2%	98%															
Mechanical Engineering	Lower		18%	5%	9%	36%	5%	4%	16%			3%		3%				
	Upper	1%	27%	3%	6%	32%	3%	4%	18%			4%		2%		1%		

	Grad I	5%	39%	10%	6%	9%	3%	2%	4%					1%		2%	20%	
	Grad II	3%														3%	95%	
Microbiology, Immunology, & Pathology	Lower	1%	39%			26%			23%			5%		4%		0%	1%	
	Upper	3%	42%	2%	1%	31%	1%	1%	14%			3%		2%		0%	0%	
	Grad I	1%	70%	1%	2%	16%		2%	8%			1%				1%	1%	
	Grad II	5%	53%			0%								0%		0%	41%	
Military Science	Lower	60%	13%	11%	3%	6%	1%	0%	3%			0%		2%				
	Upper	15%	55%	11%	6%	5%	5%		3%							1%		
Music	Lower	4%	44%	9%	6%	16%	6%	2%	7%	0%		2%		3%		0%		
	Upper	5%	71%	7%	3%	5%	2%	1%	3%			1%		0%		2%	0%	
	Grad I	4%	66%	11%	6%	6%										6%		
Natural Resources	Lower	0%	53%			26%			11%			4%		6%				
	Upper	2%	33%	8%	7%	25%	5%	2%	12%			3%		3%		1%	0%	
	Grad I	11%	58%	2%		15%	1%	1%	2%							2%	9%	
Natural Resource Recreation & Tourism	Lower	2%	35%	5%	3%	25%	9%	5%	10%			3%		2%				
	Upper	2%	39%	17%	9%	18%	3%	2%	4%			1%		1%		3%	1%	
	Grad I	4%	89%	5%	1%											1%		
	Grad II		100%															
Natural Sciences	Lower		72%			16%			9%			3%						
	Upper	18%	64%	2%	2%	4%			2%								7%	
Neurobiology	Grad I	7%	70%	9%	4%	9%												
	Grad II		62%														38%	
Occupational Therapy	Lower		85%			11%			2%			1%		0%			1%	
	Upper		58%			28%			12%							2%		
	Grad I	1%	70%			10%			1%							6%	12%	
Philosophy	Lower	2%	18%	5%	6%	24%	5%	5%	21%	0%		8%		5%		1%		
	Upper	2%	21%	13%	12%	17%	8%	6%	11%			2%		4%		3%	0%	
	Grad I	4%	58%	15%	4%	12%	2%	1%	1%							3%	1%	
Physics	Lower	3%	22%	4%	6%	25%	5%	5%	18%	0%	0%	5%		5%		0%	0%	
	Upper	10%	25%	4%	8%	12%	8%	9%	12%			4%		4%		4%	0%	
	Grad I	8%	50%	6%	6%	18%	1%	1%	2%							0%	5%	
	Grad II		33%														67%	
Political Science	Lower	0%	14%	8%	9%	22%	8%	7%	17%	0%	0%	8%		5%		0%	0%	
	Upper	3%	25%	15%	10%	20%	6%	4%	7%	0%		2%	0%	5%		2%	0%	

	Grad I		51%	24%	4%	6%	1%		1%							5%	8%	
	Grad II		8%													8%	85%	
Psychology	Lower	4%	28%	2%	6%	25%	1%	5%	13%		0%	6%		5%		0%	5%	0%
	Upper	3%	40%	2%	3%	25%	1%	2%	13%	0%	0%	2%		2%		0%	6%	0%
	Grad I	4%	53%	3%	2%	5%	1%		1%			0%				3%	29%	
	Grad II	4%	29%	0%		0%										1%	66%	
Rangeland Ecosystem Science	Upper	2%	70%	1%	1%	19%	2%	1%	3%			1%		1%				
	Grad I		55%	2%	2%	3%			2%							2%	34%	
	Grad II																100%	
Real Estate	Upper		52%	0%	0%	31%		0%	9%	0%		2%		0%			5%	
Restaurant & Resort Management	Lower		53%			27%			13%			3%		3%				
	Upper	11%	38%	5%	3%	25%	2%	2%	9%			3%		1%		0%	1%	
Social Work	Lower	0%	32%	7%	8%	34%	5%	3%	7%			0%		2%		0%		
	Upper	2%	44%	14%	6%	16%	4%	2%	7%			2%		1%		2%	1%	
	Grad I		56%	7%	2%	6%	0%		0%					0%		2%	25%	
	Grad II		64%	7%		21%											7%	
Sociology	Lower	2%	19%	2%	5%	33%	2%	3%	21%			6%		6%		0%		
	Upper	3%	37%	5%	4%	25%	2%	2%	13%			3%		4%		0%	0%	
	Grad I	2%	53%	19%	5%	3%			1%							5%	13%	
	Grad II	8%	33%														58%	
Soil & Crop Sciences	Lower	0%	43%		3%	32%	1%	1%	14%			3%		3%		1%		
	Upper	5%	40%	2%	4%	23%	1%	2%	12%			6%		2%		1%	4%	
	Grad I	2%	75%	5%	2%	5%	2%		4%								5%	
	Grad II	7%	69%	2%												7%	15%	
Speech Communication	Lower	0%	13%	16%	15%	21%	11%	8%	10%	0%		3%		2%		0%	0%	
	Upper	1%	17%	15%	14%	22%	12%	6%	9%	0%	0%	3%		2%		0%		
	Grad I	1%	34%	17%	6%	7%	1%	1%	1%							4%	30%	
Statistics	Lower	1%	8%	5%	7%	12%	8%	10%	14%	0%		17%	0%	18%		0%		
	Upper	3%	18%	6%	7%	16%	7%	5%	18%	0%	0%	9%	0%	9%		0%	1%	0%
	Grad I	3%	31%	17%	9%	12%	5%	0%	2%					0%		1%	20%	
	Grad II	14%	23%	5%	5%	9%											44%	
Theatre	Lower	6%	39%	7%	6%	21%	1%	2%	9%			3%		4%		1%		
	Upper	14%	65%	7%	4%	6%	1%	1%	1%							1%		
Veterinary Medicine	Grad I													0%	5%	0%	94%	0%

	Grad II	0%												0%	0%	99%	0%	
Watershed Science	Upper		41%	6%	3%	33%	3%	3%	8%			1%		1%		1%		
	Grad I		63%	6%	2%	7%										4%	19%	
	Grad II		100%															
Women's Studies	Lower	19%	37%	12%	7%	10%	1%	1%	6%			2%		3%		2%		
	Upper	3%	70%	6%	3%	12%		1%	2%			2%		1%		1%	1%	

AVERAGE TERM GPA
CSU-Fort Collins

SU08	2.726	FA08	2.836	SP09	2.884
SU07	2.687	FA07	2.796	SP08	2.859
SU06	2.736	FA06	2.817	SP07	2.843
SU05	2.739	FA05	2.831	SP06	2.856
SU04	2.775	FA04	2.829	SP05	2.855
SU03	2.767	FA03	2.844	SP04	2.874
SU02	2.704	FA02	2.833	SP03	2.850
SU01	2.760	FA01	2.878	SP02	2.836
SU00	2.725	FA00	2.861	SP01	2.863
SU99	2.692	FA99	2.832	SP00	2.893
SU98	2.719	FA98	2.836	SP99	2.902
SU97	2.735	FA97	2.831	SP98	2.879
SU96	2.650	FA96	2.794	SP97	2.874
SU95	2.722	FA95	2.781	SP96	2.814
SU94	2.809	FA94	2.756	SP95	2.814
SU93	2.791	FA93	2.752	SP94	2.820
SU92	2.719	FA92	2.759	SP93	2.815
SU91	n/a	FA91	2.729	SP92	2.806

Where C = 2.00
C+ = 2.33
B- = 2.67
B = 3.00

CSU-Pueblo
Grade Distribution (Headcount) By Subject and Course Level
SU08 through SP09

Dept	Level	A	A-	B+	B	B-	C+	C	D+
Accounting	Graduate	23	1	2	14	1		10	
	Lower	103	1	4	98	1	2	87	1
	Upper	69	9	8	51	1		49	
Automotive Industry	Lower	82		2	87			66	
Management	Upper	65	2	2	31	4	5	5	
Applied Natural Sci.	Graduate	28	3	3	9				
Anthropology	Lower	28	2	4	7	5	4	17	1
	Upper	1			4	2		4	
Art	Graduate	11	1			1			
	Lower	243	78	53	210	24	11	114	4
	Upper	220	44	43	49	6	4	17	
Bilingual Bicultural Ed.	Graduate	17	2	1	1			1	
Biology	Graduate	49	1		45	1		3	
	Lower	599	12	3	565	5	1	489	1
	Upper	290	8	7	262	5		145	
	Graduate	57	4	1	5				
	Lower	223	3	4	119	3	4	101	
Business Administration	Upper	176			145			103	
	Lower	87	1	2	61	1	1	19	
Civil Engineering Technology	Upper	80	6	2	48	4	2	27	
	Graduate	6	1	2	9	1	1	1	
	Lower	211	9	19	182	26	15	213	3
Chemistry	Upper	50	17	16	81	30	34	95	10
	Graduate	12	2		3			1	
Computer Information	Lower	670			239			117	
Systems	Upper	91			59			35	
	Lower	29	5	6	11	2	1	15	
Chicano Studies	Upper	33	1		12	2		6	
	Graduate	27			26			2	
	Lower	81	2	2	103		3	132	
Economics	Upper	23			22			7	
Education	Graduate	249	58	30	38	9	2	8	
	Lower	161	30	12	42	4	5	17	1
	Upper	395	96	40	64	17	7	20	1
Engineering	Graduate	42	9	6	8	3		4	
	Lower	55	11		38	1		26	
	Upper	77	15	11	40	2	1	23	
English	Remedial								
	Lower	441	154	146	269	149	100	274	26
	Upper	176	87	64	89	42	25	43	3

	Graduate	96	13	10	6	3		1	
Exercise Science Health Promotion	Graduate	17		1	4			2	
	Lower	1251	61	33	462	36	15	263	
	Upper	292	16	17	228	6	5	98	
Finance	Graduate	22		4	22	8		4	
	Upper	54			71			68	
Foreign Language	Graduate	6	1		1				
	Lower	5			4			5	
	Upper	1							
French	Lower	38	4	9	11	7		5	
	Upper	6	1	1					
Geography	Lower	16	27	23	17	17	6	20	
Geology	Lower	88	17	22	52	13	19	56	4
German	Lower	21	2	4	4	2	5	2	3
History	Graduate	34	26	25	20	10	6	6	
	Lower	307	64	66	214	42	44	126	32
	Upper	60	35	42	72	20	19	27	2
International Studies	Lower								
Italian	Lower	6	6	9	13	8		11	3
	Upper	24	1		2				
Mathematics	Graduate	4			7			5	
	Remedial								
	Lower	281	1	3	300	1	3	420	
	Upper	93			102			58	
Mass Communication	Lower	86	15	27	132	14	19	120	4
	Upper	148	72	66	110	38	31	63	6
Management	Graduate	190	18	15	20			2	
	Lower	84		12	97		13	72	2
	Upper	365	3	5	351	1		154	
Marketing	Graduate	73			28			7	
	Upper	201			222			131	
Military Science	Lower	13	8	7	2	5	1	6	
	Upper	4	5	1	3	1			
Music	Graduate	16	1		1				
	Lower	804	95	38	233	45	17	146	3
	Upper	313	40	18	42	22	9	31	
Nat'l Student Exchange	Lower								
Nursing	Graduate	117	29	12	22			1	
	Lower	143			120			24	
	Upper	409			378			107	
Philosophy	Lower	72	46	28	47	32	22	47	12
	Upper	4	1			1			
Physics	Lower	274	4		152	1	1	118	
	Upper	15			16			11	
Political Science	Lower	73	6	9	46	3	1	65	
	Upper	48	3	4	34	5	2	11	
Psychology	Lower	392	30	20	362	12	11	227	2

	Upper	267	14	18	242	14	11	143	
Reading	Graduate	31	2	2	7	4	1		
	Remedial								
	Upper	63	7	7	18	3		3	
Recreation	Lower	114			28	4	2	14	
	Upper	62	5	5	25	3	1	7	
Sociology	Lower	73	16	22	95	23	27	134	4
	Upper	494	62	99	455	83	51	236	7
Social Science	Lower	9			1			1	
Speech Communication	Lower	216	62	30	111	15	9	44	8
	Upper	1			1				
Spanish	Lower	208	105	61	64	36	35	40	10
	Upper	60	20	12	24	10	5	17	1
Social Work	Lower	77		2	60		3	20	
	Upper	245	8		115			38	
University Studies	Lower	235	15	3	33	6		20	1
	Upper	12	4	4	1				
Women's Studies	Lower	55	9	8	23	9	3	20	
	Upper	36	4	10	24	5	8	6	

D	D-	F	IN	IP	NC	S	U	W
			8					4
42		40	1					30
12		27	2			1		31
24		8	3					4
1			5					
		2	6					4
10	3	10	1					3
		1						1
			1					
39		140	8		1			75
4		25	13		22			7
		7	4	1		41	4	1
255		486				1		258
27		25	5			11		25
		1						
46		59	6		1			53
28		20	3					13
3		22						4
12	1	5	2			12	1	4
		1		1		17		3
94		135						142
34	13	32	1					35
								1
35		178	34		1			92
6		6				21	1	6
1		9	3		2			5
		3	5		2			1
1			2	2		1		1
86		88	6					49
2		3						9
		10	13					21
10	1	39	6					24
		9	6					28
			7		1	21		2
15		25	4			1		19
7		9	4			12		6
						260	92	30
76	25	316	11		1			216
13	2	36	8					40

			9					2
		1	2					
85	4	192	11					128
25		29	8			29		17
		3						2
11		6	1			1		21
			2					
1			1					2
		4	4		3			6
17		34						15
29	1	50	1					18
1	1	4						15
			32		1			4
49	3	210	24					145
6		31	21		1			27
			2					
2		11			2			6
		1						
			2			414	352	81
195		295	7					230
13		28	2			4	2	21
51	3	76	2		3			45
17	1	23	6					13
		1				2		3
27		39	1					10
39		36	3			11		26
1		1	4					1
27		42	3			6		26
1		5						4
		1						
40	1	89	5		16			73
6	1	2	4		1			17
			1					
		1	4	1		2		14
2		2				78	1	7
9		2	2			622	2	37
13	2	62	5		1			28
								1
49		84	3		1			52
3		3	1					
16		60	17		1			40
1		11	11		1	9	1	7
119	2	195	5					94

20		32	5					30
								3
						135	41	22
1		1						3
3		9	1					10
2	1	5	12			17		4
43	1	65	6					52
46		64	11		1			65
4		1						
8	1	46	1					31
11	6	75	1		3			61
3	1	8	5		1			9
1		14	2					14
2		18	3					10
8		13						26
			3					
5	2	10	2					14
1		4	1					4

CSU - Pueblo
Grade Distribution (%)
By Subject and Course Level
SU08 through SP09

Dept	Level	A	A-	B+	B	B-	C+	C	D+	D	D-	F	IN	IP	NC	S	U	W
Accounting	Graduate	37%	2%	3%	22%	2%		16%		0%			13%					6%
	Lower	25%		1%	24%			21%		10%		10%	0%					7%
	Upper	27%	3%	3%	20%			19%		5%		10%	1%					12%
Automotive Industry Management	Lower	30%		1%	32%			24%		9%		3%	1%					1%
	Upper	54%	2%	2%	26%	3%	4%	4%		1%			4%					
Applied Natural Sciences	Graduate	51%	5%	5%	16%							4%	11%					7%
Anthropology	Lower	29%	2%	4%	7%	5%	4%	18%	1%	11%	3%	11%	1%					3%
	Upper	8%			31%	15%		31%				8%						8%
Art	Graduate	79%	7%			7%							7%					
	Lower	24%	8%	5%	21%	2%	1%	11%		4%		14%	1%					8%
	Upper	48%	10%	9%	11%	1%	1%	4%		1%		6%	3%		5%			2%
Bilingual Bicultural Ed.	Graduate	77%	9%	5%	5%			5%				0%						
Biology	Graduate	31%	1%		29%	1%		2%				4%	3%	1%		26%	3%	1%
	Lower	22%			21%			18%		10%		18%						10%
	Upper	36%	1%	1%	32%	1%		18%		3%		3%	1%			1%		3%
Business Administration	Graduate	84%	6%	1%	7%			0%				1%						
	Lower	36%		1%	19%		1%	16%		7%		9%	1%					9%
	Upper	36%			30%			21%		6%		4%	1%					3%
Civil Engineering Technology	Lower	43%		1%	30%			9%		1%		11%						2%
	Upper	39%	3%	1%	23%	2%	1%	13%		6%		2%	1%			6%		2%
Chemistry	Graduate	14%	2%	5%	21%	2%	2%	2%				2%		2%		40%		7%
	Lower	20%	1%	2%	17%	2%	1%	20%		9%		13%						14%
	Upper	11%	4%	4%	18%	7%	8%	21%	2%	8%	3%	7%						8%
Computer Information Systems	Graduate	63%	11%		16%			5%										5%
	Lower	49%			17%			9%		3%		13%	2%					7%
	Upper	40%			26%			16%		3%		3%				9%		3%

Chicano Studies	Lower	33%	6%	7%	12%	2%	1%	17%		1%		10%	3%		2%			6%
	Upper	51%	2%		18%	3%		9%				5%	8%		3%			2%
Economics	Graduate	44%			42%			3%		2%			3%	3%		2%		2%
	Lower	15%			19%		1%	24%		16%		16%	1%					9%
	Upper	35%			33%			11%		3%		5%						14%
Education	Graduate	57%	13%	7%	9%	2%		2%				2%	3%					5%
	Lower	46%	9%	3%	12%	1%	1%	5%		3%		11%	2%					7%
	Upper	58%	14%	6%	9%	2%	1%	3%				1%	1%					4%
Engineering	Graduate	41%	9%	6%	8%	3%		4%					7%		1%	20%		2%
	Lower	28%	6%		19%	1%		13%		8%	0%	13%	2%			1%		10%
	Upper	37%	7%	5%	19%	1%		11%		3%	0%	4%	2%			6%		3%
English	Graduate	69%	9%	7%	4%	2%		1%					6%					1%
	Remedial															68%	24%	8%
	Lower	20%	7%	7%	12%	7%	5%	12%	1%	3%	1%	14%						10%
	Upper	28%	14%	10%	14%	7%	4%	7%		2%		6%	1%					6%
Exercise Science Health Promotion	Graduate	63%		4%	15%			7%				4%	7%					
	Lower	49%	2%	1%	18%	1%	1%	10%		3%		8%						5%
	Upper	38%	2%	2%	30%	1%	1%	13%		3%		4%	1%					2%
Finance	Graduate	34%		6%	34%	12%		6%				5%						3%
	Upper	23%			30%			29%		5%		3%						9%
Foreign Language	Graduate	60%	10%		10%								20%					
	Lower	28%			22%			28%		6%			6%					11%
	Upper	100%																
French	Lower	42%	4%	10%	12%	8%		5%				4%	4%		3%			7%
	Upper	75%	13%	13%														
Geography	Lower	8%	14%	12%	9%	9%	3%	10%	0%	9%	0%	18%						8%
Geology	Lower	24%	5%	6%	14%	4%	5%	15%	1%	8%	0%	14%	0%					5%
German	Lower	33%	3%	6%	6%	3%	8%	3%	5%	2%	2%	6%						23%
History	Graduate	21%	16%	15%	12%	6%	4%	4%	0%	0%	0%	0%	20%	0%	1%	0%	0%	2%
	Lower	23%	5%	5%	16%	3%	3%	10%	2%	4%	0%	16%	2%	0%	0%	0%	0%	11%
	Upper	17%	10%	12%	20%	6%	5%	7%	1%	2%	0%	9%	6%	0%	0%	0%	0%	7%
International Studies	Lower												100%					
Italian	Lower	8%	8%	12%	17%	10%	0%	14%	4%	3%	0%	14%	0%	0%	3%	0%	0%	8%
	Upper	89%	4%		7%													

Mathematics	Graduate	24%			41%			29%				6%						
	Remedial															49%	41%	10%
	Lower	16%			17%			24%		11%		17%						13%
	Upper	29%			32%			18%		4%		9%	1%			1%	1%	7%
Mass Communications	Lower	14%	3%	5%	22%	2%	3%	20%	1%	9%	1%	13%			1%			8%
	Upper	25%	12%	11%	19%	6%	5%	11%	1%	3%		4%	1%					2%
Management	Graduate	76%	7%	6%	8%			1%		0%		0%				1%		1%
	Lower	24%		3%	27%		4%	20%	1%	8%		11%						3%
	Upper	37%		1%	35%			15%		4%		4%				1%		3%
Marketing	Graduate	63%			24%			6%		1%		1%	3%					1%
	Upper	31%			34%			20%		4%		6%				1%		4%
Military Science	Lower	25%	15%	13%	4%	10%	2%	12%		2%		10%						8%
	Upper	27%	33%	7%	20%	7%						7%						
	Graduate	89%	6%		6%													
	Lower	50%	6%	2%	15%	3%	1%	9%	0%	2%		6%			1%			5%
Music	Upper	62%	8%	4%	8%	4%	2%	6%		1%			1%					3%
Nat'l Student Exchange	Lower												100%					
Nursing	Lower	38%			32%			6%		1%		1%				21%		2%
	Upper	26%			24%			7%		1%						40%		2%
	Graduate	58%	14%	6%	11%								2%			1%		7%
Philosophy	Lower	17%	11%	7%	11%	8%	5%	11%	3%	3%		15%	1%					7%
	Upper	57%	14%			14%												14%
Physics	Lower	37%	1%		21%			16%		7%		11%						7%
	Upper	31%			33%			22%		6%		6%	2%					
Political Science	Lower	22%	2%	3%	14%	1%		19%		5%		18%	5%					12%
	Upper	32%	2%	3%	23%	3%	1%	7%		1%		7%	7%		1%	6%	1%	5%
Psychology	Lower	27%	2%	1%	25%	1%	1%	15%		8%		13%						6%
	Upper	34%	2%	2%	30%	2%	1%	18%		3%		4%	1%					4%
Reading	Remedial															68%	21%	11%
	Upper	59%	7%	7%	17%	3%		3%		1%		1%						3%
	Graduate	62%	4%	4%	14%	8%	2%											6%
Recreation	Lower	62%			15%	2%	1%	8%		2%		5%	1%					5%
	Upper	42%	3%	3%	17%	2%	1%	5%		1%	1%	3%	8%			11%		3%
Sociology	Lower	13%	3%	4%	17%	4%	5%	24%	1%	8%		12%	1%					9%

	Upper	30%	4%	6%	27%	5%	3%	14%		3%		4%	1%					4%
Social Science	Lower	56%			6%			6%		25%		6%						
Speech Comm.	Lower	37%	11%	5%	19%	3%	2%	8%	1%	1%		8%						5%
	Upper	50%			50%													
Spanish	Lower	29%	15%	9%	9%	5%	5%	6%	1%	2%	1%	10%						9%
	Upper	34%	11%	7%	14%	6%	3%	10%	1%	2%	1%	5%	3%		1%	0%		5%
Social Work	Lower	40%		1%	31%		2%	10%		1%		7%	1%					7%
	Upper	56%	2%		26%			9%				4%	1%					2%
University Studies	Lower	65%	4%	1%	9%	2%		6%		2%		4%						7%
	Upper	50%	17%	17%	4%								13%					
Women's Studies	Lower	34%	6%	5%	14%	6%	2%	13%		3%	1%	6%	1%					9%
	Upper	35%	4%	10%	23%	5%	8%	6%		1%		4%	1%					4%

AVERAGE TERM GPA
CSU-PUEBLO

SU 08	2.872		FA 08	2.547		SP 09	2.595
Su 07	2.869		FA 07	2.652		SP 08	2.729
SU 06	2.886		FA 06	2.661		SP 07	2.803
SU 05	2.891		FA05	2.658		SP 06	2.726
SU 04	2.954		FA 04	2.617		SP 05	2.686
SU 03	2.881		FA 03	2.652		SP 04	2.744
SU 02	2.862		FA 02	2.645		SP 03	2.727
SU 01	2.869		FA 01	2.625		SP 02	2.695
SU 00	2.804		FA 00	2.62		SP 01	2.651
SU 99	2.994		FA 99	2.651		SP 00	2.663
SU 98	2.973		FA 98	2.655		SP 99	2.715

Grade Distribution Head Count
CSU Global

- Term One Of:
  FALL08A-8 (Fall 2008 8 Week Session A)
  FALL08C-8 (Fall 2008 8 Week Session C)
  SPRING09A-8 (Spring 2009 8 Week Session A)
  SPRING09B-8 (Spring 2009 8 Week Session B)
  SPRING09C-8 (Spring 2009 8 Week Session C)

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	A	A-	B+	B	B-	C+	C	D	F	FN	I	W	WN	WV	AU	P	NP
Bachelors - Applied Social Sciences																	
Upper	72	0	21	36	0	6	6	3	42	2	0	0	0	0	0	0	0
BS - Business Management																	
Graduate	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper	519	0	51	78	0	18	21	3	87	12	6	66	2	0	0	0	0
BS - Leadership and Organizational Studies																	
Graduate	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0
Upper	675	0	57	99	0	15	15	6	54	8	3	81	0	0	0	0	0
BS - Organizational Leadership																	
Upper	120	0	15	36	0	9	6	0	27	12	0	33	0	0	0	0	0
BS - Public Administration																	
Upper	129	0	9	33	0	0	0	3	27	2	0	9	0	0	0	0	0
BS - Public Management																	
Upper	234	0	18	18	0	3	9	3	24	2	0	24	2	0	0	0	0
Certificate - Leadership and Organizational Studie																	
Graduate	33	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0
Certificate - Online Teaching and Learning																	
Graduate	27	0	0	0	0	0	0	0	0	2	0	3	0	0	0	0	0
MS - Leadership and Organizational Studies																	
Graduate	852	0	126	81	0	15	15	3	30	12	0	123	10	0	0	0	0
MS - Management																	
Graduate	354	0	51	12	0	9	3	0	9	0	0	9	0	0	0	0	0
Upper	0	0	0	3	0	0	0	0	0	0	0	3	0	0	0	0	0
MS - Online Teaching and Learning																	
Graduate	129	0	3	3	0	0	3	0	6	2	0	9	0	0	0	0	0
MS - Teaching and Learning																	
Graduate	36	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
Non-Degree																	
Upper	15	0	3	0	0	0	0	0	12	4	0	6	0	0	0	0	0

TR	S	U
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0

Grade Distribution Percent
CSU Global

- Term One Of:
  - FALL08A-8 (Fall 2008 8 Week Session A)
  - FALL08C-8 (Fall 2008 8 Week Session C)
  - SPRING09A-8 (Spring 2009 8 Week Session A)
  - SPRING09B-8 (Spring 2009 8 Week Session B)
  - SPRING09C-8 (Spring 2009 8 Week Session C)

	A	A-	B+	B	B-	C+	C	D	F	FN	I	W	WN
Bachelors - Applied Social Sciences													
Upper	38%	0%	11%	19%	0%	3%	3%	2%	22%	1%	0%	0%	0%
BS - Business Management													
Graduate	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Upper	60%	0%	6%	9%	0%	2%	2%	0%	10%	1%	1%	8%	0%
BS - Leadership and Organizational Studies													
Graduate	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%
Upper	67%	0%	6%	10%	0%	1%	1%	1%	5%	1%	0%	8%	0%
BS - Organizational Leadership													
Upper	47%	0%	6%	14%	0%	3%	2%	0%	10%	5%	0%	13%	0%
BS - Public Administration													
Upper	61%	0%	4%	16%	0%	0%	0%	1%	13%	1%	0%	4%	0%
BS - Public Management													
Upper	69%	0%	5%	5%	0%	1%	3%	1%	7%	1%	0%	7%	1%
Certificate - Leadership and Organizational Studies													
Graduate	85%	0%	8%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Upper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
Certificate - Online Teaching and Learning													
Graduate	84%	0%	0%	0%	0%	0%	0%	0%	0%	6%	0%	9%	0%
MS - Leadership and Organizational Studies													
Graduate	67%	0%	10%	6%	0%	1%	1%	0%	2%	1%	0%	10%	1%
MS - Management													
Graduate	79%	0%	11%	3%	0%	2%	1%	0%	2%	0%	0%	2%	0%
Upper	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	50%	0%
MS - Online Teaching and Learning													
Graduate	83%	0%	2%	2%	0%	0%	2%	0%	4%	1%	0%	6%	0%
MS - Teaching and Learning													
Graduate	92%	0%	0%	0%	0%	8%	0%	0%	0%	0%	0%	0%	0%
Non-Degree													
Upper	38%	0%	8%	0%	0%	0%	0%	0%	30%	10%	0%	15%	0%

WV	AU	P	NP	TR	S	U
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%

AVERAGE TERM GPA
CSU Global

SU09A8	3.239
SP09A8	3.501

SP09C8	3.129
FA08C8	3.125

SP09B8	2.795
FA08A8	3.164

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Grade Distribution Report.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the submission of the attached

Performance Contract report to the Department of Higher Education.

EXPLANATION:

Presented by Russell Meyer, Chief Academic Officer, CSU System.

The Performance Contract requires a series of annual reports and one-time certifications. Reports and certifications that are listed as coming from the Board of Governors come to the Board for approval before they are submitted. Routine data reports that the Performance Contract lists as coming from the Institutions are submitted directly.

Goal 2, Section 2.1 of the Performance Contract stipulates that "the Governing Board shall provide data on all course grades conferred during the previous academic year, disaggregated by academic subject and course level. These data shall be accompanied by a description or copies of policies and procedures, if any, used to evaluate the distribution of grades by academic subject and course level or otherwise." This agenda item includes the Grade Distribution Reports for Colorado State University–Fort Collins, Colorado State University–Pueblo, and Colorado State University Global Campus. The reports list course grades conferred during the academic year 2008-2009.

Board of Governors of the
State of Colorado University System
Meeting Date: August 12, 2009
Consent Item

Colorado State University System Report on
Course Grades Conferred During the 2008-2009 Academic Year

The Performance Contract for the Colorado State University System stipulates that "the Governing Board shall provide data on all course grades conferred during the previous academic year, disaggregated by academic subject and course level. These data shall be accompanied by a description or copies of policies and procedures, if any, used to evaluate the distribution of grades by academic subject and course level or otherwise."

The report includes three tables for each institution: a headcount distribution of grades by subject area and level (with a percentage distribution by level across the entire university), a percentage distribution of grades by subject area and level, and a time series of average term GPA (Grade Point Average). The grade distribution includes letter grades (A through F) and grades of S (Satisfactory), U (Unsatisfactory), as well as designations of I (Incomplete), and H (Honors designation for CVMBS courses at Fort Collins). The report covers all courses taught during this past academic year at all levels, Grad I (Master's level, called "Grad" on the CSU-Pueblo report), Grad II (Doctoral level), Lower (undergraduate 100 and 200 level), and Upper (undergraduate 300 and 400 level). The Pueblo report includes grades of "S" and "U" for developmental courses taught on the CSU-Pueblo campus.

There is currently no formal policy at either CSU Fort Collins, CSU Pueblo, or CSU Global that requires a review of course grade distribution. Department heads and chairs are given regular reports of the distributions of grades in their departments and have the authority to review grades in any class. They generally do so when mentoring faculty and when concerns from students arise, although these student-driven reviews usually focus on the assignment of low grades in a particular course. Grades are routinely reviewed for individual students to determine whether students are meeting GPA and curricular requirements to remain in good academic standing and/or are making appropriate progress towards graduation.

As the tables that present the percentage distribution of grades across levels of instruction show, grades for graduate courses tend to be higher than grades for upper division courses and grades for upper division courses tend to be higher than grades for lower division courses. That pattern reflects the underlying educational reality of improved overall class performance as students move into courses increasingly composed of majors who perform well in their chosen areas of study.

Concerns about grade inflation can be examined at the level of individual faculty, specific departments, and the overall university. As mentioned above, the data on grade distributions by subject area and level (plus the more refined data on each course that department chairs receive) make it possible for chairs and deans to exercise oversight at the level of individuals and educational units. The national conversation about grade inflation tends to focus on university-level trends in average grades. The report includes data on average term GPAs for each semester dating back to 1991 (for CSU-Fort Collins) and 1998 (for CSU-Pueblo). (The grade data for Global cover its entire brief history to date.) These data show that there has been almost no university-level grade inflation in the recent past: the average term GPA has hovered at or within the B- range over the entire period.

Colorado State University Athletics

DEPARTMENT OF INTERCOLLEGIATE ATHLETICS
MISSION STATEMENT

The purpose of the Colorado State University Department of Athletics is to recruit, educate, develop and graduate student-athletes within an environment that pursues excellence, values integrity and ethical conduct, promotes respect for all individuals, teaches sportsmanship, entertains our constituents and emphasizes championship performances.

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

STRATEGIC PLAN (FROM JUNE 2005)

STRENGTHS	WEAKNESSES
Experienced, values-driven and successful coaching staff and management **Prestigious academic University located in a desirable state** **University Administration that is supportive of Athletics**	**Short-term thinking; lack of a long-term view** **Low level of revenue from fund raising** **Flat ticket revenue**
OPPORTUNITIES	**THREATS**
65,000 Alumni live within two-hours of campus **Positive market potential for intercollegiate athletics** **Focused development and fund raising effort that is fully staffed**	**Increasing cost structure due to tuition and fee increases and coaches salary inflation** **Increasing competition for the sports and entertainment dollar in our region from professional sports and other collegiate programs** **Inability to add administrative staff to support the growth of the department**

ATHLETICS' CHARACTERISTICS

- Graduate our Student-Athletes
- Provide Them Best Possible Experience
- Win – But Not at All Costs
- Operate With Integrity
- Manage Based on Sound Fiscal Principles
- Conduct Business in an Ethical Manner
- Adopt a Customer Service Approach
- Commit to Excellence at All Levels
- Instill Departmental and Institutional Pride

BOG STRETCH GOALS

- #1 in the Director's Cup
- Annual BCS Inclusion
- NCAA Men's and Women's Basketball Tournament Participation

TOP PRIORITIES (FY08-FY09)

- Provide resources and environment for new football staff to create winning culture
- Begin construction of indoor practice facility and academic and training center
- Begin facility fundraising process

TOP PRIORITIES (FY09-FY10)

- Involvement, support and implementation of the Denver Initiative
- Development of Ram Club Rewards Point program to enhance value of Ram Club membership and prioritize donors based on giving history
- Increase numbers and dollars of support for the facility campaign and annual scholarship fund
- Secure all-sports apparel contract
- Host inaugural scholar-athlete awards banquet

ATHLETICS' ACCOMPLISHMENTS (FY08-FY09)

- Volleyball - **MWC regular season (2007);** 13 consecutive NCAA appearances
- Women's Cross Country-5th in the nation; NCAA Regional Champions; **MWC Champions (2007)**
- Men's Golf -**MWC Champions (2008):** 1st MWC Championship; sixth seed in NCAA Regionals was highest in program history
- Women's Outdoor Track - **MWC Champions (2008):** 1st ever Conference Championship
- **Football -1st winning season in five years; 1st Bowl win in seven years (2008)**
- Women's Basketball – signed Kristen Holt to a long-term contract as Head Coach
- Six coaches have won MWC Coach of the Year (Women's Volleyball, Men's and Women's Golf, Cross Country, Track and Women's Swimming)
- **Ram Town**
- **Game Day Fort Collins**
- Traffic study in cooperation with the city, county, CDOT and state highway patrol
- **New facilities planning and construction**
- $2.8 million in campaign gifts
- Five new scholarship endowments
- Six new Legacy donors
- Five teams out of 16 with perfect APR scores of 1,000 (FY08)
- Resolved 15-year-old Title IX case with OCR

METRICS

	FY 08 Actual	FY09 Actual	FY10 Goal	FY11 Goal	FY12 Goal	FY13 Goal
Learfield Director's Cup Finish	133	127	115	105	100	90
MWC Championships	4	0	3	3	4	5
M/W Basketball NCAA Appearances	n/a	n/a	n/a	0	1	2
Other/BCS Bowl Appearances	0/0	1/0	1/0	1/0	0/1	0/1
NCAA Post Season Teams	4	4	4	5	6	7
Student-Athlete Cumulative GPA	2.93	2.91	2.92	2.93	2.94	2.95
Student-Athlete Graduation Rate	67%	66%	64%	62%	62%	64%
Football Ticket Sales	$3.17M	$2.8M	$1.6M	$2.6M	$2.8M	$3.0M
Men's Basketball Ticket Sales	$ .27M	$ .26M	$ .30M	$ .34M	$ .39M	$ .45M
Fundraising – Annual $	$1.45M	$1.45M	$1.40M	$1.45M	$1.50M	$1.65M
– Campaign $	$2.5M	$1.5M	$2.0M	$3.0M	$5.0M	$5.0M
Sponsorship $	$ 1.45M	$1.24M	$1.13M	$1.20M	$1.3M	$1.5M

Faculty & Staff:

A Report to the Board of Governors of the Colorado State University System

August 12, 2009

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

CSU-Fort Collins Faculty and Staff

Total Employee Headcount as of	10/1/06	10/1/07	10/1/08
Tenure-track Faculty:	943	973	1,019
Special Faculty:	215	346	303
Temporary Faculty:	303	149	196
Administrative Professionals:	2,039	2,149	2,258
State Classified Staff:	2,035	2,092	2,121
Total	5,535	5,709	5,897

New Hires Headcount as of :	10/1/06	10/1/07	10/1/08
Tenure-track Faculty:	84	84	101
Special Faculty:	41	211	55
Temporary Faculty:	122	80	116
Administrative Professionals:	427	452	451
State Classified:	231	320	326
Total	905	1,147	1,049

Note: The time period used for new hires was October 1 to September 30.

Employees are considered new hires if they were new to one of the above categories, e.g., State Classified Staff moving to Administrative Professional were considered a new hire in that category.

Salaries & Benefits

	Salaries	Compensation
Peer Average Maximum	101,581	126,657
Peer Average*	93,841	118,874
CU-Boulder Average	98,523	123,168
CSU Average	89,059 (9 of 12)	110,790 (9 of 12)
Peer Average Minimum	76,059	102,954
CSU as a Percent of Peer (FY09)	94.9%	93.2%
CSU as a Percent of Peer (FY06)	93.2%	88.5%

Source: AAUP, The Economic Status of the Profession, 2008-09. Includes only instructional faculty.

*Includes constructed counterparts for all disciplines.

Prepared by Institutional Research

Salaries by Discipline: Assistant Professors

	Agriculture	Arts & Humanities	Business	Engineering & Comp. Sci.	Phys. Sci. & Math	Social Sci.
Peer Average	62,803	57,180	121,291	82,530	69,188	69,351
CSU Average	67,380 (2 of 10)	53,738 (9 of 11)	115,133 (8 of 11)	87,979 (1 of 11)	72,153 (4 of 11)	66,745 (7 of 11)
CSU as a Percent of Peer (FY09)	107.3%	94%	94.9%	106.6%	104.3%	96.2%
CSU as a Percent of Peer (FY06)	96.4%	93.4%	87.3%	105.1%	100.0%	92.4%

Source: Salary Discipline Study, 2008-09.
Prepared by Institutional Research

Budget Expenditures Increases

• FY08		
– Salaries & Benefits	$11,935,000	(30.3%)
– Faculty Expansion	$ 4,500,000	(11.5%)
– Start-Ups [base funded]	$ 1,250,000	(3.2%)
• FY09		
– Salaries & Benefits	$16,240,000	(41.4%)
– Faculty Expansion	$ 1,140,000	(2.9%)
– Start-Ups [base funded]	$ 1,250,000	(3.2%)
• FY10		
– Salaries & Benefits	$ 5,454,000	(40.4%)
– Faculty Expansion	$ 197,580	(1.5%)
– Start-Ups [one-time funded]	$ 620,000	(4.6%)

Recruitment & Retention

- Salaries
- Benefits
- Start-Up
- Reputation
- Supporting Infrastructure (core facilities & graduate assistants)
- Department/College Initiatives & Strategic Planning
- Colleague/Cluster Hires
- Spousal Accommodations
- Intangibles

Board of Governors of the Colorado State University System
Department of Intercollegiate Athletics
Director of Athletics Annual Report

Role & Mission

- The purpose of the Colorado State University Department of Athletics is to recruit, educate, develop and graduate student-athletes within an environment that pursues excellence, values integrity and ethical conduct, promotes respect for all individuals, teaches sportsmanship, entertains our constituents and emphasizes championship performances.

- Colorado State University's athletics program is a member of the National Collegiate Athletic Association (NCAA) at the Division I Level. CSU competes as a member of the Football Bowl Series (formerly Division IA).

- Colorado State is one of nine members of the Mountain West Conference (MWC), and one of eight founding members when the conference was formed in 1999.

- Colorado State Athletics offers 16 intercollegiate sport programs including 10 for women (basketball, cross country, golf, indoor track, outdoor track, softball, swimming, tennis, volleyball, water polo), and six for men (basketball, cross country, football, golf, indoor track, outdoor track).

- Athletics facilities include Sonny Lubick Field at Hughes Stadium; Moby Arena; Harmony Golf Center; Jack Christiansen Track; Moby Pool; CSU Softball Field; the new Indoor Practice Facility; and the new Academic and Training Center.

- CSU's athletics department staff includes 81 administrators, coaches, and support staff members

- CSU's FY10 operating budget for athletics is $21.5 million, and ranks at the bottom of the Mountain West Conference.

- The athletics department includes approximately 400 student-athletes, providing the equivalent of 208 "full-ride" scholarships to approximately 260 student-athletes.

Strategic Plan – SWOT (June 2005)

- *Strengths*
  - Experienced, values-driven and successful coaching staff and management team.
  - Membership in a strong, stable conference.
  - Strong student body support.
  - Prestigious academic University located in a desirable state.
  - Recent tradition of winning in all sports.
  - Low level of debt service and six years of balanced budgets.
  - University Administration that is supportive of Athletics.
  - Positive reputation among faculty and throughout campus.
  - Generates a significant return on investment for the University.

- *Weaknesses*
  - Short-term thinking; lack of a long-term view.
  - Low level of revenue from fund raising.
  - Concentration of key donor support in Fort Collins.
  - Alumni support is weak compared to peers.
  - Virtually no scholarship endowment.
  - Historically low level of investment in facilities, technology and support staff areas.
  - Flat ticket revenue.

- *Opportunities*
  - 65,000 alumni live within a two-hour drive from campus.
  - Growth potential with the Mountain West Conference's increasing national prominence – Bowl Championship Series (BCS) membership and a more lucrative CBS-C television contract.
  - Continued enhancement of Colorado State's national reputation as a top athletics program evidenced by higher rankings, increasing attendance and improved donor support, leading to a greater contribution to the University's success.
  - Positive market potential for intercollegiate athletics.
  - Grow and develop new sources of revenue with the alliance with Nelligan Sports Marketing.
  - Facility development by leveraging the Bohemian gift along with other major gift strategies.
  - Focused development and fund raising effort that is fully staffed, employing sophisticated and proven strategies.
  - Continuous improvement of CSU student-athletes academic achievement.
  - Continued expansion and development of Hughes Stadium.
  - Financial strength resulting from outside revenue growth from fund raising, ticket sales and corporate marketing that is sufficient to fully fund all sports at levels exceeding peers.
  - Efficient, adequate and productive Administrative staffing, taking full advantage of available technology.
  - Continued balanced budgets with a true reserve fund sufficient to cover contingencies and promote growth plans.

Strategic Plan – SWOT (continued)

- Continue to make a positive difference in our community's economic development and success.

- *Threats*
  - Retention of successful head coaches and their staff members.
  - Projected budget deficits beginning FY '08 and beyond.
  - Inability to invest in facility improvements and maintenance.
  - Increasing cost structure due to tuition and fee increases and coaches salary inflation.
  - Reduced general fund support.
  - Changes in academic requirements for student-athletes by the NCAA and admission requirements by the CCHE.
  - Increasing competition for the sports and entertainment dollar in our regi9on from professional sports and other collegiate programs.
  - Uncertainty with the realignment of major athletic conferences and television contracts.
  - Prolonged weakness in the Colorado economy.
  - Lack of full compliance with the NCAA and DOE regulation.
  - Lack of success in developing the annual fund and endowments to cover all grant-in-aid costs.
  - Inability to add administrative staff to support the growth of the department.

Athletics' Characteristics

- Graduate our student-athletes.
- Provide student-athletes with the best possible experience.
- Win – but not at all costs.
- Operate with integrity.
- Manage based on sound fiscal principles.
- Conduct business in an ethical manner.
- Adopt a customer service approach.
- Emphasize sportsmanship.
- Commit to excellence at all levels.
- Instill departmental and institutional pride.

BOG Stretch Goals

- #1 in the Director's Cup.
- Annual BCS inclusion.
- NCAA Men's and Women's Basketball Tournament participation.

Top Priorities/2008-09

- Provide resources and environment for new football staff to create winning culture.
- Begin construction of indoor practice facility and academic and training center.
- Begin facility fundraising process.

Top Priorities/2009-10

- Development and implementation of drug testing program for student-athletes.
- Involvement, support, and implementation of the Denver Initiative.
- Development of Ram Club Rewards program to enhance donor value of Ram Club membership and prioritize donors based on giving history.
- Continued increase in numbers and dollars of support for the facility campaign and annual scholarship fund.
- Resolution of the CSU-CU football series.
- Review and update of Athletics' strategic plan.
- Secure all-sports apparel contract.
- Complete construction of indoor practice facility and academic training center.
- Host inaugural scholar-athlete awards banquet.
- Improve cumulative student-athlete GPA.

Athletics Accomplishments/FY08-FY09

- Volleyball – MWC Champions (2007); 13 consecutive NCAA appearances.
- Women's Cross Country – 5th in the nation; NCAA Regional Champions; MWC Champions (2007). NCAA post-season (2008).
- Men's Golf – MWC Champions (2008); 1st MWC Championship; sixth seed in NCAA Regionals was highest in program history. NCAA post-season (2009).
- Women's Outdoor Track – MWC Champions (2008): 1st ever Conference Championship.
- Football – 1st winning season in five years; 1st Bowl win in seven years (2008).
- Women's Basketball – signed Kristen Holt to a long-term contract as Head Coach.
- Six coaches have won MWC Coach of the Year (Women's Volleyball, Men's and Women's Golf, Cross Country, Track, and Women's Swimming).
- Continuation and enhancement of Ram Town and Game Day Fort Collins pregame fan experience. Implementation of Ram Walk on game day by football team members and coaches through Ram Town and CSU marching band.
- Completion and implementation of traffic study in cooperation with the city, county, CDOT and state highway patrol.
- $2.8 million in facility campaign gifts.
- Five new scholarship endowments. Total of 31.
- Six new Legacy donors (commitment of $50K over five years). Total of 37.
- Five teams out of 16 with perfect APR scores of 1,000 (FY08).
- Graduation rate among student-athletes 66% (63% by general student body).
- Resolved 15-year-old Title IX case with OCR.
- Merchandise and licensing revenue for FY09 ranks among the top 60 NCAA institutions and third among MWC members.

Athletics Accomplishments/FY08-FY09 (continued)

- Linebacker Jeff Horinek was named first-team Academic All-American and was one of four finalists for the Draddy Award presented by the National Football Foundation and College Football Hall of Fame. Horinek, as a 2008 finalist, received a $15k postgraduate scholarship.

- Following the 2009 spring semester, 93 student athletes were named to the MWC All-Academic team, 3 were named academic all-region, and 8 earned academic All-American status.

- 49% CSU student-athletes had a 3.0 or better grade point average for the 2009 spring semester.

- Cumulative grade point average by student-athletes is 2.91 (2.9 by general student body).

June 25, 2009

To: Colorado County Commissioners

From: Deborah J. Young

Deborah J Young

Associate Provost and Director, Colorado State University Extension

Re: CSU Extension 2009 County Commissioner Survey

Thank you for your input regarding satisfaction of CSU Extension. Two primary measures are used to track the success of Colorado State University Extension. First, we track the number of client contacts annually. In 2008, we reached 833,000 Colorado residents; 82,090 youth participated in 4-H programs; 10,682 volunteers donated hours to our communities.

Second, we measure the degree of satisfaction of the County Commissioners. The third annual County Commissioner Satisfaction Survey was conducted from April 21 to May 27, 2009. The design and methodology were reviewed and approved by CSU human subjects department. A five point scale was used for evaluation. The variables studied include: (1) the quality of programs and services provided by local Extension offices; (2) the expertise and knowledge of Extension personnel; (3) the responsiveness and service level of county Extension personnel; (4) the perceived value to citizens of Extension programs and services; (5) the relative importance of various program areas to the local citizens as perceived by the commissioners; (6) demographic information; (7) subject insights and comments regarding CSU Extension. In order to elicit more precise input, new questions were added, asking specifically about program areas.

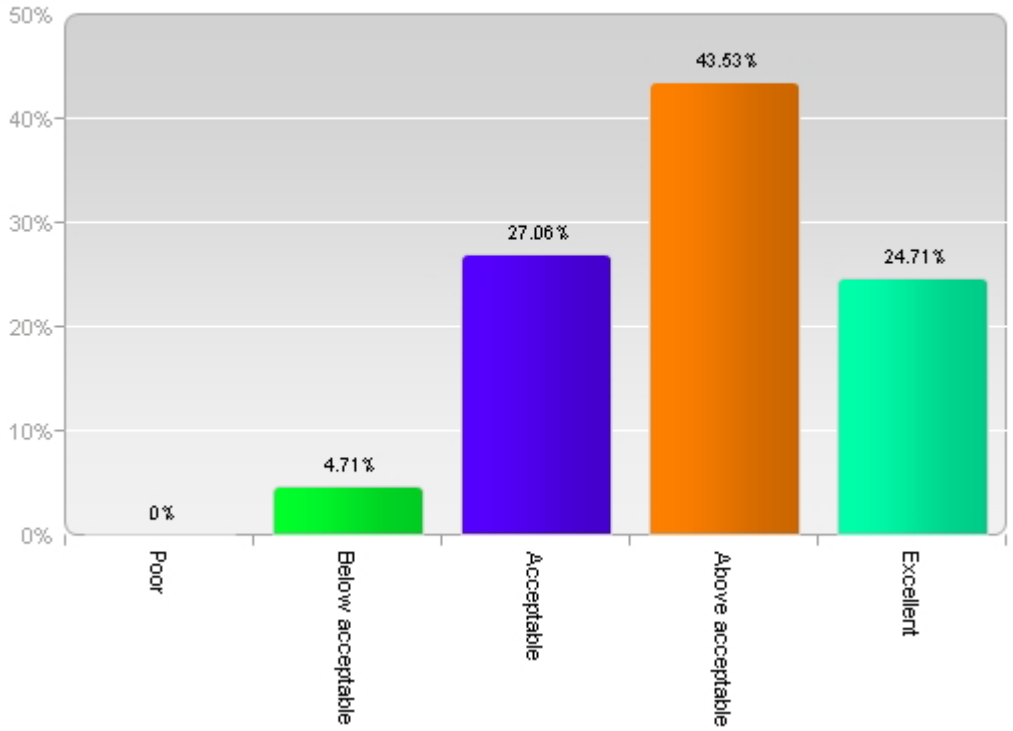
While the survey was designed by Extension, the survey was conducted out of the Office of the Vice Provost for Outreach and Strategic Partnerships, with Dr. Louis Swanson as the primary investigator. Participants received a letter directly from the Vice Provost containing the link to take the survey online and a hardcopy of the survey offering the choice to complete a paper survey. The letter stressed the importance of the input, the confidential nature of the survey and the voluntary nature of the survey. Two weeks after the initial letter a second reminder letter was sent. All results were received and compiled in the VPOSP office.

A total of 205 surveys were sent to all commissioners/council members in counties where CSU has Extension offices or provides Extension services. The total number of responses received was 93 (89 complete), for a total response rate of 45.4 percent (30 percent is considered a ‘good’ response rate for mail-in or online surveys).

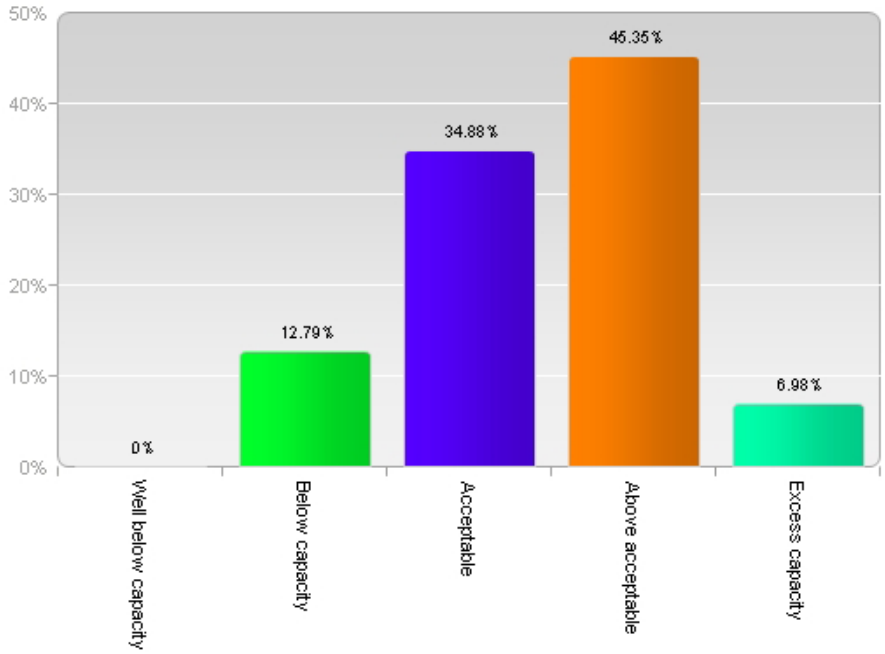
Summary of Results

Statewide, **overall satisfaction** with the service citizens receive was 95.3% acceptable, above acceptable or excellent; with 24.71% as excellent.

Q33. Rate your overall satisfaction with the service the citizens receive from your local county/area Extension office.



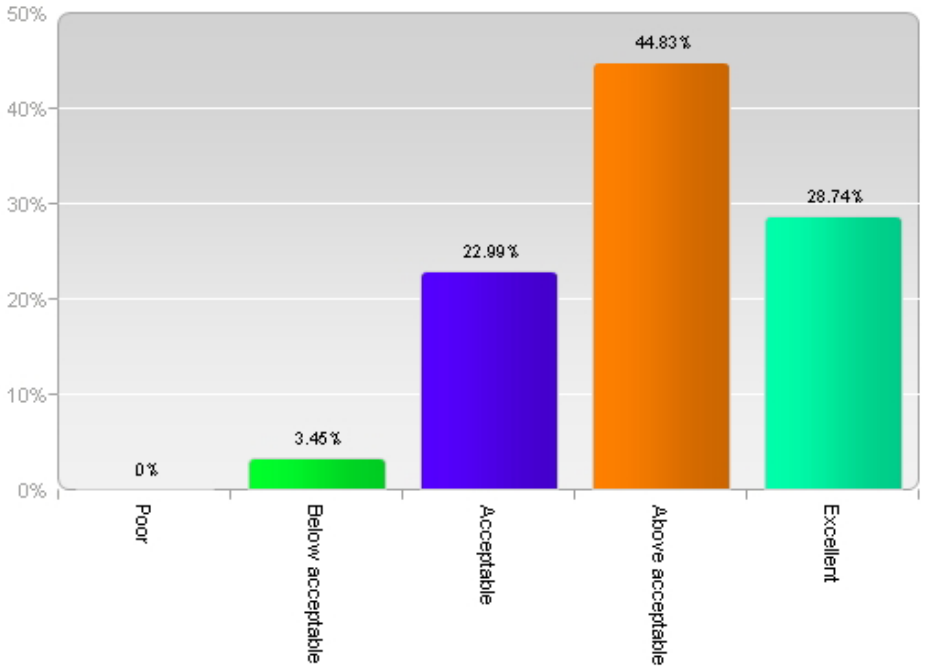
Q7. Please rate the local offices' ability to meet the needs of your county.



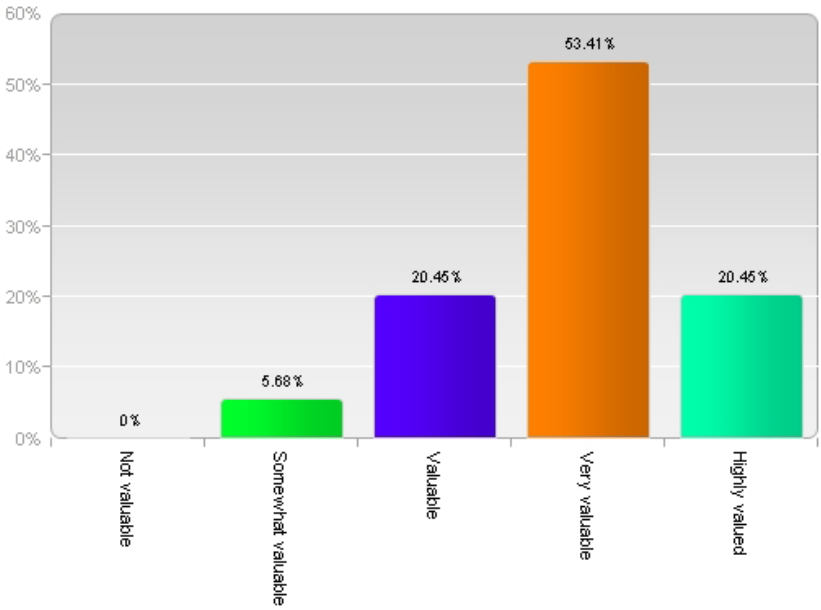
Commissioners were also satisfied with the **local offices' ability to meet the needs of each county**, with 87.21% rated acceptable, above acceptable or excess capacity.

Commissioners rated the **services provided from local Extension office** favorably, with 96.56% rated as acceptable, above acceptable or excellent.

Q5. Rate the quality of the programs and services provided from your local Extension office.

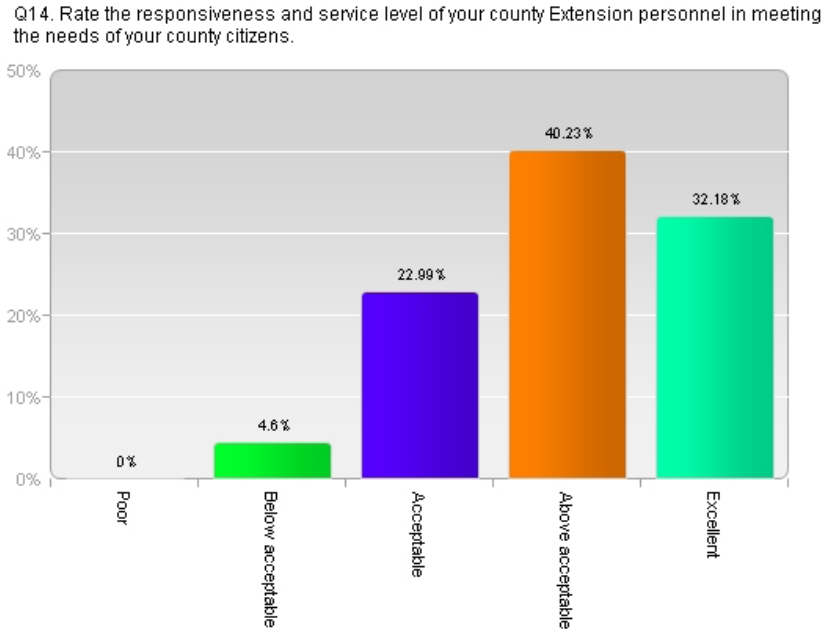


Q10. How would you rate the value received by the citizens of your county from programs and services delivered by Extension?



The **value received** by the citizens from programs and services delivered by Extension: was valuable, very valuable or highly valued according to 94.31% of the respondents.

The **responsiveness and service level** of Extension personnel in meeting the needs of citizens was found to be 95.40% acceptable, above acceptable or excellent. One commissioner noted: "Agents/personnel are very open to public and go the extra mile to help people." Another said: "Be a little more adept to change and not just the traditional model."



Participants were asked to rate existing programs in our three main focus areas; these programs are supported by our federal funding from the U.S. Department of Agriculture. Programs in 4-H youth development were universally supported by 98.87% of respondents, who rated this program as important, very important or critical. One participant noted, "4-H is the program that carries the day for Extension…"

For programs in the agriculture, natural resources and horticulture field, ratings ranged from 89.78% to 77.64% important, very important or critical, in the following order: agriculture and business management, master gardeners and horticulture, crop and livestock production, water quality and quantity, and forestry and range (which includes fire protection and weed management). One person commented, "Extension is integral to the success of our local agricultural businesses and farms and paves the way for future ag business. With the large leap in small acreage farms in our county, the offerings of the CSU Extension office are more critical than ever."

For programs in the family, consumer and health science field, ratings ranged from 77.65% to 59.99% important, very important or critical, in the following order: nutrition education, health promotion/disease prevention, healthy homes, family financial management, food safety and wellness, home energy, healthy aging/gerontology/aging issues, parenting and child

development, and consumer science and housing. One commissioner noted that a much needed program is, "how to survive in today's economy."

Funding and resources will continue to be limited. It is clear that concerns continue on funding for personnel and that CSU Extension does not have the funding necessary to do all the programs requested. (This basic comment appears many times in the 2008 and 2009 survey). One commissioner noted, "Programs are above excellent, but there are budget constraints that prevent them from doing some of the activities requested of them."

We responded to last year's survey as follows:

- Commissioners urged CSU to reinstate funding for Extension and fill vacant positions. We hired eight new agents in 2008—up until October 2008—when CSU Administration mandated a hiring freeze. A presentation on Extension funding is available and posted on the Extension website to provide transparency. We hope that the economic situation in the state will improve so that we can again fill vacancies in the coming year.

- A continuing concern is the CSU hiring process. We reviewed and updated policy and criteria for hiring. We have made some adjustments in hiring, such as hiring program associates with a B.A. /B.S. degree instead of agents with a M.S. degree in some situations. We are making every effort to expedite the paperwork.

- You asked us to better market services, reach more people, and make people aware of CSU Extension. CSU Extension participated in a nationwide Extension survey, noted below. We found that awareness of CSU Extension is higher—at 50 percent—in Colorado than in other states (38%). Additionally, awareness of 4-H in Colorado (77%) is much higher than awareness of Extension (50%). Awareness of the master gardener program is lower (22%) than awareness of Extension. Very few people know that 4-H or master gardener is part of Extension.

- We have updated the Extension website (www.ext.colostate.edu), produced new publications and updated 104 fact sheets. We are exploring new ways to introduce Extension to new audiences, such as billboards at various airports around the state. We are working with Colorado State University to enhance awareness and increase exposure of Extension on campus (with 30,000 employees). We are growing our partnership with alumni and admissions.

- Last year's survey recommended that we develop mission, vision, strategic plan and local programming in the context of today's critical needs, other services available and funding constraints. The 2009–2014 strategic plan is complete and available at www.ext.colostate.edu/staffres/strat-plan.pdf.

In 2008, CSU Extension also participated in a nationwide Extension survey to provide more input on program, image and branding both nationwide and Colorado-specific. This survey addressed the general public and provided a different perspective. It is interesting to note that programs in the family, consumer and health sciences are more strongly supported in this survey than in the commissioner survey. When asked to indicate agreement or disagreement on the types of programs needed by consumers, the top two programs noted were (1) programs that teach people how to better manage finances (80%) and (2) programs that help youth develop leadership skills (83%). If consumers sought help from some resource in the areas Extension focuses on, the top three areas sought were: (1) personal health (54%), (2) personal finance (39%), and (3) gardening and landscaping (30%).

Action steps for the coming year:

- Work with County Commissioners, advisory boards and stakeholders to determine subject matter expertise and location of new positions. All agents will be asked to serve more than one county, as we structure our organization to increase efficiency and effectiveness.
- Continue to manage the hiring process to decrease the amount of time needed. An analysis showed that this process ranged from two to nine months in the last two years.
- Increase awareness of CSU Extension through continued marketing, including developing the message that 4-H and master gardener are Extension programs.
- Work with other outreach and engagement units on campus to provide maximum service and information to the people of Colorado.

Colorado State University Extension is committed to meeting critical locally defined needs and to continuous improvement. We look forward to the ongoing input, dialogue and progress with the state's County Commissioners as a critical foundation for those goals.

If you have questions or would like more information, please don't hesitate to contact me.

Cc: Tony Frank, President
Rick Miranda, Interim Provost and Executive Vice President
Bill Farland, Senior Vice President for Research and Engagement
Lou Swanson, Vice Provost for Outreach and Strategic Partnerships

COLORADO STATE UNIVERSITY
PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
August 12, 2009

I. DEMONSTRATION OF EXCELLENCE

A. Academic Program Reviews

Every Colorado State University Department or instructional unit undergoes a program review at least once every six years, in keeping with University policy as approved by the Board of Governors. The purpose is to obtain a straightforward assessment of the roles and quality of the programs, the results of which are used to develop coordinated department, college, and University plans. In keeping with the Board's focus on continuous academic and institutional improvement, the reviews were conducted this year and finalized upon acceptance by the Provost/Senior Vice President. Program review data and related university action plans are available through the Provost.

B. Colorado State Launches New School to Prepare Teachers and Principals

Colorado State has launched a new school to help prepare teachers and principals for today's K-12 needs. The School of Teacher Education and Principal Preparation (STEPP) will offer teaching licenses under a new structure at the university. CSU's School of Education has previously offered teacher licensure programs through the College of Applied Human Sciences, but the STEPP program consolidates resources for required classes from colleges across the CSU campus. STEPP will address the shortage of teachers in the STEM disciplines along with shortfalls in foreign languages. The school also will focus on preparing principals to lead schools through today's challenges.

C. Colorado State University Announces Ram Response; Provides Resources for Current Economic Downturn

Colorado State University announced on June 24 a new initiative to help Coloradans through the current economic downturn. Ram Response makes information about CSU services widely available to the public, including career services, educational opportunities, CSU Extension fact sheets, and community resources. Ram Response offers career resources, networking opportunities, financial and educational information, continuing education and community resources.

D. Colorado State University Community Outreach Tour Visits Western Slope

Chancellor Blake and President Frank are leading a series of outreach tours this summer to communities in Western Colorado. The tours include meetings with local groups, business

leaders, and alumni in Aspen, Steamboat Springs, Glenwood Springs, Rifle, Edwards, Eagle, Grand Junction, Montrose, Durango, Pagosa Springs, and Center. The tours include meetings with CSU Extension staff, and CSU personnel from the Colorado State Forest Service and the Agricultural Experiment Station network—as well as with alumni, political officials, business and community leaders, students, parents and other interested citizens.

II. CONTRIBUTIONS TO ECONOMIC DEVELOPMENT

A. New Building Design Tested by Colorado State University, Simpson Strong-Tie Could Help U.S. Building Industry

Colorado State University--along with industry leader Simpson Strong-Tie and other partners--successfully led the world's largest earthquake shake table test in Japan on July 14, showing that midrise wood-frame buildings can be built to withstand major earthquakes. A 40-second test, approximating a 7.5 magnitude earthquake, was the strongest, occurring on a seven-story condominium tower with 23 one- and two-bedroom living units. The test was held in Miki City, near Kobe, Japan, on the world's largest earthquake shake table owned by Japan's E-Defense, a facility of Japan's National Research Institute for Earth Science and Disaster Prevention. The tower is the largest wood-frame building ever built and tested.

B. Colorado State University Business Students Examine Future for Lockheed Martin Space Systems

Colorado State University's College of Business has partnered with a Denver alumnus to build a unique, strategy-based course with one of Colorado's largest employers, Lockheed Martin Space Systems. Bill Shuster, instructor in the Management Department of the College of Business, and CSU alumnus Rob Swanson, president and managing partner of RAS & Associates, worked together to develop a course for students to get a hands-on, practical opportunity to use their education to build a strategic plan in a case-study environment. They worked with Rick Facchinello, vice president and controller for Lockheed Martin Space Systems and a CSU alumnus, to develop a mutually beneficial case study.

III. COMMITMENT TO INTERNATIONAL PARTNERSHIPS

A. CSU Students, Veterinarians Provide Free Spay and Neutering to Costa Rica Community

Colorado State University students in July spayed and neutered more than 240 animals for free in a makeshift five-day clinic set up in a school gymnasium in San Isidro, Costa Rica. Addressing a critical need for animal care in the region, the students and veterinarians used baby cribs and school desks as surgery tables and soccer goal boxes as IV carts. Pet owners began lining up outside of the clinic at 4 a.m. Because of the strong response, more than 250 animals were turned away due to limited supplies and time.

B. Colorado State University Distance MBA Program Extends to the Republic of Tatarstan, Russia

Colorado State University's College of Business has extended its Distance MBA program to the Government of the Republic of Tatarstan. The college is offering a custom, leadership-based MBA to select government officials of the Republic of Tatarstan, which is an autonomous republic of Russia. The program will combine the College of Business' distance-based MBA curriculum with several on-site specialized courses to be delivered in Kazan, the capital of Tatarstan. The program can be completed in 21 months.

C. CSU Startup Envirofit Expands Clean Burning Cookstoves to Meet Global Demand

Envirofit International, a technology leader using sustainable, scalable business models to solve global health and environmental problems, is introducing its next generation of clean cookstoves for emerging markets. Featuring the EnviroFlame Combustion System and Envirofit Cooking System, the Envirofit G-Series will enable Envirofit to enter new global markets and meet increased demand around the world.

IV. ADVANCES IN RESEARCH AND SCHOLARSHIP

A. Study Shows Furosemide Decreases Bleeding into Airways in Racehorses

A study conducted by Colorado State University, the University of Melbourne, and the University of Pretoria in the Republic of South Africa found that furosemide -- used in the United States and Canada to treat bleeding into the airways in thoroughbred racehorses -- decreases the incidence of hemorrhage. The study provides a foundation for racing authorities to make decisions regarding use of this medication, which is the subject of heated debate and controversy around the world.

B. Desert Dust Alters the Ecology of Colorado Alpine Meadow, CSU Study Finds

A new study released June 30 by a Colorado State University researcher indicates that accelerated snowmelt by desert dust that blows into the mountains changes how plants respond to seasonal climate cues that regulate their life cycles. As a result, climate warming may have a greater influence on the plants' annual growth cycle. Current mountain dust levels are generally five times greater than they were prior to the mid-19th century, due in large part to increased human activity in the deserts. This year, 12 dust storms have painted the mountain snowpack red and advanced the retreat of snow cover, likely by more than a month across Colorado. Under climate change, warming and drying of the desert southwest is likely to result in greater dust accumulation in the mountains.

C. Nearly 15,000 Volunteer for Colorado State University Precipitation Monitoring Network; Three More States Added

The Community Collaborative Rain, Hail and Snow Network, created by state climatologist Nolan Doesken after a devastating flood struck Fort Collins in July 1997, is now active in 44 states with 14,500 volunteers. CoCoRaHS added Hawaii in June; New Hampshire and Connecticut joined the network in July. Rain, hail and snow amounts can vary from neighborhood to neighborhood and block to block, so scientists are beginning to rely on consistent data collected by volunteers.

V. ADVANCES AND IMPROVEMENTS IN UNIVERSITY OPERATIONS

A. Governor's Energy Office Helps Colorado State University Install Solar Panels on Engineering Building

Colorado State University, in partnership with the Governor's Energy Office, in June installed photovoltaic cells on CSU's Engineering Building as a greenhouse gas reduction measure. The Governor's Energy Office provided $35,000 in matching funds for a PV project grant as part of the state's 2009 Solar Rebate Program. The 18.9-kilowatt solar array is expected to produce more than 25,000 kilowatt hours per year and will reduce the greenhouse gas emissions of the Engineering Building by 18.3 metric tons per year.

B. Colorado State University Cuts Greenhouse Gas Emissions with Woody Biomass Boiler

Colorado State University has partnered with the Colorado State Forest Service to install a biomass boiler heating plant on the Foothills Campus to reduce the University's greenhouse gas emissions and cut energy costs. The heating plant burns wood chips rather than relying solely on natural gas to provide hot water for the Judson M. Harper Research Complex. The wood chips are a result of forest restoration and management efforts such as forest fire mitigation projects, which typically supply about 10 tons of wood chips per acre.

C. Two Colorado State University Offices Undergo Transformation

Effective July 1, the office of Off-Campus Student Services/Resources for Adult Learners became two separate offices. Off-Campus Student Services is now Off-Campus Life, while the office of Resources for Adult Learners became Adult Learner and Veteran Services. This change reflects the University's growing involvement in supporting the academic needs of returning military personnel, as well as more traditional adult learners.

D. Brighton Learning Center Adds Programs for Social Work Masters Degree, Organizational Performance Doctorate

The School of Social Work at Colorado State University will now offer its Master's of Social Work distance education program in Brighton to meet the growing labor market demand for trained social workers. Colorado State University Continuing Education will expand its offering of its doctoral degree in Education and Human Resource Studies in Organizational Performance and Change to the Brighton area in spring 2010. The programs, offered through the Division of

Continuing Education, will be held at the Brighton Learning and Resource Campus at 1850 Egbert St.

VI. ATHLETICS

A. Nuggets' Schemmel Named CSU Radio Network Broadcaster

Veteran broadcaster Jerry Schemmel has accepted an offer to become the Rams' play-by-play announcer for football and men's basketball broadcasts on the Colorado State Radio Network. Fans best know Schemmel for his role calling play-by-play for the Denver Nuggets. Schemmel replaces the late Rich Bircumshaw, who passed away unexpectedly in April, as the Voice of the Rams.

VII. COMMUNITY CONNECTIONS AND CIVIC RESPONSIBILITY

A. Colorado State University Summer Research Experience Helps Bring Science of Optics to Middle Schools in Colorado

Colorado middle school teachers are participating in a Research Experience for Teachers at the National Science Foundation's Engineering Research Center for Extreme Ultraviolet Science and Technology at Colorado State University this summer. The six-week program allows teachers to collaborate with faculty and graduate students on cutting-edge laser and optical science projects using state-of-the art equipment to advance science in middle schools.

B. Colorado State University Training Workforce through State's Wind Anemometer Loan Program

At the request of Colorado residents, Colorado State research scientists and students are installing anemometers in Eagle, Grand, Las Animas, Mesa, Park, and Yuma counties. A limited number of 68 foot and 98 foot towers are available for loan with sensors to measure wind speed and direction. Since September 2007, Colorado State has managed the Colorado Anemometer Loan Program through a contract with the Governor's Energy Office. The program, which the state renewed in December, targets rural property owners interested in using wind energy to help power their farms, ranches, and homes, potentially providing them a new source of long-term revenue.

C. African-American High-School Students Attend Colorado State University's Black Issues Forum

High-school seniors came together to research issues pertinent to the African-American community during the 17th annual Black Issues Forum at Colorado State University June 16-20. The program involved four days of research and discussion that culminated in a formal forum where students presented their findings. The program's format helps students strengthen their skills in public speaking, teamwork, and leadership.

VIII. RESOURCE GENERATION TO SUPPORT KEY PRIORITIES

Report on Private Support

	June 2009		FY 2009 (July – June)		FY2008 (July – June)	
	Amount	Count	Amount	Count	Amount	Count
Total Cash	**2,458,083**	**2,553**	**35,338,029**	**23,386**	**32,527,663**	**25,594**
Non-Cash	**48,059**	**28**	**2,584,998**	**790**	**2,417,775**	**632**
Total Contributions	**$2,506,141**	**2,580**	**$37,923,027**	**24,007**	**$34,945,437**	**26,093**
Total Private Contracts and Grants	**$1,912,135**	**28**	**$27,388,761**	**227**	**$25,806,979**	**216**
Total Pending Pledges	**$430,880**	**166**	**$3,484,406**	**1,530**	**$18,187,738**	**1,743**
Wills and Bequests	-	-	**$1,012,000**	**5**	**$5,711,641**	**10**
Total Private Support	**$4,849,156**	**2,762**	**$69,808,194**	**25,227**	**$84,651,795**	**27,412**
Prior Pledge Payments	(1,272,935)	541	(15,346,219)	614	(4,984,621)	576
Prior Wills and Bequests	-	-	-	-	(142,444)	2
Net Private Support	**$3,576,221**	**2,254**	**$54,461,975**	**24,885**	**$79,524,730**	**27,104**

Major Gifts – ($100,000 +) Not Previously Reported

American Council on Education
$100,000 gift to support *Public Affairs - ACE/Walmart*, Division of Student Affairs

Mr. Dennis D. Brust and Mrs. Theresa K. Brust
$200,000 revocable commitment designated as $66,666.66 to support the *Agricultural Scholarship*, College of Agricultural Sciences, $66,666.66 to support the *Athletic Scholarship*, Department of Athletics, $66,666.68 to support the *WCNR General Scholarship*, Warner College of Natural Resources

Dr. Audrey Olsen Faulkner
$147,000 gift in kind to support the *Water Resources Collection*, Morgan Library

Mr. Gary B. Halley
$400,000 pledge to support the *Rockwell Hall Building*, College of Business

Mr. James C. Kennedy

$1,407,708 gift designated as $938,518.92 to Warner College of Natural Resources, $469,189.08 *Conservation Leadership*, Warner College of Natural Resources

Board of Governors Student Report

ASCSU Vice President Tim Hole

August to July

Student Government is continuing with summer efforts:

- ASCSU's safe ride program, Ram Ride, is taking up most of the organizations attentions
    - We are currently working to ensure the long term sustainability and reliability of the program. To accomplish this we are collaborating with other University and Community entities to benefit the program. We are starting work toward the filling the programs endowment. This will make the program more cost efficient and sustainable in the long term.
- The Student Fee review Board is getting its self ready for another year
    - The review board is undergoing a few minor changes to better represent the students in the Student Fee budgeting process.
- Community Relations
    - ASCSU continues to hold the relationship between Colorado State University and the City of Fort Collins as a major priority. We continue to hold meetings with city officials and community leaders in the hopes of collaborating as much as possible.
    - With the beginning of a new school year and the start of a new football season ASCSU has been attending meetings concerning Good Neighbor behaviors, as well as safe drinking and partying habits. We hope that with the combined preemptive efforts of our organization along side of other campus organizations we will be able to have a safe year.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

Campus Report
CSU-Fort Collins Faculty and Staff

Every aspect of the university mission is dependent upon the actions and quality of the faculty. Colorado State University recognizes the value of our people and their contributions. It is important to us to recruit and retain quality faculty and to provide compensation that is competitive with our peer institutions.

Although there are a variety of externally prescribed methods by which all universities report faculty size (FTE estimates excluding staffing against select fund groups to the IPEDS national comparative data set and head counts on specific dates for institutional scorecards and fact sheets), an excellent measure of faculty size is the number of tenured and tenure-track positions with internal funding support. This number eliminates variations based on external funding, retirement timing, recruitment status and similar variables that confuse other faculty metrics. At census date, Colorado State University had 1019 funded tenured or tenure track positions. From FY05-FY08, the total headcount enrollment increased by .3% allowing us to continue making progress on student:faculty ratios, a metric of interest to many perspective students and their parents (note that record entering classes have reversed this trend and progress on student:faculty ratios is expected to be slower in coming years). Special and temporary faculty totaled 499 and administrative professionals and state classified staff numbered 4,379.

Being able to recruit high quality individuals and retaining high quality faculty members who are being recruited by other universities is an essential element of fulfilling our mission as a University. Last fiscal year, Colorado State University increased salaries by an average of 4.3% annually accounting for a large portion of the university's annual budget increases. Unfortunately, most states increased state support for higher education and most public universities increased tuition at greater rates than did Colorado State University over this same time period providing our competitors more revenue with which to work. Colorado State was able to slightly gain ground as a percentage of peer comparison, between FY06 and FY09 (+1.7%). (There was a 2% gain from FY08 to FY09.)

Benefits have historically been a weak link in Colorado State's comparison to peers (our benefits are further behind peers than our salaries) but recent investments have closed that gap by 3.3% (from FY08 to FY09). There are, of course, market-based salary differences by discipline and, consistent with our history of institutional focus in the STEM disciplines, Colorado State has

remained more competitive with salaries in these areas, in part to offset the benefit deficit that spans all disciplines.

Salary and benefits continue to be areas of concern for the institution and areas of priority in setting future budgets. It should be noted that recruitment and retention are also influenced by physical facilities, faculty start-up packages and institutional reputation in a given discipline. These are areas in which the university has made priority investments over the last several budget cycles and areas where we anticipate future focus as well. For example, nearly 50% of the last two budgets have been focused on salaries, benefits, and faculty start-up packages.

Other aspects of faculty recruitment and retention efforts, while likely of lower importance than salaries, benefits, and startup package resources in the main, can have significant effects in particular cases and are issues that we are actively addressing on several fronts. These include: access to core facilities and other research and teaching support infrastructure; Department and College strategic planning efforts that can demonstrate to prospective faculty that we are serious about achieving shared goals in a timely way; graduate teaching assistant support which is especially necessary in laboratory-based disciplines; and spousal accommodations and work-life balance issues, for which we have a recent Task Force report and have made a number of modest improvements on our campus, with more to come.

In general, Colorado State University is blessed with an exceptionally talented and committed faculty. We are expanding this resource and investing in maintaining and improving our competitiveness in this mission-critical area despite revenue challenges that put us at a competitive disadvantage with our peers.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

Colorado State University – Fort Collins
Faculty Representative Report

The faculty council has adjourned for the summer and will reconvene on September 1, 2009. As a consequence I have nothing to report.

Respectfully submitted,

Dan Turk
CSU-Fort Collins Faculty Representative
Board of Governors

CSU Global Campus
Report to the Board of Governors August 12, 2009

Faculty and Staff

Faculty

- Global Campus has a total teaching faculty of 40 who are all retained as adjunct faculty. They are selected for both academic qualification (one degree above teaching level) and for professional experience (five or more years of directly relevant experience to teaching area). Faculty are rated after every course and improvements related to learning outcomes, student support and quality are reviewed. The entire process is designed to assure Global Campus attracts and retains the highest quality online teaching faculty.
- Global Campus also retains seven 'lead faculty' who oversee program areas, work directly with program developers and campus faculty on programs and work with the teaching faculty to assure quality and success.
- Global Campus through its campus MOUs also utilizes faculty from the campuses to support course selection, conversion to online and quality.
- Over the next 12 months Global Campus intends to hire four full time faculty to oversee faculty, students, undergraduate programs and graduate programs. As individual programs grow, Global will convert 'lead faculty' to full time faculty.
- Both campuses have provided letters of assurance to CCHE saying the Global Campus teaching faculty is substantially similar to CSU and CSU Pueblo's teaching faculty standards.
- Faculty at Global Campus have only teaching and program assignments, there is no research or service component.

Staff

- Global Campus employs 34.5 people as of 7-1-09 excluding the faculty above. The staff includes 8 in academic support, 11 in enrollment, 7 in executive and administrative, 2 in IT and systems, 1 in marketing and 3 in business development. The CEO is shared 50/50 with CSU's Division of Continuing Education.
- Staff growth follows revenue growth in Global Campus's models. Based on summer revenue achieved and current enrollment for fall, there are 6 open positions plus 2 of the faculty positions above. If fall goals are achieved, there will be an additional 5 openings plus 3 faculty from above.
- Some staff positions are temporarily added under contract not employment.

Athletics

- Global Campus has no athletic programs and no plans to offer athletic programs.

Other regular Global Campus reporting items

Students

- Achieved over 1,000 unique students who enrolled
  - 997 active or enrolled as of 7-20
  - Active today 722; fall enrolled at 313 and growing daily
- Summer billed CH of 3,865, goal was 3,900
  - 99.1% of base case goal
- Very broad military access deal with in place with CSU Pueblo
  - All branches not just Ft Carson
- Fall first start goal of 1,000 students and 3,560 CH
  - Requires 300 new students by August 31
- Continuing buzz marketing campaign to raise awareness
  - Op/Ed in Denver post soon

Academic Governance

- HLC Status
  - Preliminary Information Filing (PIF) will be filed in September, earliest separate accreditation would be Spring 2011
    - No new programs should be introduced during the evaluation period
- Academic Council changes
  - Focus membership on faculty and Dean representatives from colleges that supply courses rather than administrative leadership
- Starting Curriculum Committee per approved charter
  - GC lead faculty, campus departmental faculty, campus CC representatives
- CCHE Status
  - GC now has separate legislative authority and performance contract recognition so no longer requires assurances from campuses for CCHE (but still uses campuses for academic quality oversight)

Finance

- New model built to reflect improved knowledge of the business
  - Cost per gross add, marketing effectiveness, price impact on recruitment and retention, cost of operations
  - Revenue curve smoothed to reflect cost of revenue
- Changes to cash from last review
  - Peak negative cash flow of $511k verses $617k; positive at end of FY verses $340k deficit
  - Still requesting the right to ask for up to $1 million should the economy and other unknowns impact enrollment
- Investment repayment
  - Current model repays all system debt at $500k per month from 1/11 to 12/12 while building cash surplus of $12 million at 12/12
  - Also pays royalties to the campuses of $8 million by 12/12 for a total CSU return of $20 million above the investment repayment at 12/12

Financial projections – base case

	Term	Spring '09	Summer '09	Fall '09	Spring '10	Summer '10	Fall '10	Spring '11	Summer '11	Fall '11	Spring '12	Summer '12	Fall '12
Total Students in classes		556	487	1,215	1,850	2,700	3,267	3,953	4,783	5,441	6,192	7,050	8,031
UG CH Taught		2,043	2,815	5,050	7,995	12,540	15,800	19,118	23,133	27,325	31,560	36,452	42,102
G CH taught		1,047	1,050	2,835	3,731	5,280	6,653	8,050	9,740	10,982	12,108	13,349	14,717
TOTAL Revenue		874,110	1,067,385	2,246,985	3,292,994	4,965,180	6,256,127	7,569,913	9,159,595	10,636,712	12,084,180	13,735,380	15,619,777
TOTAL Costs		2,909,969	2,292,342	3,263,686	3,303,732	3,926,478	5,223,782	5,392,213	6,118,681	7,459,103	7,760,993	8,597,403	10,888,649
Net Income		(2,035,859)	(1,224,957)	(1,016,701)	(10,738)	1,038,702	1,032,345	2,177,701	3,040,914	3,177,609	4,323,187	5,137,977	4,731,127
	Q2												
Entering cash	552,000	1,343,000	1,864,141	639,184	(377,517)	(388,255)	650,448	1,682,793	1,860,493	2,901,408	4,079,016	6,402,203	9,540,180
Investment	2,500,000	2,557,000	0	0	0	0	0	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Revenue	397,000	874,110	1,067,385	2,246,985	3,292,994	4,965,180	6,256,127	7,569,913	9,159,595	10,636,712	12,084,180	13,735,380	15,619,777
Costs	2,106,000	2,909,969	2,292,342	3,263,686	3,303,732	3,926,478	5,223,782	5,392,213	6,118,681	7,459,103	7,760,993	8,597,403	10,888,649
Period change in cash	791,000	521,141	(1,224,957)	(1,016,701)	(10,738)	1,038,702	1,032,345	177,701	1,040,914	1,177,609	2,323,187	3,137,977	2,731,127
Ending cash	1,343,000	1,864,141	639,184	(377,517)	(388,255)	650,448	1,682,793	1,860,493	2,901,408	4,079,016	6,402,203	9,540,180	12,271,307
UG Fees and royalties	160,000	25,435	35,047	62,875	99,540	156,123	393,430	476,050	576,021	680,390	785,851	907,658	758,843
G Fees and royalties	64,000	18,270	146,323	121,474	65,109	92,136	185,746	224,753	271,951	421,609	464,824	512,468	453,757
Total section royalties		43,706	181,369	184,349	164,650	248,259	579,176	700,803	847,972	1,101,999	1,250,675	1,420,126	1,212,599
Cummulative royalites			225,075	409,424	574,074	822,333	1,401,509	2,102,312	2,950,284	4,052,283	5,302,958	6,723,084	7,935,683

COLORADO STATE UNIVERSITY
GLOBAL CAMPUS

Board Update

August 12, 2009

Hunt Lambert

COLORADO STATE UNIVERSITY
GLOBAL CAMPUS

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COLORADO STATE UNIVERSITY
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COLORADO STATE UNIVERSITY
GLOBAL CAMPUS

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Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

Approved

Colorado State University – Pueblo
Director of Athletics Annual Report

EXCITEMENT AND GROWTH

-Three new sports programs (Football, Women's Track , Wrestling) were added to the athletics program. All three were sports the University previously sponsored.

-The football team had a 4-6 record in the inaugural season and surpassed the RMAC attendance record by averaging 7,800 fans per game. This mark ranked 10th in NCAA Division II attendance in 08.

-Our initial wrestling match drew 2,800 fans and we also hosted an invitational track meet with 13 schools in attendance. CSU-Pueblo will be hosting the RMAC outdoor track meet spring of 2010 at the finest facility in the conference.

-194 additional student athletes came into the program with the new sports and the cheer squad increased from 15 to 40 cheerleaders.

-A 65 member marching band (new program) will be on the field this upcoming fall as a result of the football program returning to CSU-Pueblo.

-The women's basketball and baseball teams won RMAC championships and advanced to NCAA play along with our men's tennis, softball and men's golf teams.

-Two student athletes, Trevor Martinett in men's soccer and Jason Fobes in baseball, were named academic players of the year and academic all Americans in their respective sport. In addition 73 student athletes achieved either academic or athletic all conference in the RMAC.

-With the addition of the football program this past fall, the excitement on campus was greater than ever before. Football proved to be a tremendous boost in the overall morale of the University and ignited excitement with the students like never before.

-Excitement and interest in the University reached new heights beginning with the announcement that the Colorado State System Board of Governors approving the reinstatement of the football program. The spark has been ignited and the University is reaping the benefits including increased enrollment, new facilities and the potential for increased financial support.

GOALS AND MISSION

The Colorado State University – Pueblo Department of Athletics is committed to providing the very best atmosphere for our student athletes to achieve their goals both on

the playing surface and in the classroom. The staff and coaches continually stress a balanced approach between athletics, academics and personal development to our student athletes. Our athletes only experience college athletics one time and we strive to assist all student athletes in the athletics program to do it right and leave with no regrets. This is "their time."

We truly believe in the "Life in Balance" concept of Division II Athletics and strive to help insure all student athletes at CSU-Pueblo leave the University with great experiences and equipped for success as they pursue their dreams after graduation. Community Service and Community Engagement events are an important part of the athletics department and student athlete experience. Our student athletes log over 3500 hours of community service and several community engagement events are held on our campus each year to bring the community and University together. "Developing Champions Through Athletics" is our motto and overall goal. Everything we do in ThunderWolves Athletics is geared to accomplish the motto and program goals.

Athletics is an integral part of Colorado State University – Pueblo and strives to promote and enhance the Mission of the University.

Mission Statement
The mission of the CSU-Pueblo Department of Athletics is to develop and maintain a top-quality Division II intercollegiate athletics program that believes in and is committed to the following core values:

- Provide a positive and fulfilling academic and athletic experience for all student athletes, with full consideration given to their physical, emotional, and social well-being, including gender issues, ethnic diversity and sexual orientation issues, both on and off the playing field.
- Pursue excellence in both academics and athletics.
- Exhibit integrity and professional conduct at the highest level.
- Play a supporting role in the higher education mission, enhancing the sense of community, strengthening the identity of the University, and playing a prominent role in enrollment management.
- Represent the honor and dignity of fair play and the highest standards associated with rules compliance and amateurism.
- Support equitable opportunities for all student athletes and staff, including women and minorities.
- Support presidential leadership of the athletics program at the campus, conference, and national levels.
- Create excitement and enrichment of life for both the campus community and the community at large through the medium of competitive athletic contests.
- Support all values, philosophies and initiatives of the NCAA Division II.

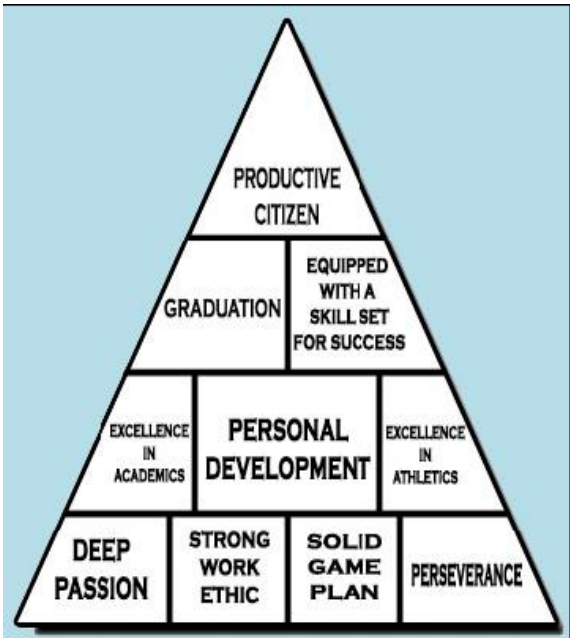
The Big 5 in CSU-Pueblo Athletics:

1. GRADUATE:
   *Number one goal . . .
2. CLASS ACT:
   *On/off the field . . .
3. GIVE THE GAME THE BEST YOU HAVE
   *Seize the Moment . . .
4. GIVE SOMETHING BACK!
   *In the Pueblo Community . . .
   *For your Sport . . .
   *In your hometown . . .
5. TAKE SOMETHING WITH YOU!
   *Beyond the Game . . .
   *Skill set for success

ThunderWolves Department of Athletics Goals

- **Do things the right way**
- **Retain and graduate our student athletes**
- **Dominate the RMAC**
- **Gain national prominence**

Student Athlete Pyramid of Success



Success as a citizen cannot be accomplished merely through athletic success. The mission of CSU-Pueblo Athletics is to create good citizens, not just good athletes.

It all begins with the desire to be great, both on and off the field of play.

Next, an individual must maintain that desire through commitment and the willingness for self-improvement, both on the field and in the classroom.

That leads to the accomplishment of goals, both academically and professionally, that leads to the ultimate goal: becoming a productive citizen.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

2008-2009 PRIMARY GOALS

	Actual
✓ Successfully start up new football, wrestling and women's track programs	✓
✓ Student Athlete Graduation Rate of 70%	76%
✓ Student Athlete Retention Rate of 80%	80%
✓ 3rd Place in RMAC Wells Fargo Cup	8th
✓ Win three RMAC Championships	Won 2
✓ Fund programs to 54% of NCAA Scholarship Limit ($1.191M)	51% ($1.037M)
✓ $675,000 Fund Raising/Revenue Goal	$743,000

2009-2010 PRIMARY GOALS

- ✓ Maintain level of excitement surrounding athletics program
- ✓ Student Athlete Graduation Rate of 72%
- ✓ Student Athlete Retention Rate of 82%
- ✓ 3rd Place in RMAC Wells Fargo Cup
- ✓ Win three RMAC Championships
- ✓ Fund programs to 69% of NCAA Scholarship Limit ($1.452M)
- ✓ $800,000 Fund Raising/Revenue Goal

2012-2013 BOG STRETCH GOALS

- ✓ Student Athlete Graduation Rate 5% above NCAA II rate
- ✓ Retention Rate 20% above University rate
- ✓ 1st Place in RMAC Wells Fargo Cup
- ✓ Top 5 in the US Directors Cup
- ✓ NCAA National Championship in Football
- ✓ Fully fund scholarships to NCAA limits through fund raising and revenue
- ✓ $1.5M Fund Raising/Revenue Goal

2009-2010 PROGRAM AREAS OF SPECIAL EMPHASIS

Make a Difference: Strive to "make a difference" in our student athletes' lives through strong mentorship, positive leadership, and developing a caring atmosphere in each program.
Student Development: Improve our student athlete academic support program and place an emphasis on the personal development of our kids.
Student Athlete Retention/Graduation Rates: Achieve departmental goals of 90% retention rate, 75% graduation rate and 3.0 GPA.
Game Environment: Work to provide appositive and exciting game environment for competing student athletes, officials and fans at all events by placing a special emphasis on the sportsmanship displayed by our student athletes as well as all students in attendance.

Service Opportunities: Place an emphasis on creating worthwhile service opportunities for student athletes and staff to get involved in during the year. Our emphasis will be to get all programs involved with a departmental goal of 4,000 hours.
Community Engagement: Work to increase quality and number of community engagement opportunities, e.g. Lobster Bake, Walk for Athletics, Spring Fling, and sports events.
Team Concept: Work to build a stronger "team concept" where student athletes and staff feel a part of the athletics program and all work to support each other to help in overall program success. Over 425 student athletes and staff/16 teams/1 program!
Recruitment: Program emphasis must be on recruiting high quality students, athletes and staff members and place a special emphasis on the recruiting to diversity.
NCAA Rules Compliance: Create a positive attitude toward rules in all programs. Strive for Zero Tolerance. Learn and follow all NCAA Rules – when in doubt, ask!
Fiscal Responsibility: Strict adherence to all fiscal rules. Learn procedures and plan ahead to meet all deadlines. Review budgets on a regular basis and spend within budget limits.
Alumni: Develop all sports programs alumni and booster lists and develop a plan of contact for all sports.
Development: Strive to achieve all department fund raising and revenue goals. Look for ways individual programs can help with total department fundraising efforts and increase individual program enhancement opportunities.
Compete: Compete at the highest level possible in all programs. Win the "Steel and Silver" series, finish in the top 3 in RMAC cup, win 3 RMAC championships and have 6 teams make the NCAA playoffs.

ATHLETICS STRETCH GOAL TRACKING

	2013 Goal	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
		Actual	Actual	Goal	Goal	Goal	Goal
S-A Graduation Rate*	5% above	-11%	+6%	+2%	+3%	+4%	+5%
		58% rate	76% rate				
S-A Retention Rate*	20% above	+16%		+18%	+19%	+20%	+20%
		79%					
S-A Participation Rate	390	246	385	390	390	390	390
RMAC Wells Fargo Cup	1st Place	10th	8th	1st	1st	1st	1st
US Directors Cup	Top Five	246th	114th	25th	15th	10th	Top Five
RMAC Championships	5/year	0	2	5	5	5	5
NCAA Championships	2/year	0	0	2	2	2	2
Scholarships/NCAA Equiv.	100%	32%	51%	69%	75%	85%	100%
		$596,000	$1,036,000				
Fund Raising/Program Revenue	$1.5 M	$398,250	$811,000	$811,000	$950,000	$1.1 M	$1.5 M

*Goal is to achieve graduation rate at 5% of NCAA II graduation rate (NCAA DII rate in 08-09 was 70%)

*Goal is to retain student athletes at a 20% higher rate than CSU-Pueblo general student rate

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

CSU-PUEBLO DEPARTMENT OF ATHLETICS FACTS

CSU-Pueblo is a member of the National Collegiate Athletic Association (NCAA) and competes at the Division II level.

CSU-Pueblo is a member of the Rocky Mountain Athletic Conference (RMAC)

Current members of the RMAC are:

Colorado State University-Pueblo	Metropolitan State College
Adams State College	Colorado School of Mines
Western State College	Colorado Christian University
Mesa State College	Regis University
Fort Lewis College	University of Colorado at Colorado Springs
New Mexico Highlands University	Chadron State College
Western New Mexico University	University of Nebraska at Kearney

CSU-Pueblo Athletics offers 16 intercollegiate sport programs including 9 for women (basketball, cross country, golf, indoor track, outdoor track, softball, soccer, tennis, volleyball) and 7 for men (basketball, baseball, football, golf, soccer, tennis, wrestling).

There are 385 student athletes and 87 supporting students (cheerleaders, dance team, student trainers) taking part in the athletics program.

CSU-Pueblo athletics funds 67.6 NCAA equivalent scholarships which is 54% of the maximum scholarships allowed by the NCAA for the sports sponsored at the University.

CSU-Pueblo's athletics staff includes 45 administrators, coaches and support staff members.

Athletics facilities include Massari Arena, Neta and Eddie DeRose Thunderbowl (football and track facility), Rawlings Baseball Field, Soccer Complex and the Softball Complex.

CSU-Pueblo's operating budget for FY10 is $3.7 million, and ranks 5th of the 10 institutions in the RMAC that sponsor intercollegiate football.

Colorado State University – Pueblo

Athletics Report

August 12, 2009

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

Excitement and Growth

- ✓3 new programs
- ✓New football/track and field facility
- ✓194 additional Student Athletes
- ✓Improved student life
- ✓Community excitement
- ✓Spark to growth

ThunderWolves Dept of Athletics

The mission of the CSU-Pueblo Department of Athletics is to develop and maintain a top-quality Division II intercollegiate athletics program that believes in and is committed its core values.

Goals:

- ✓ Do things the right way
- ✓ Retain and graduate our Student Athletes
- ✓ Dominate the RMAC
- ✓ Gain national prominence

2008-2009 Primary Goals

	Actual
✓ Successfully start up new football, wrestling and women's track programs	✓
✓ Student Athlete Graduation Rate of 70%	76%
✓ Student Athlete Retention Rate of 80%	80%
✓ 3rd Place in RMAC Wells Fargo Cup	8th Place
✓ Win three RMAC Championships	Won 2
✓ Fund programs to 54% of NCAA Scholarship Limit ($1.191M)	51% ($1.037M)
✓ $675,000 Fund Raising/Revenue Goal	$743,000

2009-2010 Primary Goals

- ✓ Maintain level of excitement surrounding athletics program
- ✓ Student Athlete Graduation Rate of 72%
- ✓ Student Athlete Retention Rate of 82%
- ✓ 3rd Place in RMAC Wells Fargo Cup
- ✓ Win three RMAC Championships
- ✓ Fund programs to 69% of NCAA Scholarship Limit ($1.452M)
- ✓ $800,000 Fund Raising/Revenue Goal

2012-2013 BOG Stretch Goals

- ✓ Student Athlete Graduation Rate 5% above NCAA II rate
- ✓ Retention Rate 20% above University rate
- ✓ 1st Place in RMAC Wells Fargo Cup
- ✓ Top 5 in the US Directors Cup
- ✓ NCAA National Championship in Football
- ✓ Fully fund scholarships to NCAA limits through fund raising and revenue
- ✓ $1.5M Fund Raising/Revenue Goal

2009-2010 Special Emphasis Areas

- ✓ Make a Difference
- ✓ Student Development
- ✓ Game Environment
- ✓ Community Engagement
- ✓ Team Concept
- ✓ Alumni
- ✓ Development

CSU-Pueblo Athletics

We are coming after you!

Board of Governors
Campus Reports
CSU - Pueblo

August 12, 2009

Specific Presentation Items
CSU-Pueblo Faculty and Staff

- **Total Employee lines FY2008-09 = 500. 10 FTE**
  - **Faculty: 185.5 FTE**
  - **Contract Employees: 137.85 FTE**
  - **Classified Employees: 146.25 FTE**
  - **Grant Employees: 30.50 FTE**

- **Part-time Adjunct Faculty: 141 Fall 2008 & 131 Spring 2009**

- **New Hires FY2008-09:**
  - **Faculty: 38.5 FTE including 20 new FTE - 17 as new FTE in Visiting/Lecturer positions - and 18.5 replacement FTE**
  - **Contract Employees: 27.45 FTE including 10.8 new FTE, 3.2 new Interim FTE, and 13.45 replacement FTE**
  - **Classified Employees: 16 FTE including 9 new FTE and 7 replacement FTE**

Specific Presentation Items
CSU-Pueblo Faculty and Staff

- The FY2009-10 5% enrollment growth Budget Plan provides Teaching & Learning Quality Initiative funding to support new enrollments:
  - $500,000 for additional adjunct and Visiting Lecturer positions to assure a continuing level of academic quality in the classroom
  - New positions in academic support, student life, financial services, and facilities for student enrollment and retention services

- Additional staffing needs to support increased enrollment will be evaluated after each semester census date and budget adjustments will be made to the extent possible given the status of State funding at that time.

Specific Presentation Items
CSU-Pueblo Faculty and Staff

- Compensation
  - CSU-Pueblo is very close to our nation and Colorado peers in annual compensation for tenure-track faculty: 96.8% and 99.4% of CUPA averages by discipline at all ranks except Instructor, nationally and in Colorado respectively.

- Benefits
  - CSU-Pueblo's contribution rate is 58.4% to the health plan cost and 50% to the life and dental plans costs. The standard contribution rate for our peers is 75%-90% to the health plan cost only.

Board of Governors of the
Colorado State University System
August 12, 2009
Report Item

Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, or university policy.

CSU-Pueblo Faculty and Staff
Campus Report

CSU-Pueblo's unprecedented enrollment growth in FY2008-09 challenged the University's workforce which has shrunk over the past several years of reduced enrollments and limited funding. However, every employee at the University is committed to serving our students and achieving our stretch goals because they understand that it is through achieving enrollment success that we will be able to improve the University. This dedication served the University and the students well through 2008-09 but given that another sizeable enrollment increase appears likely in Fall 2009, it was necessary to invest some of the resulting revenue in new positions focused on serving students.

Currently, the University has 500.10 budgeted full-time equivalent (FTE) employee lines funded by all sources including 185.5 FTE faculty lines, 137.85 FTE contract staff lines, 146.25 FTE classified staff lines, and 30.50 FTE grant-funded staff lines. (These FTE do not include Pueblo School for Arts and Sciences employees.) This is an increase over the previous year of 43 new FTE spread across the University in these areas:

- Faculty: 20 new FTE (17 as new Visiting Lecturer positions) and 18.5 replacement FTE totaling 38.5 new hires
- Contract Employees: 10.8 new FTE (3.35 in Athletics, 3.95 in Student Life, 2 in First Year Programs, 1 in Information Technology, and .5 in Academic Services) and 3.2 new Interim FTE and 13.45 replacement FTE totaling 27.45 FTE new hires
- Classified Employees: 9 new FTE (7 in Physical Plant, 1 in Student Life, and 1 in College of Science & Math) and 7 replacement FTE totaling 16 FTE new hires

The University also makes heavy use of adjunct faculty, employing 272 during the 2008-09 academic year, an increase of 33 FTE over the prior academic year. These additional adjunct faculty and the 17 FTE new Visiting Lecturer positions were hired to support the new enrollments and assure a continuing level of academic quality in the classroom.

The FY2009-10 Budget Plan approved by the Board at its June meeting assumed 5% enrollment growth and provided Teaching & Learning Quality Initiative funding of $500,000 for additional adjunct and Visiting Lecturer positions to support the new enrollment. Additional Quality Initiative funding provided to academic support, student life, financial services, and facilities to support new enrollment and retention efforts will be used to create some number of new positions. The University has developed a supplemental budget plan if enrollment for Fall 2009

grows beyond the 5% budgeted increase. After each semester census date, the amount of additional staffing needed to support an increased number of students will be evaluated and budget adjustments will be made to the extent possible given the status of State funding at that time.

Faculty Compensation

CSU-Pueblo is very close to our national peers in annual compensation for tenure-track faculty - approximately 96.8% of College and University Personnel Association (CUPA) averages by discipline at all ranks except Instructor. This percentage represents significant progress over the past few years in bringing our faculty's compensation closer to the CUPA average of our peer institutions. While the lack of salary increases for FY2009-10 may result in some amount of backward slide, other institutions in Colorado and elsewhere are also suffering from the current economic situation which will certainly impact future comparisons. The University realizes that recruiting and retaining quality faculty is vital to achievement of our enrollment, retention, and graduation stretch goals. One priority for reinvestment of increased revenues accruing from increased enrollment will be to invest in our biggest resource, our faculty – as well as our staff.

FY2008-09	CSU-Pueblo Average Salary	**National Peer Group** Salaries		CSU-P as % of Peers	
		Average	Median	Average	Median
Overall	$ 64,418	$ 66,565	$ 60,500	96.80%	106.50%
Professor	$ 77,416	$ 80,282	$ 76,726	96.40%	100.90%
Associate Professor	$ 63,597	$ 65,167	$ 58,025	97.60%	109.60%
Assistant Professor	$ 53,681	$ 55,670	$ 50,279	96.40%	106.80%
New Assistant Professor	$ 51,491	$ 53,845	$ 45,500	95.60%	113.20%

FY2008-09	CSU-Pueblo Average Salary	**Colorado Peer Group** Salaries		CSU-P as % of Peers	
		Average	Median	Average	Median
Overall	$ 64,418	$ 64,735	$ 58,834	99.40%	109.40%
Professor	$ 77,416	$ 78,977	$ 75,037	98.10%	103.30%
Associate Professor	$ 63,597	$ 62,688	$ 57,876	101.40%	109.90%

Assistant Professor	$ 53,681	$ 54,200	$ 50,338	99.00%	106.60%
New Assistant Professor	$ 51,491	$ 51,030	$ 48,800	100.90%	107.30%

With regard to benefits, CSU-Pueblo's contribution rate for faculty and contract staff is 58.4% of the health plan cost (up from 54% in 2008) and 50% of the life and dental plans costs. The standard contribution rate for our peers is 75%-90% to the health plan cost only.

Board of Governors of the
Colorado State University System
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Colorado State University – Pueblo
Faculty Representative Report

The faculty senate has adjourned for the summer and will reconvene on August 14, 2009. As a consequence I have nothing to report.

Respectfully submitted,

Scott D. Eriksen
CSU-Pueblo Faculty Representative
Board of Governors

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

PRESIDENT'S REPORT
COLORADO STATE UNIVERSITY - PUEBLO

CAMPUS NEWS

President Garcia Receives Community Advocacy Award.
President Joseph Garcia was awarded the Community Advocacy Award at the Pueblo Hispanic Education Foundation's Annual Scholarship Awards Banquet on Aug. 1. The annual award is presented to a company or individual who demonstrates a commitment to education and the mission of the Pueblo Hispanic Education Foundation.

Military Friendly Designation.
CSU-Pueblo has been named by GI Jobs magazine as a Military Friendly School for 2010 because of the policies, efforts, and results used to recruit and retain military and veteran students. This honor ranks the University in the top 15 percent of all colleges, universities, and trade schools nationwide.

Alumni License Plates.
The State of Colorado has approved a CSU – Pueblo license plate. Certificates are attainable through a $50 donation to the alumni association and purchasers of the plates need not be an alumnus to obtain a Thunderwolves license plate. The plate will feature the Wolf Head Logo and will be available beginning January 1, 2010.

Archives Receives Documents from Supermax opponent.
The Southern Colorado Ethnic Heritage and Diversity collection at CSU-Pueblo recently received documents and videotapes made by an opponent of the federal Supermax prison. Archivists at the University are reviewing the papers of Mitchell Kaufman, who died in 1998. Kaufman's brother Joel says Mitchell initially opposed Supermax because he believed the prison system was inherently racist, citing its disproportionate numbers of Hispanic and black inmates. Joel says his brother also opposed Supermax for its small cells where inmates might be confined for all but a half-hour each day. Supermax, built in 1994, houses the nation's most dangerous prisoners.

ASG Senator Named 2009 Fiesta Queen.
Associated Students' Government Senator representing the College of Humanities and Social Sciences, Daisy Mendoza, has been named the 2009 Colorado State Fair Fiesta Queen. An Aurora native, Daisy is a sophomore Spanish and Biology major. She was crowned the 2009 State Fair Fiesta queen on June 13 and will reign over Fiesta Day activities during the Colorado State Fair in August.

Upcoming Events

University to Host Renewable Energy Expo.
The Southeastern Colorado Renewable Energy Society in conjunction with CSU-Pueblo is presenting a free event on Saturday, Aug. 8 to showcase renewable energy and energy efficiency to encourage businesses and individuals to better understand and adopt the technology in existing and new buildings and transportation. The day's activities run from 9 a.m.-4 p.m. and include displays and demonstrations, virtual and driving solar tours, as well as presentations on everything from energy rebate programs and home energy audits to solar cooking. More information and a complete schedule may be found at www.cres-energy.org/events

Golf Classic.
The 8th Annual State Farm Insurance ThunderWolves Golf Classic is scheduled for Friday, Aug. 28 at the Pueblo Country Club. The ThunderWolves Golf Classic benefits the student-athlete scholarship fund. Currently, the CSU-Pueblo athletics department, with more than 400 student-athletes competing in 16 varsity sports, provides the equivalent of 90 in-state scholarships, thanks mostly to private donations. Entry fee is $125 per golfer and corporate teams are $1,000 for teams of five. For more information, call Todd Kelly at 549-2013 or e-mail todd.kelly@colostate-pueblo.edu.

Student Activities Hosts 303 at State Fairgrounds on Labor Day.
Colorado duo 3OH!3, one of the hottest live acts anywhere, right now, will close out the 2009 Colorado State Fair with a show on Labor Day, Sept. 7. Tickets are on sale through Ticketmaster and the Colorado State Fair box office. What began as an unusual campaign promise by a group of candidates for Associated Students' Government at Colorado State University-Pueblo has become reality. The Legit Party, led by Steve Titus and Chris Smith, included the following line at the bottom of its campaign fliers: "If all Legit Party candidates win, we will bring to CSU-Pueblo the Denver-area band 3OH!3." CSU-Pueblo will distribute 2,000 free tickets set aside for students -- first come, first get beginning Aug. 24. The Events Center capacity is nearly 8,000.

Pueblo Athletic Hall of Honor.
The CSU-Pueblo Department of Athletics has announced plans to form the CSU-Pueblo Athletics Hall of Fame, with the inaugural class being announced in October 2009 to coincide with the ThunderWolves' "Hall of Fame Game" showdown with Western New Mexico University on Oct. 31. The "inaugural class" will join the two charter members of the CSU-Pueblo Athletics Hall of Fame, Harry Simmons (Men's Basketball Coach/Athletic Director, 1945-80) and Jessie Banks (Women's Basketball Coach, 1966-85), who joined the Hall of Fame this year.

ACADEMIC AFFAIRS

Scholarly Activity

Nursing Student Earns Scholarship.
LaVeta resident and nursing student Regina Jo Griego has been named one of 20 students awarded the Colorado Trust Health Professions Scholarship. She is studying for her MSN in nursing with a focus on family and acute care nursing. The two-year scholarship assists graduate-level health professions students by paying up to $15,000 over two years. Recipients must agree to practice in rural and/or underserved communities or a faculty position upon completion of the training for a minimum of two years. The Southeastern Colorado Area Health Education Center, in conjunction with the Colorado Area Health Education Center System office, has partnered with the Colorado Trust to award health profession scholarships to help increase the healthcare workforce in rural Colorado.

Bruch Presents at the American Library Association
Assistant Professor of Library Services, Courtney Bruch, gave a presentation on "Immersion Inspired Initiatives and Real World Results" at the annual conference of the American Library Association in Chicago, IL on July 11. Her presentation included a call for creating authentic lines of communication, understanding influence as power, and a new form of authority within information literacy leadership.

DePalma, Schlegel, and Moradi Receive Continuation of Patent
Dr. Jude DePalma, associate professor of engineering, along with Todd Schlegel (Nassau Bay, TX) and Saeed Moradi (Houston, TX) received a continuation patent for their real-time high frequency QRS electrocardiograph with reduced amplitude zone detection. The device was produced in conjunction with research conducted through the National Aeronautics and Space Administration.

Xcel Donates High Pressure Sodium Street Lights
In June, Xcel Energy donated 5 new high pressure sodium (HPS) street lights and 5 new LED street lights to the Department of Engineering. Xcel is doing a study to compare the two types of lights in use on Bonforte Boulevard. Dr. Jude DePalma will be studying the electrical properties of the two types of lights. While studies are underway in other cities to compare HPS and LED lights, it is believed that this is the only one being done in cooperation with a university.

Service

Hasan School of Business Sponsors Summer Business Academy
The Hasan School of Business recently sponsored the Summer Business Academy (SBA) for over 30 middle-school students, age 13-15, from the local area. The 3-day program, held June 7-10, was an opportunity for students to create a business of their own and

compete with other participant groups to evaluate their businesses. Students had the chance to connect with current CSU-Pueblo students who mentored participants as well as local business leaders who volunteered to judge in the business plan competition. The program also allowed SBA participants to experience college life by living in the university residence halls, enjoying meals at the campus dining center, and making new friends with other SBA participants.

Civil Engineering Technology Department Conducts Summer Program
The Civil Engineering Technology program at CSU-Pueblo again conducted a summer program for the National Summer Transportation Institute. The objective of the summer program is to provide awareness and stimulate interest in secondary school students to take advantage of opportunities that exist in the transportation industry. During the two-week period, students learned about career opportunities in transportation and the relevant educational and skills requirements. Nineteen students attended the two-week program from June 8-19. The project is funded through a $39,500 Federal Highway Agency grant.

Creative Writing Workshops.
Students entering grades 5 through 8 had the opportunity to learn and practice different writing techniques such as news reporting, cartooning, and digital writing as part of two creativity workshops in July. The Be Creative Young Writers' Workshop was sponsored by the Southern Colorado Writing Project at CSU-Pueblo, the Pueblo City-County Library District, InfoZone News Museum, and the Pueblo Automobile Dealers Association (PADA) at the Rawlings Public Library in downtown Pueblo.

Outreach

PLP Director Named to Denver Foundation Board.
The Denver Metro Chamber Leadership Foundation has inducted nine new members onto its board of directors, including President's Leadership Program Director Shelly Moreschini. Also inducted were: Luella Chavez D'Angelo, president of the Western Union Foundation; GG Johnston, president of JohnstonWells Public Relations; Stephen Jordan, president of Metropolitan State College of Denver; Katie Kramer, vice president and assistant executive director of the Boettcher Foundation; Ken Lund, managing partner of Holme Roberts & Owen LLP; Gloria Neal, commentator and special assignment reporter at CBS 4 News; Craig Umbaugh, partner at Hogan & Hartson, and C. Travis Webb, managing partner at BKD LLP.

Arts Center Lunch & Lecture.
On August 6 from 12-1p.m., Studio 210 at the Sangre de Cristo Arts and Conference Center is hosting a Lunch & Lecture with guest speaker Dr. Roy Sonnema, Dean of the College of Humanities and Social Sciences. Dr. Sonnema will discuss Colorado Modern Art as it specifically pertains to the Arts Center's current exhibits, Colorado Moderns

from the Kirkland Museum in Denver, as well as local modern artists to include Orlin Helgoe.

Grants Received

Academic Affairs – First Year Experience Program

Sponsor:	Wal-Mart/ American Council on Education (ACE)
Principal Investigator:	Dr. Derek Lopez
Project Title:	Academic Success for First Generation Minority Students
Award Dates:	May 1, 2009 – April 30, 2012
Amount:	$ 102, 775

Academic Affairs – VP for Student Learning and Assessment

Sponsor:	Tennessee Technical University via NSF (CAT National Dissemination Grant)
Principal Investigator:	Dr. Erin Frew
Project Title:	Critical Thinking Skills Test
Award Dates:	March 19, 2009 – September 30, 2009
Amount:	$ 2,500

Academic Affairs – Student Academic Services – Office of Disability

Sponsor:	Kenneth King Foundation
Principal Investigator:	Mr. John Meister, Ms. Pam Chambers
Project Title:	Upgrade to the Assistive Technology Lab

Award Dates:	July 1, 2009 – June 30, 2010
Amount:	$ 5,000

Athletics

Sponsor:	NCAA
Principal Investigator:	Ms. Niki Whitaker
Project Title:	NCAA Speaker Program
Award Dates:	April 1, 2009 – April 30, 2009
Amount:	$ 500

College of Education, Engineering and Professional Studies

Teacher Education

Sponsor:	Professional Association of Colorado Educators (PACE)
Principal Investigator:	Ms. Kathleen Wilson
Project Title:	Professional Development for PK-12 Educators
Award Dates:	5/1/09 – 5/1/10
Amount:	$2,500

Engineering Technology

Sponsor:	Federal Highway Administration/ Colorado Department of Transportation
Principal Investigator:	Dr. Sylvester Kalevela
Project Title:	Colorado Summer Transportation Institute – 2009

Award Dates:	3/31/09 – 9/30/09
Amount:	$39,544

Engineering

Sponsor:	Colorado Space Grant Consortium (University of Colorado – Boulder) via NASA
Principal Investigator:	Dr. Huseyin Sarper
Project Title:	Colorado Space Grant Consortium Affiliate Program – CSU-Pueblo
Award Dates:	3/15/09 – 3/14/10
Amount:	$10,000

Nursing

Sponsor:	Custer County Medical Center
Principal Investigator:	Mr. Joe Franta
Project Title:	Custer County Medical Center Clinical Residency
Award Dates:	6/7/09 – 5/31/10
Amount:	$90,000

College of Humanities and Social Sciences

English

Sponsor:	National Writing Project
Principal Investigator:	Dr. Katherine Frank
Project Title:	Southern Colorado Writing Project

Award Dates:	6/1/09 – 5/31/10
Amount:	$46,000

English

Sponsor:	David and Lucile Packard Foundation
Principal Investigator:	Dr. Katherine Frank
Project Title:	Southern Colorado Writing Project
Award Dates:	6/1/09 – 5/31/10
Amount:	$28,000

College of Science and Mathematics

Biology

Sponsor:	Colorado Department of Wildlife (CDOW)
Principal Investigator:	Dr. Scott Herrmann
Project Title:	Monthly Plankton Collections from the Pueblo Reservoir and Downstream (May-November 2009)
Award Dates:	5/1/09 – 11/30/09
Amount:	$4,852

Chemistry, Biology

Sponsor:	Pueblo County Commissioners
Principal Investigator:	Dr. David Lehmpuhl, Dr. Scott Herrmann, Dr. Brian Vanden Heuvel, Dr. Del Nimmo
Project Title:	Living Organisms as Environmental Indicators of Water and Sediment

	Conditions in Fountain Creek and the Lower Arkansas River, Colorado
Award Dates:	6/1/09 – 12/31/10
Amount:	$25,000

Chemistry, Biology

Sponsor:	City of Pueblo
Principal Investigator:	Dr. David Lehmpuhl, Dr. Scott Herrmann, Dr. Brian Vanden Heuvel, Dr. Del Nimmo
Project Title:	Living Organisms as Environmental Indicators of Water and Sediment Conditions in Fountain Creek and the Lower Arkansas River, Colorado
Award Dates:	6/1/09 – 12/31/10
Amount:	$75,000

Chemistry

Sponsor:	Lindbergh Foundation
Principal Investigator:	Dr. Chad Kinney
Project Title:	Mitigation of Organic Contaminants During the Conversion of Sewage Sludge to Biosolids Using Earthworm Composting
Award Dates:	7/1/09 – 6/30/10
Amount:	$10,580

University Total Received	**$ 442,251**

ATHLETICS

All RMAC Football Team.

Former linebacker Dan DeRose and former running back Herman Heard were among the 24 players named to the Rocky Mountain Athletic Conference's all-time all-century football team. The top two dozen players and head coach in RMAC football history were selected to help celebrate the conference's 100th anniversary. DeRose played linebacker on the old Indians' team of then Southern Colorado in the 1980s. Joining him from CSU-Pueblo was standout running back Herman Heard, who went on to play six seasons with the Kansas City Chiefs.

New Women's Tennis Coach.

Former CSU-Pueblo assistant coach Brian Drummond has been named the ThunderWolves' women's tennis coach. Drummond replaces Tom Durham, who will focus on helming the CSU-Pueblo men's tennis team this coming season. Drummond was an assistant under the past two tennis coaches at CSU-Pueblo, Tom Durham and Bob Scott. A local tennis instructor and coach, he has worked with the Pueblo Junior Excellence Program for seven years.

New Women's Soccer Coach.

Former Oxnard (Calif.) College head coach Janet Cassidy has been named the women's soccer coach at CSU-Pueblo. Cassidy takes over a women's soccer program that boasts 16 returners and is coming off two consecutive RMAC tournament appearances. At Oxnard College, Cassidy coached the Condors for one campaign, leading a turnaround from just two wins in 2007 to a respectable 8-9-2 mark in 2008. She also doubled the team roster at Oxnard from 12 members in 2007 to 24 members in 2008. Cassidy also has served as an assistant at Cal Poly-Pomona, an NCAA Division II program in Pomona, Calif. From 2002-2006, Cassidy was the head coach at Vista Del Lago High School in Moreno Valley, Calif., where her team won the 2003-04 Inland Valley League championship in just the program's second year of existence. Cassidy's teams earned three state tournament berths in her four seasons at the helm.

New Track and Field Assistant Coach Named.

CSU-Pueblo women's track and field coach Chad Perry has announced the hiring of former Western Carolina University graduate assistant, Jennifer Spivey, as assistant women's track and field and cross country coach. At Western Carolina University, Spivey specialized in sprints, hurdles and relays for the men's and women's squads. Spivey competed for Western Carolina University, earning All-Southern Conference honors from 2001-2005. In 2009, Spivey received her Master's Degree in education with a concentration in community college and teaching from Western Carolina University. Spivey is a USA Track & Field Level I track and field certified coach.

Golf Alums Hired as Coaches.

Director of Athletics Joe Folda has announced the hiring of two former CSU-Pueblo golfers, Josh Koschke and Greg Dillon, as the new men's and women's golf coaches, respectively. Koschke, the team captain on the ThunderWolves' last RMAC Championship team in 2004, when he finished second at the 2003 RMAC Fall Championships, will take over a ThunderWolf men's golf program that has reached the NCAA Division II Regionals for eight straight seasons. Koschke is the Director of Instruction at the Walking Stick Golf Course. He has helped establish a golfer development program and junior golf program at the course and has had contact with the top high school and collegiate golfers in the area. He is a member of the PGA and is working toward "Class A" status. He replaces Ray Makloski. Dillon, the director of instruction at the Desert Hawk Golf Club in Pueblo West, was a member of the ThunderWolves' golf team from 1975-78 and helped lead the team to the 1978 Rocky Mountain Athletic Conference championship when he was an all-RMAC selection, as well as two NCAA Division II tournament appearances (1976, 1978). Since leaving CSU-Pueblo, Dillon has served as a golf pro in a variety of locations, including Pueblo West, New Port Ritchie, Fla. and Cheyenne, Wyo. From 1991-2008, he was the head golf pro and general manager of the Shadow Hills Golf Club in Canon City. Dillon will serve as just the second golf coach in the program's history replacing Josh Hartman and will seek the program's first ever RMAC Championship. The program was forged in 2005-06.

Wrestling announces 18 recruits.

Pack wrestling coach Dax Charles has added 18 new recruits with plenty of local and area flavor to help bolster his team. Pueblo County's Bryce Sciumbato, South's Derek Ruiz and Central's Kyle Newton are all in the ThunderWolves' fold. They will be joined by Alamosa's Kyle Holman and Crowley County's Billy Gray. Pueblo West's Jordan Garcia, a two-time state finalist, also is walking on for the Pack. Chris McWhorter, a Pueblo South grad, also has transferred from Western State to CSU-Pueblo's team. Other recruits include: Treven Delaune, Marrero, La.; Ryan Kirby, Byers; Kenny Porter, Bennett; Michael Jaquess, Colorado Springs; Benjamin Collins, Marrero, La.; Nick Stahler, Palmer, Alaska; Levi Jutila, North Pole, Alaska; Aaron Eberhart, Polmar, Calif.; Dalton Harrington, Honolulu, Hawaii; Trevor Grant, Nevada; Salvatore Howes, Denver; Joshua LaClair, Booton, N.J.; and Moises Alcala, Westminster.

Pechek hits paydirt with Brewers.

Former CSU-Pueblo catcher Tony Pechek became the newest member of the Milwaukee Brewers organization in mid July when the club signed him to a minor league contract. Pechek reported to the Brewers' Rookie League team in the Arizona League on July 19. Pechek's journey to a Major League organization was a bumpy one, as he played at four different colleges (Wichita State, Creighton, Central Arizona College) during his collegiate career, finally finding a home at CSU-Pueblo. An all-Central Region selection as a catcher in 2008 at CSU-Pueblo, Pechek hit .390 for the Pack with eight home runs,

second-highest mark on the squad, with 76 RBI in 231 at bats. Pechek helped lead the ThunderWolves to the 2008 Rocky Mountain Athletic Conference Tournament championship as well as the program's first berth in an NCAA Division II regional tournament since 2006. Pechek becomes a second-generation pro ball player in his family, joining his father, Wayne, who was drafted by the San Francisco Giants in 1976 and played in the Giants' farm system for four seasons, reaching as high as the Phoenix Giants, the club's AAA affiliate, in 1980. He also played in the California Angels' organization.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

Pueblo School for Arts and Sciences

The Pueblo School for Arts and Sciences (PSAS) is a charter school within Pueblo City Schools (District 60); the charter is held by Colorado State University-Pueblo, and has been since the school's inception in 1993.

PSAS was originated as part of President Robert Shirley's vision of establishing an "Education Alliance" that incorporated K-16 education and a close partnership between the University of Southern Colorado and Pueblo School District 60. Under the Alliance, the Superintendent of District 60 held the title of Dean of the Center for Teaching, Learning, and Research (CTLR) at USC, and the principal of PSAS held the title of Dean of the school. In the mid-90s, with reorganization of the university's education program into the College of Education, Engineering, and Professional Studies, an associate dean for education was named and the D-60 superintendent no longer held the title of Dean of CTLR; in 2002, with the hiring of a new principal, the title of Dean of PSAS was also dropped. The Principal of PSAS reports directly to the CSU-Pueblo Provost, who also serves as mediator in cases of dispute between the Principal and faculty or parents.

The PSAS charter was approved by the State Board of Agriculture in October 1993 and by the Colorado Board of Education in the same year. PSAS opened in 1994 as a K-8 school housed in a former elementary school, still owned by Pueblo City Schools, on Pueblo's southwest side, about 8 miles from the campus, where it remains today. (Maintenance of the building is performed by Pueblo City Schools under contract with PSAS.) Grades 10, 11, and 12 were added in 1995, 1996, and 1997, housed on the USC campus, in the Library Wing and the Arts and Music Building.

The high school was closed in the spring of 2001, and students sent to other schools for the next academic year. The K-8 school remains in operation, with approximately 400 students each year, with more on a waiting list. While many of the students are children of CSU-Pueblo employees, dependents of university faculty and staff are not given priority in enrollment.

Since its beginning, PSAS has been self-supporting. Funding for the school comes from the Per-Pupil Revenue (PPR) granted to all public schools; PSAS receives 95% of the normal district PPR for each student to cover costs. The university provides financial services to PSAS at no cost to the school or the district.

Liability Issues

PSAS is an administrative unit of CSU-Pueblo, although its building is owned by the school district. The district has responsibility for any liability arising from the condition the building or

the actions of any of its employees who perform work in the building or on the school grounds. Employees of PSAS are treated for liability issues as employees of CSU-Pueblo and subject to Risk Management provisions.

The Current Situation

Over the years, the situation outlined above has changed significantly, and there is now reason to question whether PSAS fits reasonably with the CSU-Pueblo role and mission. This is not to question the quality of the school or the value it provides not just to its students and their families, but to the entire Pueblo community. It is clear, however, that PSAS could serve those same constituents if its charter were held by another entity.

The recent resignation of the PSAS principal has presented us with an occasion to undertake discussions with both the PSAS Site Council and officials from Pueblo City Schools. We have appointed an interim principal and asked that both the Site Council and City Schools continue exploring options for disposition of the charter and to present us with recommendations.

We have had brief discussions with officials from Pueblo City Schools, and the PSAS Site Council has been considering other avenues as well. We have appointed an interim principal for PSAS and asked Pueblo City School officials and Site Council members to continue their explorations and to present us with options for the disposition of the charter.

No action beyond approval of this plan and advice is asked of the Board at this time but may be required later if the CSU-Pueblo determines that the best course of action would be to dissolve or transfer the charter.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009
Report Item

Student Representative Report
Colorado State University-Pueblo

Chancellor Blake Visit

I was very pleased to have the opportunity to meet with Chancellor Blake a few weeks ago on our campus. Chancellor Blake and I had the opportunity to talk about a variety of issues pertaining to CSU-Pueblo and about statewide funding for higher education. I made sure to assure our Chancellor that I will be available to do whatever I can to help the CSU-Pueblo and our students.

Meeting with Regional Vice President of BlackBoard, Inc.

ASG Vice President for Finance, Chris Smith, and I met with BlackBoard Regional Vice President, Kurt Ackman. Kurt has been in the innovative technology arena for years, previously working for the Apple Higher Education division. It was an optimistic yet realistic meeting in conversation about our current outdated BlackBoard system. BlackBoard has many applications and programs that our students can harness to create a powerful online learning opportunity and build a stronger sense of community on campus. I hope to keep these conversations ongoing so CSU-Pueblo students can enjoy the best technological services and online academic environment that is possible.

New Business Plan for Major Concerts

The Associated Students' Government, in collaboration with the Colorado State Fair and the Office of Student Activities has developed a new business plan for major concerts. Historically, CSU-Pueblo put on a big name spring concert subsidized by the Special Events Fee. Effective in AY 10, the Special Events Fee that funded these extravaganzas has been discontinued. The new model is based on sales to the general Pueblo community and a nominal fee to our University students, thereby minimizing overall student fee subsidy.

Institutional Student Fee Plan Review

Last spring, the Student Fee Governing Board (SFGB) worked collaboratively with University Administration to update the SFGB bylaws to ensure maximal student participation in the allocation and review process of fees. Vice President of Finance and Administration has mentioned that this new SFGB Bylaw does not reflect the current Institutional Fee Plan for Student Fees and Charges. The students have asked that the Institutional Fee Plan be revised. The students the Plan needs to be reviewed and revised to include students in all aspects of the fee process, including the reserves.

Direct Deposit

The Associated Students' Government in collaboration with Business Financial Services is proud to announce the new Electronic Deposit program for Students at CSU-Pueblo! Direct Deposit to **any** domestic bank is now available for excess financial aid funds and student payroll checks. Previously, only one banking option was offered. With this new safe and convenient process, students can have money electronically transferred to the bank they choose.

ASG Senator named Colorado State Fair Fiesta Queen

Associated Students' Government Senator, Daisy Mendoza, has been named the 2009 Colorado State Fair Fiesta Queen. An Aurora native, Daisy is a sophomore Spanish and Biology major. She was crowned the 2009 State Fair Fiesta queen on June 13 and will reign over Fiesta Day activities during the Colorado State Fair in August.

Soccer Stadium Lights

The Student Facility Fee approved funding for lights to be added to our current Soccer field. This addition now gives all sports the opportunity to play night games at home. Previously, soccer was the only sport that really did not have the opportunity to play at night for their hometown fans. We are hopeful that these lights will be in place by the end of the fall soccer season.

Respectfully Submitted,

Steve Titus
President
Associated Students' Government
Colorado State University-Pueblo

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT COMMITTEE MEETING
JUNE 23, 2009

Committee Chair Patrick McConathy called the meeting to order at 11:00 a.m. Committee members attending were Marguerite Salazar, B. A. Cosyleon, and Pat Grant. Board members present were Douglas Jones, Ed Haselden, Tom Farley, Joe Zimlich, John Ikard, Taylor Smoot, Tim Gallagher, Steven Titus. Others attending were Allison Horn, Director, Internal Auditing, Joanne Ballard, Dan Gearhart, Rich Schweigert, Tony Frank, Joe Blake, Joe Garcia, Mike Nosler, and Frank Pierz.

Audit Plan 2008-09 – Final Update
The final status report was distributed for the Audit Plan for FY 08-09. Twelve reports were issued in FY 09 (two of which were special reports), and seven were carried over to FY 09-10. There were no questions regarding this status report.

Status of Open Recommendations
The status report was distributed for recommendations that remain open from previous audits. There were 17 recommendations open at CSU-Pueblo, and nine recommendations open at CSU-Ft. Collins.

Audit Plan for 2009-10
An audit risk assessment was done throughout the System, and a proposed audit plan was presented based on the risk assessment and consultation with management at the two institutions. The projects were discussed in terms of rationale for the audits, risk rankings, and preliminary objectives. The proposed Plan includes 12 audits at CSU-Ft. Collins, three audits at CSU-Pueblo, one audit at CSU-Global Campus, and seven audits from FY 08-09 carried over into FY 09-10 (it was noted that four of the seven projects carried over are near completion, and reports on those projects should be issued prior to the next meeting of the Audit Committee). An audit of the CSU Libraries was on the FY 08-09 Plan, and has not yet begun. Ms. Horn proposed deleting it from the schedule, based on the update of the audit risk assessment. The proposed audit coverage for FY 09-10 addresses the most pressing risks of the institutions (from an audit standpoint), more effectively than completing the Libraries audit at this time. As has been the practice for many years, audit hours are reserved each year to address special projects or consulting engagements requested by management.

The Audit Committee unanimously approved the FY 09-10 Audit Plan as proposed, and will recommend approval to the full Board.

Audit Charter

The Audit Charter will expire under its terms on June 20, 2009. A proposed revised Charter was presented for approval. The proposed Charter included a housekeeping change (to clarify the name of the Department of Internal Auditing, and make it consistent throughout the Charter), and

two substantive changes. The first substantive change was to clarify and set forth the professional standards for the Department of Internal Auditing, as the Professional Practices Framework promulgated by the Institute of Internal Auditors, including the Definition of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing, and related Practice Advisories.

The second substantive change was to remove the expiration term from the Charter, so it will remain in effect unless and until amended or revised. Ms. Salazar expressed concern that the Audit Committee should review the Charter regularly to ensure its applicability, and Ms. Horn assured the Committee that a review will be conducted each year at the June Committee meeting.

The Audit Committee unanimously approved the revised Audit Charter, and will recommend approval to the full Board.

The meeting of the Audit Committee was adjourned at 11:30 a.m.

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING
JUNE 23, 2009

Committee Interim Chair Pat Grant called the meeting to order at 8:35 a.m. Committee members attending were Tom Farley and Pat McConathy. Board members present were Douglas Jones, John Ikard, Joe Zimlich, Bonifacio Cosyleon, Marguerite Salazar, Taylor Smoot, Tim Gallagher, Steven Titus. Others attending were Dan Gearhart, Rich Schweigert, Tony Frank, Joe Blake, Mike Nosler, and Frank Pierz.

Discussion was held and input was provided by the Committee on the following items:

1. A recommendation by the Committee to the full Board of Governors of a resolution to adopt the FY 2010 Budgets for CSU-Ft. Collins, CSU-Pueblo, the CSU System, and CSU Pueblo.
2. A recommendation by the Committee to the full Board of Governors of a resolution to adopt the CSU System 2010-2011Capital Construction Requests and Project Lists for CSU-Ft. Collins, CSU-Pueblo and all documents required for submission to the Department of Higher Education or to the General Assembly.
3. A recommendation by the Committee to the full Board of Governors of a resolution to adopt the Re-adoption of the Board of Governors Finance Policy.

The meeting was adjourned at 9:45 a.m.

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING
JUNE 23, 2009

Committee Chair Ed Haselden called the meeting to order at 9:58a.m. Committee members attending were Marguerite Salazar and B. A. Cosyleon. Board members present were Douglas Jones, Pat Grant, Tom Farley, Pat McConathy, John Ikard, Joe Zimlich, Taylor Smoot, Tim Gallagher, Steven Titus. Others attending were Dan Gearhart, Rich Schweigert, Tony Frank, Joe Blake, Mike Nosler, and Frank Pierz.

Discussion was held and input was provided by the Committee on the following items:

1. A recommendation by the Committee to the full Board of Governors of a resolution to adopt the Amended Real Estate Investment Fund Policy.

Chairman Haselden asked for a motion to go into Executive Session. The motion was made by Committee member Cosyleon, seconded by Committee member Salazar and unanimously approved by the Committee.

The meeting was adjourned at 10:55 a.m.

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

REGULAR BOARD MEETING
JUNE 24, 2009

Chairman Doug Jones called the meeting of the Board of Governors to order. The Governors went into **Executive Session**, and then the meeting reconvened in **Public Session**. Chairman Jones called for any public comment, and seeing that there was none, the meeting moved forward to the **Board Chair's Agenda**.

He welcomed everyone; and immediately moved to a "carry in" item Amendment Number One to the Performance Contract with CCHE, which was presented by General Counsel, Mike Nosler. Mr. Nosler advised the Board that this resolution is to authorize execution of Amendment Number One to the Performance Contract with CCHE, with the current contract expiring on June 30, 2009. David Skaggs, Executive Director of the Colorado Department of Higher Education, proposed a simple extension of the Performance Contract for 18 months, through December 31, 2010, to give all the institutions of higher education an opportunity to discuss what the next couple of years will hold for higher education.

Chairman Jones then asked if there were any questions, and as there were none, asked for a motion to approve. Mr. Zimlich moved, with a second by Ms. Salazar. The motion was unanimously approved by the Board.

Mr. Nosler then moved to a second carry in item; the Board Chair's execution of the Fifth Amendment to the Fee-for-Service Contract, and advised the Board that the Chair had signed this previously, and asked that the Board ratify the Chair's signature on this contract.

Chairman Jones called for a motion to ratify. Mr. McConathy moved, with a second by Mr. Grant. The motion to ratify was unanimously approved by the Board.

Chairman Jones then provided an update on the Board of Governors Scholarship, with remarks by Tony Frank. Chairman Jones advised the Board the intent is to provide further details at the August 2009 Board Meeting.

At this point Mr. Nosler asked the Chair for permission to speak, and clarified to the Board that the prior Ratification of a Fifth Amendment, also included a ratification of a letter of assurance to CCHE on the stimulus monies and the use of stimulus monies. Mr. Nosler wanted to ensure the Board had full knowledge of the fact that the Board ratified two letters. The Board was in agreement and had no questions. Chairman Jones thanked Mr. Nosler for the clarification.

Chairman Jones then moved on to the approval of the **Consent Agenda**, asking for a motion to approve with the exception of the item "Proposed Changes to the Faculty Manual and Programs," as this was being pulled in its entirety and moved to the August 2009 Board Meeting.

Mr. Farley moved, with a second by Mr. Cosyleon. The motion was unanimously approved by the board, and thereby approved the following:

A. Colorado State University System:
   - Approval of 5/4/09 Finance Committee Meeting Minutes
   - Approval of 5/4/09 Real Estate/Facilities Committee Meeting Minutes
   - Approval of 5/4/09 Board of Governors Meeting Minutes
   - Approval of 5/29/09 Special Meeting of the Board of Governors Minutes

B. CSU-Fort Collins:
   - CSU: Revisions to Sabbatical Leave for 2009-2010
   - Nondelegable Personnel Actions
   - CSU: Emeritus Rank Designations

C. CSU-Pueblo:
   None

D. CSU-Global:
   None

Chairman Jones then entertained discussion, questions, and comments regarding the item "Proposed Changes to the CSU-Ft. Collins Faculty Manual and Programs." Governor Farley raised several questions and following discussion, the Board Chair recommended that any Board members who had questions regarding the proposed changes should contact Dr. Tony Frank directly for clarity.

Chairman Jones moved to **Student Reports**, and acknowledged this would be the last report by the current Student Representative for Ft. Collins:

CSU Ft. Collins Student Representative, Taylor Smoot, began by thanking the Chair. He then reported on two really major issues that are going to be happening in the Student Government, one of them being sustainability, and the other being the creation of a mentorship program for international students

Student Government will also attempt to downsize the budget and will be reviewing current contracts with both Ram Rod and with the USA Today Leadership Program.

Taylor then reintroduced Dan Gearheart, the new Student Representative for CSU-Ft. Collins, and gave his full endorsement. Taylor advised the Board that Dan will be going to the Marine Corps until August 14, and the Vice President of Student Government will be providing the student report in the August meeting.

Taylor then thanked Dr. Tim Gallagher for serving alongside of him and the Board, and gave his full support and thanks to both President Frank and Chancellor Blake. He informed the Board that his serving with them has been a privilege and added to

his college experience, and then thanked the Board for this opportunity, and "for the service that you provide to the students at Colorado State University. I wish you all the best. This is a great Board; you fight for students; you do what is right, and you do it out of the kindness of your heart. You guys are all model citizens, I believe, and have really been a role model for myself. Thank you so much."

Chairman Jones thanked Taylor and stated the Board appreciated his leadership, applauding him and wishing him the very best on his future endeavors. Chairman Jones then welcomed Dan Gearheart on behalf of the Board.

Chairman Jones then asked for the first report by CSU-Pueblo Student Representative, Steven Titus:

Steve began by thanking the Board for providing the location and accommodations for the Board Retreat, stating "this has just been a great experience the last couple days."

Steven then advised the Board that the Association of Student Government at CSU-Pueblo is being revamped, and is continuing to go down the track of becoming more of an identity on campus. He informed the Board that for the first time in years, Student Government has established a cabinet, and has held a meeting with a couple state legislators to make introductions, and to get on the same page as them. Student Government is creating a positive environment for all of the ASG staff.

Steven then shared that he was appointed to the Institutional Effectiveness Committee which is responsible for reporting to the Provost on different issues on campus. One of his duties is to write the mission statement on the student's point of view on learning-a student's responsibility for learning.

He then indicated he is looking forward to a very successful and encouraging year for the students at CSU-Pueblo.

Chairman Jones then moved on to **Faculty Reports**:

CSU Ft. Collins Faculty Representative Dr. Gallagher thanked the Chair and advised that he had submitted his written report, and extended his thanks to the entire Board and Taylor. He advised he has been voted in as Vice Chair of Faculty Council, and will be one of three Faculty Council officers who meet regularly with the Presidents and Provosts.

Dr. Gallagher then introduced Dan Turk, the new Faculty Representative, who is professor in computer information systems. He then moved on to report that an integral part of his report is the appendix; the Annual Report of Faculty Council. He gave credit to the Faculty Council Chairman, Richard Eykholt.

Chairman Jones thanked Dr. Gallagher, stating that he has provided good counsel to the Board, and insight to the process of the last nine months.

Chairman Jones then acknowledged that CSU-Pueblo Faculty Representative Scott Eriksen was not in attendance; President Joseph Garcia commented that Dr. Eriksen was out of the country, and had submitted his report to the Board prior to his departure. President Garcia advised that Dr. Eriksen would be continuing as the Faculty Representative for CSU-Pueblo in the upcoming year. President Garcia pointed out that in the faculty report it is noted that work is ongoing regarding revisions to the Faculty Handbook with anticipated changes being presented sometime over the next few months with ample opportunity to discuss those proposed changes.

Chairman Jones thanked him and moved on to **President's Reports and Campus Updates**:

CSU-Pueblo President Garcia advised the Board that he submitted a written report (full report is posted under Board Materials – 6/24/09 at http://csusystem.edu/pages/schedule.asp) and provided highlights on the following items:

- The College of Science and Mathematics has hired a new Dean, Dr. Richard Kaminsky. Deam Kaminsky is from Texas, and earned his undergraduate degree from Massachusetts Institute of Technology and his graduate degree from the University of Maryland. President Garcia stated CSU-Pueblo is looking forward to having a mathematics specialist to assist in improving not only the mathematics curriculum, but also the success rate for students in those programs.

- Stretch Goals: are primarily focused on increasing enrollment and then providing capacity to handle that new enrollment. He reported that CSU-Pueblo continues to be ahead of their goals, and currently the student enrollment count has risen over last year by approximately 12.4%, with FTE enrollment up approximately 13.8% over this same time last year.

- An agreement has been entered into with all of the colleges and universities, including the community colleges in southern Colorado, to create the Southern Colorado Higher Education Collaboratory. The objective is to improve higher education outcomes in southern Colorado.

- The Principal of the Pueblo School for the Arts and Sciences (of which the University holds the charter) has resigned, and this transition is being used to reexamine the existing relationship with that school. This will be reported on at the August 2009 Board Meeting.

At this point Mr. Joe Blake offered congratulations to President Garcia on how well CSU-Pueblo is performing in relation to the Stretch Goals. President Garcia thanked Mr. Blake, and continued on.

- Page 5 of his report there was acknowledgement of some engineering faculty who has received awards and patents for new inventions.

- Mr. Dan Derose, a formidable donor who helped get the new football program started, received a national award that's reported on page 9, and has also received the award as the College Division Donor of the Year Award by the National Association of Athletic Development Directors.

President Garcia then asked Dr. Russ Meyer to present the information regarding the **CSU- Pueblo Action Item:** New Degree Program: Bachelor of Science in Athletic Training, and asked for the Board's support. After hearing the information, Chairman Jones asked for a motion to approve this program. Ms. Salazar moved, with a second by Mr. Cosyleon. The motion was unanimously approved by the Board, and Chairman Jones thanked President Garcia.

CSU Ft. Collins campus began with Interim President Tony Frank thanking the Chairman, and he provided the following highlights from his written President's report(full report is posted under Board Materials – 6/24/09 at http://csusystem.edu/pages/schedule.asp) :

- The recent successes with the College of Business
- The Cooperative Institute for Research in the Atmosphere has just renewed for $64.4 million of research funding.
- The new dining facility on campus was recently named Best in the Nation for design of a new dining facility.
- Brian Wilson, Chief Scientific Officer of the Clean Energy Supercluster, faculty member, Director of the Engines and Energy Conversions Laboratory, was just selected by Scientific American as one of their Top 10 Scientists.
- The Board gave an honorary degree to Mr. Hadley Stewart a little over a year ago, and he has just passed away. In his will he has donated another $1 million to the Animal Cancer Center.
- CSU presented the title of University Distinguished Professor - the highest recognition awarded for outstanding accomplishments in research and scholarship - to three professors: Dr. Wayne McIlwraith, professor of Veterinary Medicine and director of CSU's Gail E. Holmes Equine Orthopaedic Research Center; Ian Orme, professor and researcher of Microbiology, Immunology and Pathology and co-founder of the Colorado State University's Mycobacteria Research Laboratory; and Diana Wall, professor of Biology and director of Colorado State University's School of Global Environmental Sustainability.
- For the fifth time in six years, Colorado State won the National Club Baseball Association championship May 28, defeating Arizona 3-1 in the Division I title game of the World Series in Fort Myers, Fla. The Rams finished with a conference record of 15-0 and an overall record of 47-7.
- The football game between Colorado State University and the University of Colorado-Boulder has been moved back 24 hours to Sunday, Sept. 6, to give it an exclusive national audience. No other football game in the nation, at the NFL or Division I FBS levels, is scheduled for that Sunday primetime window. Kickoff is scheduled for 5 p.m. MDT. Additionally, *Sporting News*

magazine in May named the Colorado State-Colorado football series as one of America's top 50 rivalries.
- CSU is one of 20 institutions to receive the inaugural grant from Wal-Mart and the American Council on Education to serving veterans who are coming back as students.

Dr. Frank then provided the Board with documents relative to tuition, and provided the Board with highlights. There was discussion and questions and answers in relation to this information.

Dr. Frank then presented the CSU Operational Dashboard Report, and a report on the Stretch Goals Tracking Sheet, which were also followed with discussion, questions and answers.

Chairman Jones then presented the following **CSU Ft. Collins Action Item that was discussed in Executive Session,** asking the Board for a motion to approve:

Naming:

- College of Natural Sciences – Student Lounge and Terrace in Computer Sciences Building

Mr. McConathy moved, with a second by Mr. Zimlich. The motion was unanimously approved by the Board.

CSU-Global Campus Interim Director Hunt Lambert advised the Board that his report had been submitted (full report is posted under Board Materials – 6/24/09 at http://csusystem.edu/pages/schedule.asp), and provided the following highlights:

- Courses and Programs: on track for Fall and Summer
- Nine months from the first course being offered at CSU-Global, the 1000th student has enrolled. Further updates will be provided at the August Board Meeting
- A special PR event will occur in August as we will be graduating our first students.
- A new record yesterday by bringing in 122 credit hours/student sign-ups in a single day.
- May closed with a 1.7 million in the bank from the Board's investment into Global Campus, and so we remain on target regarding cash flow projections.
- A meeting was held with the Higher Learning Commission last month, discussing managing a path to independent accreditation and also in regards to the extended accreditation we've been granted for the two campuses.

Chairman Jones thanked Mr. Lambert and indicated that the Board appreciated all the intense work that has gone into getting CSU-Global on the right track.

Mr. Lambert then presented the information regarding the **CSU- Global Action Item:** Approval of a Professional Track for a Graduate Degree in Management, and asked for the Board's support. After hearing the information, Chairman Jones asked for a motion to approve this program. Mr. Grant moved, with a second by Ms.

Salazar. The motion was unanimously approved by the Board, and Chairman Jones thanked Mr. Lambert.
Chairman Jones then called on Ed Haselden, Chair of the Evaluation Committee. Mr. Haselden advised the Board that the Evaluation Committee met and he provided the following recap on behalf of the Board:

The Evaluation Committee is formed by the nine voting members of the Board. The Committee met for the purposes of evaluating the proposed contracts and compensation packages for Mr. Joe Blake as the proposed Chancellor and Dr. Tony Frank as the proposed President for Colorado State University.

The Evaluation Committee proposed the following regarding the Chancellor position:

- A five-year employment agreement at a base salary of $275,000 with a car allowance of $750 a month, benefits to be the same as other System employees and other details to be enumerated in the employment agreement as well as a performance-based bonus, with the details of that to be determined.

Mr. Haselden then asked for questions regarding the proposed compensation package for the Chancellor. Student Representative Taylor Smoot inquired as to how this salary figure was determined, and Mr. Haselden indicated the compensation package for the Chancellor was determined by looking at several variables. An inquiry was made into peer groups and salaries paid to chancellors, and both peer institutions that are comparable in terms of curriculum (especially curriculums with veterinary medicine programs). A comparison was also made in relation to CU in terms of what they're paying their system leader. Mr. Haselden advised the Board et al that the proposed salary was well below any peer institution, including that at CU. He indicated CSUS was very fortunate to have this economic term in this contract as it would be a savings to the institution.

Chairman Jones stated that Mr. Blake had determined that if it's good for the institution, he has agreed to do this for the greater good. Chairman Jones then asked if there were any other questions, and with none being presented, he indicated he would entertain a motion.

Mr. McConathy moved, with a second by Mr. Grant. The motion was unanimously approved by the Board, and Chairman Jones congratulated Mr. Joe Blake and welcomed him in his new role as CSUS Chancellor.

Mr. Haselden then provided the proposed compensation for President position at CSU-Ft. Collins:

- A five-year employment agreement at a base salary of $350,000 with a combined car and housing allowance of $42,000 a year, benefits to be the same as the rest of the administrative staff for CSU-Fort Collins. He will retain a position as a tenured professor of the Veterinary Medicine program. Other details will be enumerated in the written employment agreement and

then there will be a deferred compensation component and a performance-based compensation component to be determined.

Chairman Jones then asked if there were any other questions, and with none being presented, he indicated he would entertain a motion.

Mr. Zimlich moved, with a second by Ms. Salazar. The motion was unanimously approved by the Board, and Chairman Jones congratulated Mr. Frank in his new role as CSU-Ft. Collins President.

President Frank then addressed the Board, with comments by Chancellor Blake following.

Chairman Jones then spoke on behalf of the Board and stated that the Board was very proud, honored, and excited to have both men in these two positions.

Chairman Jones reminded the Board that the new Chancellor was the Chairman of the Finance Committee, so the Vice Chairman of Finance, Mr. Pat Grant would now sit as interim Chair. Mr. Grant then presented the **Finance Committee Reports and Action Items,** with the following being presented and Chairman Jones asking for motions to approve**:**

- FY 2010 Budgets; moved by Ms. Salazar, with a second by Mr. Zimlich.
- FY 2011 Capital Construction, Prioritization and Related Schedules; moved by Mr. Cosyleon, with a second by Mr. Zimlich.
- Re-adoption of the Board of Governors Finance Policy; moved by Ms. Salazar, with a second by Mr. Farley

All motions were unanimously approved by the Board.

Chairman Jones then moved on to the **Real Estate/Facilities Committee Reports and Action Items,** with the following being presented by Mr. Haselden and Chairman Jones asking for motions to approve:

- Real Estate Investment Fund Policy; moved by Mr. Grant, with a second by Mr. Zimlich
- WDRB Project; moved by Ms. Salazar, with a second by Mr. Cosyleon

Both motions were unanimously approved by the Board.

Chairman Jones then moved on to the **Audit Committee Reports and Action Items,** with the following being presented by Mr. McConathy and Chairman Jones asking for motions to approve:

- Approval of FY 09-10 Audit Plan, moved by Zimlich, with a second by Ms. Salazar
- Approval of the Audit Charter; moved by Mr. Grant, with a second by Ms. Salazar

Both motions were unanimously approved by the Board.

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Chairman Jones then asked for a report to be presented by Dr. Russell Meyers in relation to the Colorado Commission on Higher Education, (full report is posted under Board Materials – 6/24/09 at http://csusystem.edu/pages/schedule.asp), who then provided verbal highlights of the report.

Chairman Jones then moved on to the Annual Business portion of the Board meeting:

- Election of Board officers – Chairman Jones called for a motion, with Mr. Pat Grant moved the following proposed nominations for the following positions: Mr. Patrick McConathy as Chair, Mr. Ed Haselden as Vice Chair, Ms. Marguerite Salazar as Treasurer, and Mr. Bonifacio Cosyleon as Secretary.

Chairman Jones called for discussion, and hearing none, asked for a second to the motion. Mr. Cosyleon seconded, and the motion was unanimously approved by the Board.

- Approval of the FY 2009-2010 Board Calendar – Mr. Pierz advised that the proposed dates had been vetted with all the Board members to ensure they were valid dates. Chairman Jones called for a motion. Moved by Mr. McConathy, with a second by Mr. Zimlich.

The motion was unanimously approved the Board.

At this point the Board of Governors took an affirmation of office, administered by General Counsel, and signed forms as such.

Chairman Jones thanked the Board, staff, and guests, stating it had been an honor serving as Chair for the last two years. He indicated he would continue to serve on the Board through the end of the year with a possibility of reappointment. He advised the Board was in great hands with Mr. McConathy; as the new Chair was fired up, charged up, and ready to go. The Board will continue to strive to be an excellent institution.

Mr. Haselden called for a round of applause, and Chairman McConathy stated that …"yesterday, when Dr. Steven Porch said that no other institution in the country had accomplished what we had accomplished in the last nine months at CSU" there wasn't a lot said. "No one…could even begin to know how many hours you put in the last nine months. There's one thing that can never be doubted is your love and commitment to CSU. We'll always be indebted to you."

Chairman Jones then asked if there was any other business for the good of the cause, and with no response heard, the meeting was adjourned.

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____ Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.1.3.3 – Officers

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.1.3.3 – Officers.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revision to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.1.3.3 – Officers is proposed because State law limits the Faculty Council Representative to the Board of Governors to two terms total, not just two consecutive terms.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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C.2.1.3.3 Officers

c. *Faculty Council Representative to the Board*

The Faculty Council shall elect an academic faculty member holding the rank of associate professor or professor and who is a current or former member of the Faculty Council to serve as a non-voting member of the Board and as an officer of the Faculty Council. The election shall occur at the regularly scheduled March meeting. The faculty representative shall serve a one (1) year term beginning in July and shall relinquish representation of a department or college to become a representative and member of the Faculty Council. No person shall serve more than two (2) ~~consecutive~~ terms. In the event the elected representative is unable to complete his or her term of office, new elections will commence at the next Faculty Council meeting, or as soon as possible thereafter, to fill the unexpired term according to the procedures outlined in Section C.2.1.3.3.d.

Section 1

Executive Session

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Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____ Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.1.9.3 – Membership and Organization

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.1.9.3 – Membership and Organization.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.1.9.3 – Membership and Organization are proposed to clarify that faculty members with regular and transitional appointments always have a rank of professor, associate professor, or assistant professor. In addition, the new language clarifies that only the members of the new standing committee may cast votes for the new chairperson of the standing committee.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

Board of Governors of the
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C.2.1.9.3 Membership and Organization

The membership of each standing committee is specified to fit the functions of the standing committee. Administrators, undergraduate student members representing the Associated Students of Colorado State University (ASCSU)**,** and graduate student members representing the University Graduate Student Council shall be authorized for certain standing committees. Faculty membership on standing committees ~~will~~ ***shall*** be limited to regular ***full-time***, regular part-time, and transitional academic faculty members ~~above the rank of instructor~~ who do not hold an administrative appointment of more than half-time (0.5) at the level of assistant/association dean or above. A member of a standing committee who becomes ineligible shall cease to hold this position.

Each standing committee shall have a chairperson whose term of office is twelve (12) months beginning July 1. Standing committee chairpersons must meet the requirements for elected members of Faculty Council as specified in Section C.2.1.3.1, but need not be elected members of Faculty Council. Standing committee chairpersons shall be elected by and from the membership of the standing committee of which he or she is a member. After members of standing committees are elected, as specified in Section C.2.1.9.4, the continuing and newly elected members of each standing committee, other than the Executive Committee, shall meet and elect a committee chairperson for the coming term before May 15. ***The committee members who are being replaced may attend this meeting, and they may speak, but they shall not cast votes for the new chairperson. However, if a newly elected committee member is unable to attend the meeting, then he or she may allow the committee member that he or she is replacing to cast a vote for the chairperson in his or her place.***

Membership on standing committees of the Faculty Council shall be spread as widely as possible among academic faculty members so that newer members of the faculty may serve on these standing committees. Standing committee leadership shall be rotated as good judgment allows.

Standing committees are expected to consult regularly with those administrators, members of the faculty, or others who can provide information necessary for effective deliberation. Each standing committee may name *ex officio* or associate members who are expected to attend standing committee meetings regularly. The appointments shall be reviewed by the standing committee annually. Each standing committee shall identify in its annual report to the Faculty Council its *ex officio* and associate members and others with whom it has regularly conferred. All *ex officio* and associate members shall be non-voting.

Standing committees shall convene subcommittees as needed to consider specific issues or perform specific tasks. These subcommittees shall exist to serve the standing committees. ***A s***~~S~~ubcommittee~~s~~ ***of a standing committee*** ~~should~~ ***shall*** be chaired by ***a*** member~~s~~ of ***that*** standing committee~~s~~***, but*** ~~and~~ may draw ***other*** members from throughout the University as appropriate.

The Chairperson of the Executive Committee shall be an *ex officio*, non-voting member of each standing committee of the Faculty Council.

Unless otherwise specified in ***the standing*** committee operating procedures, for transacting business at standing committee meetings, a quorum is defined as a simple majority of the voting members.

In the event that a standing committee member who is not a member of Faculty Council is elected ~~or appointed~~ chairperson of a standing committee, this individual shall serve as a member of the Faculty Council for the duration of his or her ***term of*** office.

Section 2

Public Comment

This section intentionally left blank

Section 3

Board Chair’s Agenda

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Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.1.9.4 – Election to Membership and Term of Service

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the

Colorado State University Academic Faculty and Administrative Professional

Manual, University Code, Section C.2.1.9.4 – Membership and Term of Service.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.1.9.4 – Election to Membership and Term of Service are proposed to clarify that the election procedures for members of the Executive Committee are different than for the other standing committees, and they are described in Section C.2.1.9.5.a.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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C.2.1.9.4 Election to Membership and Term of Service

Unless otherwise specified by the University Code, the terms of service for all elected faculty members of standing committees of the Faculty Council shall be three (3) years with terms of ***approximately*** one-third (1/3) expiring each year. ***An exception is the Executive Committee, where faculty members serve one (1) year terms.*** The terms of service for all elected student members of standing committees of the Faculty Council shall be one (1) year. Terms of office for newly elected members of all standing committees are to begin July 1 for faculty members and October 25 for student members. Student members may serve on ~~only~~ ***at most*** two (2) standing committees at any given time. The Committee on Faculty Governance shall fill vacancies on standing committees of the Faculty Council occurring between normal elections in one (1) of the following ways:

a. Immediate election in the same manner as the original position was filled.
b. Temporary appointment by the Committee on Faculty Governance.
c. Regular appointment with the appointee to be nominated by the Committee on Faculty Governance and approved by the Faculty Council.

Vacancies other than those occurring because of expiring memberships are to be filled for ***the*** unexpired terms only.

Nominations for the elected faculty membership on all standing committees ***other than the Executive Committee (see Section C.2.1.9.5.a)*** shall be made by the Committee on Faculty Governance, with the slate of nominees to be placed on the agenda of the April meeting of Faculty Council. Nominations may be made from the floor. Voting shall be by written ballot unless otherwise specified. If only one (1) candidate is nominated, voting can be by voice vote. Election shall be by plurality. In the event of a tie for any position, the Faculty Council shall ballot again at the next regular meeting.

Nominations of undergraduate students to standing committees of the Faculty Council shall be made by the ASCSU Director of Academics with the advice and consultation of the President and the Vice President of ASCSU. All such nominees shall be recommended to the ASCSU Senate and shall have majority approval of the ASCSU Senate before ***the*** nominations are forwarded to the Faculty Council Committee on Faculty Governance for inclusion on the ballot.

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Nominations of graduate student members to Faculty Council standing committees shall be made by the University Graduate Student Council. Graduate student nominations shall be forwarded to the Faculty Council Committee on Faculty Governance for inclusion on the ballot.

Student nominations shall be submitted to the Faculty Council at its October meeting. After nominations have been closed, a vote will be taken on the floor of the Faculty Council. In the event of a tie, the Faculty Council shall vote again. Election shall be by plurality.

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Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.1.9.5.a – Standing Committees: Membership and Function - Executive Committee

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.1.9.5.a – Standing Committees: Membership and Function - Executive Committee.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.1.9.5.a – Standing Committees: Membership and Function - Executive Committee are proposed because the current two-year term requirement for Executive Committee members makes Faculty Council members in the third year of their Faculty Council term ineligible for election to Executive Committee. In some cases, this requirement severely limits the pool of eligible candidates from smaller colleges and the University Libraries. In addition, in some cases, the only eligible candidates from a college are just beginning their first year as members of Faculty Council. In cases such as these, to the disservice of the academic units affected, the most qualified candidates may be precluded from service on Executive Committee.

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NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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C.2.1.9.5 Standing Committees: Membership and Function

a. Executive Committee

The Executive Committee shall consist of the Chairperson of Faculty Council as Chairperson, the Vice Chairperson of Faculty Council as Vice Chairperson, the immediate past Chairperson of Faculty Council (*ex officio*), the Provost (*ex officio*), the faculty representative to the Board, and one (1) elected Faculty Council representative from each college and the Libraries. The continuing and newly-elected Faculty Council members from each college shall choose their representative ***from among themselves*** in April for a ~~two (2)~~ ***one (1)*** year term beginning July 1. The immediate past Chairperson of Faculty Council shall be a member of the Executive Committee for one (1) year immediately following the expiration of his or her term as Chairperson of the Faculty Council. ~~The terms of one-half (0.5) of the members should expire each year. Faculty Council members in the third (3rd) year of their term shall be ineligible for election to the Executive Committee.~~ The duties of the Executive Committee shall be:

No other changes to the remainder of this section.

Section 4

Consent Agenda

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____ Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.1.9.5.c – Committee on Intercollegiate Athletics

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.1.9.5.c – Committee on Intercollegiate Athletics.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.1.9.5.c – Committee on Intercollegiate Athletics are proposed to clarify student membership on the committee.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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C.2.1.9.5.c Committee on Intercollegiate Athletics

The Committee on Intercollegiate Athletics shall consist of one (1) academic faculty representative from each college~~,~~ and the Libraries, the Faculty Athletics Representative (*ex officio*), ~~two (2) students, one (1) of whom will be a graduate student, and~~ the Director of Athletics (*ex officio)**, one (1) graduate student, and one (1) undergraduate student.***

No other changes to the remainder of this section.

Section 5

Student and Faculty Representative Reports

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____ Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.4.1.1 – College Code

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.4.1.1 – College Code.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.4.1.1 – College Code are proposed because, as policies and procedures change, college codes need to be updated with the same regularity as department codes.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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Colorado State University System
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Consent Item

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C.2.4.1.1 College Code

The college code shall provide for the following:

a. Designation of the title(s) of its administrative officer(s).
b. Any administrative organization within the college, including all college-wide standing committees and their duties.
c. Statement of college objectives.
d. Procedures relating to self-evaluation of college operations.
e. Procedures for reviewing candidates for new or vacated administrative positions.
f. Procedures for ~~evaluation~~ ***evaluating*** and reviewing administrative officers.
g. Procedures for electing or appointing faculty members to college wide committees.
h. Procedures for addressing college wide academic matters.
i. Procedures for calling and convening college faculty member meetings.
j. Procedures for amending the code.
k. Procedures for reviewing the code at least once every five years and submitting it to the Provost for review, whether or not any changes are made.

Section 6

Chancellors Report

This section is intentionally left blank

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____ Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.4.2 – Departmental Organization

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.4.2 - Departmental Organization.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Section C.2.4.2 – Departmental Organization are proposed to align the periodic review of the departmental code with the evaluations of academic programs and departmental operations, rather than with the appointment of the department head. The revisions also clarify that regular and transitional faculty members can only have ranks of professor, associate professor and assistant professor.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
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C.2.4.2 Departmental Organization

Each academic department shall operate under a departmental code. The departmental code shall be consistent with the provisions of the University Code relating to departmental matters, and the University Code shall take precedence in all instances. A departmental code shall be prepared by a committee composed of the department head and ***the*** faculty members of the department who ~~meet the eligibility qualifications listed below~~ ***are eligible to vote on the code,*** or a subcommittee thereof***,*** if so voted by ~~the~~ ***these*** eligible faculty members. ***The*** ~~F~~***f***aculty members eligible ~~shall include all~~ ***to vote on the code are*** those who satisfy all of the following qualifications:

a. Currently a faculty member with a regular full-time, regular part-time, or transitional appointment.

~~a~~ ***b.*** In residence at the University or on sabbatical leave.

~~b. Completion of at least one (1) year of service at the University as regular, regular part-time, or transitional appointee with the rank above that of instructor or equivalent.~~

c. Administratively responsible to the head of the department in question.

Each faculty member with an interdepartmental appointment shall be considered a member of the department contracting for the greater percentage of his or her time. In the case of a faculty member having equal time in two (2) or more departments, that faculty member must decide in which department he or she wants representation. The status of such a faculty member shall remain unchanged unless changes in his or her academic appointment require a change in departmental representation.

After the departmental code has been approved by a two-thirds (2/3) majority of the ~~eligible~~ faculty members of the department ***eligible to vote***, a copy shall be provided to the dean of the college

and the Provost**,** and, upon acceptance (as specified in ***Section*** C.2.4.3), the department shall begin to operate in accordance with the procedures of its code.

After amendments to a departmental code have been approved by the department, a copy of the amended code shall be provided to the dean of the college and the Provost**,** and, upon acceptance (as specified in ***Section*** C.2.4.3) of the amendments, the department shall begin to operate in accordance with its amended code.

Copies of the current departmental code shall be provided to each faculty member of the department concerned.

C.2.4.2.1 Departmental Codes

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 academic 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 or graduate committees. These procedures shall comply with guidelines approved by ~~the~~ 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 ~~in the year prior to the end of each term of the department head~~ ***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 Section~~s~~ C.2.4.2*)* ~~.a. b. and c.~~ to amend the department code.

m. ***A clear specification of the v***~~V~~oting rights of all members of ***the*** department~~s~~ who do not hold regular tenure-track appointments ~~shall be clearly specified~~.

C.2.4.2.2 Operational Policies of Departments

Major aspects of the policies relating to the operation of departments are the following:

a. Duties of Department Head

The duties of the department head are those specified in Section C.2.6.2 of the University Code.

b. Selection of a Department Head

Department heads shall be appointed in the manner described in Section E.4.3 of the *Manual*. An interim appointment of an acting department head is recommended by the dean of the college to cover

periods of absence or vacancy of at least three (3) months.

c. Term of Office of Department Head

In her or his capacity as the administrative officer in the department and the initial person in the administrative chain to the president, a department head is employed "at will" under Colorado law. Consequently, an appointment as department head may be terminated at any time, by either the department head or the University, for any reason or no reason. Any such proposed termination by the University shall normally be recommended by the dean to the Provost and the President and is subject to final action by the Board or its delegee.

To the extent that a department head holds a tenure-track or tenured appointment as a member of the academic faculty, the "at will" nature of her or his administrative appointment shall not modify or impair the rights otherwise associated with such an academic faculty member position.

For administrative planning and budget purposes only, an anticipated term of service, not to exceed five (5) years, shall be stipulated for each department head. Annually, however, the department head shall be evaluated in the manner described in Section C.2.7.a of the *Manual*. In the final year of the stipulated term, the department head shall undergo a Phase I Comprehensive Review (see Section E.14.3.1) by the dean of the college using expectations described in Section E.11 of the *Manual* and based upon the department head's distribution of effort. In the final year of the stipulated term, the dean shall also conduct a review of the administrative performance of the department head, and, after consultation with the department faculty members, shall determine the desirability of continued service by the incumbent department head. If the incumbent department head is not reappointed, the dean shall initiate a search for a

replacement department head in accordance with Section E.4.3 of the *Manual.*

d. Evaluations of Academic Programs and Departmental Operations

The purpose of the Evaluation of Academic Programs is to enable the departmental faculty members to assess the quality of the academic programs of the department~~: the consistency of each program with the contribution to the goals of each program~~. Academic programs are coherent sets of academic activities with specified goals. These programs**,** which are approved by the Colorado Commission on Higher Education**,** lead to a degree or certificate.

The purpose of the Evaluations of Departmental Operations is to enable the departmental faculty members to evaluate the human resources, facilities and other physical resources, work environment, organization and administration of the department**,** and other aspects of departmental operations in order to maintain and improve morale, effectiveness, and productivity. The Evaluation of Departmental Operations is not an evaluation of the performance of the department head, which is a responsibility of the dean**,** and is addressed in Section C.2.7.a of the *Manual*.

Evaluations of academic programs and departmental operations shall be conducted concurrently. Ordinarily, these evaluations shall be conducted at intervals of no less than five (5) years and no greater than seven (7) years according to a schedule established by the Provost in consultation with the department. However, if members of departmental faculty or the department head are acutely dissatisfied with the operations of the department, they may initiate a request for an interim evaluation of the department. If the request comes from the departmental faculty members, at least one-half (0.5) (but not less than three (3)

members) of those eligible must sign the request for an interim evaluation before it can be conducted. This request is to be submitted to the dean**,** who ~~will~~ ***shall*** follow the procedure outlined for the regular evaluation after notifying the department head and the eligible faculty members of the request for ***an*** interim evaluation.

Evaluations shall be conducted by the ~~qualified~~ ***eligible*** faculty members of the department (as defined in Section C.2.4.2) or by a committee selected by and from the ~~qualified~~ ***eligible*** faculty members of the department. The results of the evaluation shall be presented to the department head and the dean in a report prepared in a format approved by the Provost. The dean shall transmit the report to the Provost. The dean and/or Provost may submit this report to internal and/or external reviewers. Reports of internal and external reviewers shall be transmitted to the department head and the review committee, who may respond to the reviewers' report in writing. The reviewers' reports and the responses from the department head and review committee, if there be such, shall become part of the report of the evaluation.

The evaluation process ~~will~~ ***shall*** culminate in an action plan developed by the department. After approval by the departmental faculty members, the dean and the Provost, the action plan, together with an executive summary of the report of the evaluation, ~~will~~ ***shall*** be forwarded for consideration in the university strategic planning process. The Committee on Strategic and Financial Planning shall receive a copy of the action plan and ***the*** executive summary of the evaluation report.

e. Periodic Review of Departmental Code

The departmental code shall be reviewed in connection with the evaluations of academic programs and departmental operations. Whether or not amendments are made to the code, copies of

the new code shall be provided to the dean of the college and the Provost, and, upon acceptance (as specified in Section C.2.4.3) of the new code, the department shall begin to operate in accordance with its new code.

This review of the departmental code may occur during the year of the evaluations of academic programs and departmental operations, in the year prior to these evaluations, or in the year after the evaluations, as specified in the departmental code.

[3] Throughout the University Code, the term department head is used and is meant to include department chairs and/or heads of academic departments and the directors of schools.

Section 7

System Reports

Board of Governors of the
Colorado State University System
Meeting Date: August 12, 2009 _____ Approved
Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions:

University Code, Sections C.2.5.g – Evaluation of Performance of Faculty and

C.2.6.2.d – Department Heads

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the

Colorado State University Academic Faculty and Administrative Professional

Manual, University Code, Sections C.2.5.g – Evaluation of Performance of

Faculty and C.2.6.2.d Department Heads.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – University Code, Sections C.2.5.g – Evaluation of Performance of Faculty and C.2.6.2.d – Department Heads are proposed to clarify that faculty members are appointed and reappointed and do not generally negotiate employment contracts.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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C.2.5 Evaluation of Performance of Faculty

g. Each department head shall develop procedures to solicit formal input from the tenured faculty members (or their duly elected committee) as the annual evaluation of non-tenured faculty members is prepared and prior to making recommendations for ~~contract renewals~~ ***reappointments***.

C.2.6.2 Department Heads

Specific responsibilities of the department head are:

d. Initiation of recommendations for appointments, advancement, tenure, and dismissal of staff members, including incorporation of ***input from*** student***s*** and faculty members ~~input~~ relating to ***the*** teaching and advising effectiveness of faculty members being recommended for ~~contract renewal~~ ***reappointment***, promotion, tenure, dismissal, and salary increase.

Section 8

Presidents Reports and Campus Updates

Section 9

Committee Reports

This section intentionally left blank

Board of Governors of the
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Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section D.9.j – Code of Ethical Behavior

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the

Colorado State University Academic Faculty and Administrative Professional

Manual, Section D.9.j – Code of Ethical Behavior.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual - Section D.9.j - Code of Ethical Behavior are proposed because Appendix 5 on Research Misconduct is a new section to be added to the Manual and a reference to Appendix 5 was appropriate in Section D.9.j.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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D.9 Code of Ethical Behavior

j. Eschew academic misconduct such as fabrication, falsification, and plagiarism, in proposing, conducting, ~~and~~ ***or*** reporting research**,** or in scholarly or creative endeavors, or in identifying one's professional qualifications ***(see Appendix 5).***

Board of Governors of the
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Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section E.2.6 – Transitional Appointments

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.2.6 – Transitional Appointments.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – Section E.2.6 – Transitional Appointments are proposed to extend the opportunity for transitional appointments to part-time regular tenured faculty members. In addition, different retirements plans have different definitions of retirement, and these differ from the University's definition of retirement which must be met in order to qualify for transitional appointment. Finally, paragraph "f" has been placed after paragraph "h," and paragraph "j" has been reworded to take into account the change in the benefits system.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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E.2.6 Transitional Appointments *~~(last revised February 4, 2004)~~*

The University provides the opportunity ~~of~~ ***for*** transitional appointment to its ~~full-time~~ tenured faculty members who have retired and terminated employment in consideration of a subsequent reappointment on a part-time tenured basis for a limited period of time. The transitional appointment requires that the faculty member participate in the teaching, advising, service, and research activities of the department, subject to the part-time provisions of his or her appointment. Academic administrators who also hold a tenured faculty appointment are eligible to request a transitional appointment within the context of their academic faculty roles. Administrative professionals and non-tenured academic faculty members are not eligible for transitional appointments due to the legal conflict between the statutory "at will" status of such appointments and the appointment term guarantees embodied in a transitional appointment.

Faculty members covered under the federal retirement system are not eligible for transitional appointment due to prohibitive provisions of that retirement system. However, post-retirement employment in a position other than the one requiring a federal appointment is not prohibited. Interested faculty members and/or departments should contact the Director of Human Resource Services for further information.

Conditions regarding transitional appointments are as follows:

a. Only tenured academic faculty members on regular full-time <u>or part-time</u> appointments who are currently eligible for retirement under the ~~provisions of their~~ University***'s definition of*** retirement ~~plan~~ ***(see "Definition of Retirement" under "Benefits" at www.hrs.colostate.edu)*** have the opportunity of requesting transitional appointments***. Note that the University's definition of retirement may differ from those of the retirement plans. For more*** ~~(for further~~ information, ***or to confirm eligibility for retirement,*** contact ~~Human Resource Services)~~ ***the University Benefits Office.***

b. Ordinarily, a request for a transitional appointment should be submitted in writing to the department head one (1) full academic year before the requested commencement of the transitional appointment. A time period of less than one (1) year may be accepted in those cases where such appointments with lesser notice are considered to be in the interest of the

University. Such an exception requires the approval of the department head, the dean, and the Provost. A transitional appointment ~~will~~ ***shall*** be evaluated on the basis of both the needs of the department and college and the desires of the faculty member.

c. A transitional appointment is for a specified term of at least one (1) year and not more than four (4) years, and it concludes with the termination of ~~the~~ ***this*** part-time tenured appointment. However, this does not preclude subsequent full-time or part-time employment in a non-tenured position subject to the needs and resources of the department and the interests and desires of the faculty member. During the transitional period, a transitional appointment may not be modified to a regular appointment. A faculty member may elect to terminate the part-time transitional appointment prior to the end of the ~~transitional contract~~ ***specified term***.

d. A transitional appointment shall begin no earlier than the first business day after the effective date of termination of ~~full-time~~ employment ***as a regular faculty member***.

e. A faculty member ~~with a tenured appointment at the termination of full-time employment~~ shall be tenured on a part-time basis as a condition of the transitional appointment.

~~f. The percentage of salary and the percentage of effort during the transitional appointment are subject to negotiation between the department and the faculty member and shall be spelled out in the transitional appointment contract. Such changes in salary and/or effort will not affect the percentage level of the appointment (e.g., part-time versus full-time) specified in the transitional appointment contract. The terms under which the appointment are undertaken or subsequently modified shall be negotiated to be mutually beneficial to both the faculty member and the University, and the terms of the contract shall be specified in writing, subject to the review and approval of the dean and the Provost. Final approval authority resides with the President.~~

~~g~~***f***. Any uncompensated leave balances at the time of retirement ~~will~~ ***shall*** be reinstated and available for use during the transitional appointment. However, at the end of the transitional appointment, there ~~will~~ ***shall be*** no compensation for unused leave balances.

~~h~~***g***. ***The s*~~S~~alary ***and workload*** for a transitional appointment shall normally be ~~for~~ fifty (50) percent of ~~the faculty member's normal appointment time and fifty (50) percent of a full workload~~ ***what they were at the time of***

retirement. However, when it is to the benefit of both the University and the faculty member, variations from this fifty (50) percent standard, including brief periods of full-time employment, may be proposed by the department head and the dean for review and approval by the Provost.

h. The percentage of salary and the percentage of effort during the transitional appointment are subject to negotiation between the department and the faculty member and shall be spelled out in the transitional appointment agreement. Such changes in salary and/or effort shall not affect the percentage level of the appointment (e.g., part-time versus full-time) specified in the transitional appointment agreement. The terms under which the appointment is undertaken or subsequently modified shall be negotiated to be mutually beneficial to both the faculty member and the University, and the terms of the agreement shall be specified in writing, subject to the review and approval of the dean and the Provost. Final approval authority resides with the President.

i. A faculty member on a transitional appointment who is a PERA annuitant may be subject to that retirement system's annuity penalty for "post retirement" work for PERA affiliated employers, including the University, in excess of one hundred and ten (110) days in any calendar year or for work during the first month of retirement. A faculty member who is receiving a PERA annuity should check with PERA directly to determine what effects, if any, a transitional appointment may have on ~~their~~ his or her annuity amount~~s~~.

j. A faculty member on a transitional appointment participates in the University's Defined Contribution Plan for Retirement ("DCP")~~,~~ ***and*** is eligible for ~~all~~ ***the same*** benefits~~, and receives the University's cafeteria benefits contribution (faculty benefits pay) on the same basis~~ as a faculty member with a regular appointment within the DCP. ~~See the *Academic Faculty and Administrative Professional Benefits and Privileges Handbook* regarding special procedures for benefit payments for a faculty member on a transitional appointment.~~ Leave policies, as described in Section F of the *Manual*, shall be in effect, except that a faculty member on a transitional appointment is not eligible for a sabbatical leave nor for payment for unused sick leave and/or annual leave at the conclusion of the transitional appointment.

k. A faculty member on a transitional appointment is considered for any pay and benefit increases on the same basis as a faculty member holding a regular appointment, proportionate to the extent of the appointment.

Section 10

Institutional Discussion Items

This section is intentionally left blank

Board of Governors of the
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Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section E.6.e –General Policies Relating to Appointment and Employment of Academic Faculty

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.6 –General Policies Relating to Appointment and Employment of Academic Faculty.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – Section E.6.e – General Policies Relating to Appointment and Employment of Academic Faculty are requested to clarify the employment status of faculty on tenure-track and multi-year research appointments

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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E.6 General Policies Relating to Appointment and Employment of Academic Faculty

e. A non-tenured faculty member holding a regular full-time, regular part-time, or multi-year research appointment may be disciplined or terminated for cause without following the procedures of Section E.15 for tenured faculty. Such actions may be grieved as described in Section K.

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Sections E.9 – Faculty Productivity; E.11 – Performance Expectations for Tenure, Promotion, and Merit Salary Increases; and E.12 – Definitions and Indicators for Performance Expectations for Tenure, Promotion, and Merit Salary Increases

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Sections E.9 – Faculty Productivity; E.11 – Performance Expectations for Tenure, Promotion, and Merit Salary Increases; and E.12 – Definitions and Indicators for Performance Expectations for Tenure, Promotion, and Merit Salary Increases.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – Sections E.9 – Faculty Productivity; E.11 – Performance Expectations for Tenure, Promotion, and Merit Salary Increases; and E.12 – Definitions and Indicators for Performance Expectations for Tenure, Promotion, and Merit Salary Increases are proposed to establish criteria and metrics for recognizing outreach and engagement as a scholarly activity, which can be incorporated into the faculty member's teaching, research, and service effort distribution.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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E. 9 Faculty Productivity *~~(last revised December 15, 2005)~~*

Decisions concerning tenure, promotion, and merit salary increases are linked to the faculty member's productivity in teaching and advising, research and other creative activity, and University and professional service ~~and/or outreach~~. Each academic unit must establish expected levels of productivity for the unit in each of these areas. Productivity is assessed by relating the effort expended to the outcome, in terms of ~~both~~ effectiveness***,*** ~~and~~ impact***, and documentation*** of the activity. Effort distribution is the allocation of effort into particular areas of responsibilities. Workload describes the professional responsibilities of the faculty. The responsibilit***y~~y~~ies*** of faculty members for each of these activities will vary, depending upon the mission and needs of the academic unit and the expertise and interests of the faculty. The University recognizes that a faculty member's activities may change over a career and is committed to the use of differentiated responsibilities for individual faculty. Hence, in the evaluation process, reasonable flexibility should be exercised, balancing, as the case requires, heavier responsibilities in one (1) area against lighter responsibilities in another.

Decisions regarding tenure, promotion, and merit salary increases must be consistent with, and based upon, the effort distribution established for each faculty member. The department code shall define the general expectations of effort distribution regarding teaching and advising, research and other creative activity, and service ~~and/or outreach~~ responsibilities in terms of the academic mission of the department. ***Where appropriate and consistent with the academic mission of the department, the department code should define outreach/engagement expectations and how those expectations are addressed in the faculty member's teaching, research, and/or service effort distribution.***

E.9.1 Individual Faculty Effort Distribution

A faculty member's effort distribution shall be negotiated between the faculty member and the department head subject to the provisions of Section C.2.6.2.e. The effort distribution for the next year shall be stated clearly in writing as part of the annual evaluation and used as a framework for annual and periodic comprehensive reviews, as well as tenure and promotion decisions. The effort distribution of each faculty member shall be subject to adjustment from time to time according to the principles articulated in Section E.9 above. Responsibilities within a

department should be distributed to achieve the most effective and efficient use of human resources while considering the talents and interests of the individual faculty members. For those faculty members whose appointments include outreach/engagement, such as Extension specialists, responsibilities and metrics for performance evaluations are to be negotiated as part of the annual evaluation. Various criteria for outreach/engagement for faculty members with Extension appointments are found in the Statewide and Regional Specialist Roles and Responsibilities document found in the Colorado State University Extension Handbook.

Responsibilities for all tenure-track faculty members must be established so as to provide sufficient opportunities to demonstrate that they meet the performance expectations for tenure, promotion, and merit salary increases specified in Section E.11.

According to their effort distribution ***negotiated with the department head***, faculty members teach as well as advise undergraduate and***/or*** graduate students, maintain an active research and***/or*** other creative activity agenda ~~appropriate to their discipline and department~~, and perform service ~~and/or outreach~~ appropriate to their appointment***, discipline, and department*** (see Section E.12).

The scholarship-based model of outreach/engagement stimulates interaction with the community, which produces discipline-generated, evidence-based practices. Outreach/engagement activities may be integrated into the faculty member's teaching, research, and/or service effort distribution. Outreach/engagement activities are not a mandated component of every faculty member's effort distribution, but are to be included where appropriate to the mission of the faculty member, department, and college. For the activity to be scholarly, it must draw upon the academic and professional expertise of the faculty member while contributing to the public good, addressing or responding to real-world problems. The standards for assessing the scholarship of outreach/engagement activities will vary among disciplines and should be specified by each academic unit and incorporated into departmental codes.

E.9.2 Individual Faculty Workload ~~*(last revised December 15, 2005)*~~

Individual workloads for each area of responsibility may vary over time in accordance with the needs and missions of the different academic departments. ~~The overall workload of faculty members is intended to be~~

~~consistent with the full-time (or part-time) nine (9) or twelve (12) month nature of employment at the university. Recognizing the limited number of hours in the work week and the diversity of faculty responsibilities and department mission, workload adjustments may be necessary.~~ Factors ~~on~~ ***for*** which workload ***can*** ~~shall~~ be adjusted include, but are not limited to course credits, class size, course level, method of course delivery, type of course (lecture, independent study, internship, supervised student research, thesis/dissertation, clinical, practicum), advising load, off-campus assignments, number of preparations, new preparations, teaching assistants, size and activity of research program ***or other creative activity***, and service ~~and outreach responsibilities, including Cooperative Extension appointments~~.

E.9.3 Department Effort Distribution ~~*(last revised December 15, 2005)*~~

Departments provide distinctive contributions to the overall college and University missions, and department effort distributions should reflect these contributions, including departmental commitments to ***outreach/engagement, as well as*** ~~C~~ooperative Extension. It is the responsibility of the department head to coordinate the aggregate ~~individual~~ faculty ***members'*** ~~member's~~ effort~~s~~***, effort distribution, and workload assignments*** appropriate to the mission of the department.

E.9.4 College Effort Distribution
No change

E.9.5 University Effort Distribution

The University's mission is to provide excellence in undergraduate and graduate/professional education, research and other creative activities, and service ~~and outreach~~ ***consistent with the tradition of land grant universities***. The University recognizes that individual faculty members, departments, and colleges contribute a variety of interests, strengths, and areas of expertise to accomplish this mission, and as a result of these differences, the University is committed to differentiated effort distributions among individuals and units. It is the responsibility of the Provost to coordinate and evaluate each college's efforts appropriate to the mission of the University.

E.10 Academic Tenure Policy *(last revised June 10, 1998)*
No change

E.11 Performance Expectations for Tenure, Promotion, and Merit Salary Increases ~~*(last revised January 27, 2006)*~~

All faculty members being considered for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration and consistent with the standards of their discipline, their unit's institutional mission, and the faculty member's individual effort distribution in teaching and advising, research and other creative activity, and service ~~and/or outreach~~.
Outreach/engagement efforts may be integrated into the faculty member's teaching, research, and/or service responsibilities.

Annual and periodic comprehensive reviews of a faculty member's performance are addressed in Sections C.2.5, E.12, and E.14, and the expectations articulated in this section are applicable to those reviews. The basis for annual and periodic comprehensive reviews ~~will~~ ***shall*** be the set of criteria in place at the beginning of the review period. All faculty ~~will~~ ***shall*** provide evidence of teaching and advising competence, sustained research and other creative activity, and service ~~and/or outreach~~ consistent with their stated effort distribution (see Section E.9.1) for annual and periodic comprehensive reviews, as well as for tenure and promotion. The department code shall establish clearly articulated criteria and standards for evaluation in these areas.

E.12 Definitions and Indicators for Performance Expectations for Tenure, Promotion, and Merit Salary Increases

E.12.1 Teaching and Advising ~~*(last revised December 15, 2005)*~~

Teaching involves the systematic transmission of knowledge and skills and the creation of opportunities for learning; advising facilitates student academic and professional development. As part of its mission, the University is dedicated to undergraduate, graduate, professional, and continuing education locally, nationally, and internationally.

Teaching includes but is not limited to classroom and/or laboratory instruction; individual tutoring; supervision and instruction of student researchers; clinical teaching; field work supervision and training; preparation and supervision of teaching assistants; service learning; outreach***/engagement***; and other activities that organize and disseminate knowledge. Faculty members' supervision or guidance of students in recognized academic pursuits that do not confer any University credit also is considered teaching. Associated teaching activities include class preparation; grading; laboratory or equipment maintenance; preparation

and funding of proposals to improve instruction; attendance at workshops on teaching improvement; and planning of curricula and courses of study. Outreach***/engagement*** activities such as service learning, conducting workshops, seminars, and consultations, and the preparation of educational materials for those purposes, ~~should be considered as~~ ***may be integrated into*** teaching ***efforts***. These outreach/engagement activities include teaching efforts of faculty members with ~~Cooperative~~ Extension appointments. ~~Scholarly inquiry, essential for maintaining currency and competency in a given field, is also an aspect of teaching.~~

Excellent teachers are characterized by their command of subject matter; logical organization material and presentation of course material; forming interrelationship among fields of knowledge; energy and enthusiasm; availability to help students outside of class; arousing curiosity, creativity, and critical thought; engaging students in the learning process; providing clear grading criteria; responding respectfully to student questions and ideas.

Evaluation of teaching effectiveness should be designed to highlight strengths, identify deficiencies, and improve teaching. Evaluation of teaching effectiveness shall involve multiple sources of information such as course syllabi; signed peer evaluations; examples of course improvements; development of new courses and teaching techniques; integration of service learning, appropriate surveys of teaching effectiveness, letters, electronic mail messages, and/or other forms of written comments from current and/or former students; and assessments from conference/workshop attendees. ~~Various additional criteria for teaching effectiveness for faculty with Cooperative Extension appointments are found in the Statewide and Regional Specialist Roles and Responsibilities document found in the Colorado State University Cooperative Extension Employee Handbook.~~

Advising activities include, but are not limited to, meeting with students to explain graduation requirements; giving academic advice; giving career advice or referring the student to the appropriate person for that advice; and supervision of or assistance with graduate student theses/dissertations/projects.

Effective advising of students, at both the undergraduate and graduate levels, is a vital part of the ~~teaching-learning~~ ***teaching/learning*** process. It is characterized by being available to students, keeping appointments, providing accurate and appropriate advice, and providing knowledgeable guidance.

Evaluation of advising effectiveness can be based upon signed evaluations from current and/or former students, faculty members, and professional peers.

The faculty in each academic unit shall develop specific criteria and standards for evaluation and methods for evaluating teaching and advising effectiveness and shall evaluate teaching and advising as part of annual and periodic comprehensive reviews. These criteria, standards, and methods shall be incorporated into departmental codes.

E.12.2 Research and Other Creative Activity

Research is the discovery and development of knowledge; other creative activity is original or imaginative accomplishment. Research and other creative activity include but are not limited to publications; exhibitions, presentations or performances; copyrighted, patented***, or*** ~~and~~ licensed works and inventions; supervision of or assistance with graduate student theses/dissertations and undergraduate research; and the award of funding to support research and other creative activities. ***Scholarly activities that advance the effectiveness of teaching and education could also be considered research.***

The criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area. Standards for determining quality will vary among disciplines and should be specified by each academic unit. However, evaluations should be based primarily upon the quality of the product as judged by peers. Some measures of quality are the prestige of the journals in which publications appear, reviews of publications in the critical literature, reviews of artistic performance by recognized experts, prizes and other awards for significant professional accomplishment, ~~and~~ grants obtained in open competition***, and impact and outcome assessments as indicated by adoption of results by clientele***. When work is a collaborative effort, every attempt should be made to assess the value of the contribution of the faculty member. Some categories of publication or other accomplishments, such as Extension publications, more properly are regarded as vehicles for teaching or outreach***/engagement***; however, these may be considered evidence of other creative activity to the extent that new ideas and research are incorporated.

E.12.3 Service ~~and/or Outreach~~ *~~(last Revised December 15, 2005)~~*

Service advances the interests of the institution***, the community,*** and the professions.~~ Outreach advances the capabilities of constituents outside the University and offers knowledge, skills, and advice to the local, state, national, and international community.~~

E.12.3.1 University Service

In academic institutions the faculty members share in the formulation of University policies and in making and carrying out decisions affecting the educational and scholarly life of the University. University service includes but is not limited to contributions to the governance and leadership of the University through participation in the formulation and implementation of department/college/university policies via membership on committees, councils, and advisory groups and participation in administrative activities. University service also includes advising student organizations.

University service is evaluated through timely and effective participation in such activities related to academic matters. Senior faculty members should undertake greater service roles based upon their experience, but junior faculty members should be encouraged to participate in these activities to contribute new perspectives, develop expertise, and further the mission of the University.

E.12.3.2 Professional Service

Service in local, state, national, or international professional organizations enhances the University's scholarly and academic reputations. Service in professional organizations includes but is not limited to editorial activities for professional publications; service as an officer or committee member of a professional society; participating in or organizing research conferences, workshops or professional meetings; reviewing grant proposals; and service on academic review or accreditation boards. ***Service rendered in one's professional capacity as***

a citizen of the community is commendable and may be evaluated as an appropriate faculty activity.

Professional service is evaluated through the amount and quality of participation which contribute to the long-term improvement of teaching, scholarship, and the profession.

~~**E.12.3.3 Outreach** *(last Revised December 15, 2005)*~~

~~Outreach is public service essential to fulfilling the academic mission of the University to the external community. It involves education and information transfer activities for constituencies typically not traditional students. Outreach includes but is not limited to presentations, workshops or training sessions; professional consultation; service on local, state, national, or international commissions, advisory boards, corporate boards, or agencies; assisting in program development in grades K-12; participation in a professional capacity in programs sponsored by student, faculty, or community groups; participation in distance and continuing education instructional activities including those in an organizational or advisory capacity for University programs; technology transfer and non credit lectures to groups; and public relations activities that serve the University's interests such as appearances as a University representative before government bodies or citizen groups, and responding to inquiries from citizens. Service rendered in one's professional capacity as a citizen of the community is commendable and can be evaluated as an appropriate faculty activity.~~

~~Outreach is evaluated through the amount, quality, and effectiveness of service to the external community. Various additional criteria for outreach for faculty members with Cooperative Extension appointments are found in the Statewide and Regional Specialist Roles and Responsibilities document found in the *Colorado State University Cooperative Extension Handbook*.~~

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Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section E.10.5.1 Origin and Processing of Tenure Recommendations

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the

Colorado State University Academic Faculty and Administrative Professional

Manual, Section E.10.5.1 Origin and Processing of Tenure Recommendations.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revision to the Academic Faculty and Administrative Professional Manual – Section E.10.5.1 Origin and Processing of Tenure Recommendations is requested because the use of the term "contract" in these contexts is inappropriate. The term "contract" suggests a particular agreement negotiated between two or more parties. Contract employees at Colorado State University are generally not tenured or tenure-track faculty. The Manual sets forth the terms of employment between academic faculty members and the institution, rather than individually negotiated agreements. While, faculty members are appointed and reappointed, they do not generally negotiate individual employment contracts.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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E.10.5.1 Origin and Processing of Tenure Recommendations

no changes prior to the final paragraph in this section

The department head, the college dean, or the Provost may elect to postpone consideration of a faculty member for tenure, without prejudice, if the recommendation from the tenure committee for the granting or denial of tenure is made in a year earlier than the final year of the probationary period. The decision to postpone and the reasons for postponement shall be communicated immediately in writing to the faculty member and the tenure committee. However, the faculty member must either be granted tenure by the beginning of the first year after the end of the probationary period or be notified by the end of the probationary period that his or her ~~contract~~ ***appointment*** will be terminated at the end of one (1) additional year. Once a faculty member is on a regular tenure-track appointment, the use of multi-year research, special, or temporary appointments to extend the probationary period for tenure is not permitted.

Board of Governors of the
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Consent Item

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section E.14 – Performance Reviews

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.14 – Performance Reviews.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual Section E.14 – Performance Reviews are requested to clarify that since disciplinary action can be taken for behavior, as well as for performance of professional duties, performance reviews should address problems in this area as well. In addition, the revisions recognize that Phase II Reviews may serve the purpose of a Preliminary Review in the disciplinary process for professional performance of duties for tenured faculty, as specified in Section E.15. Finally, the revisions specify that recommendations that are constructive, rather than punitive, should not be subject to grievances.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
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E.14 Performance Reviews ~~*(last revised June 22, 2006)*~~

All faculty members, including department heads and deans, are subject to performance reviews. These reviews include annual reviews, comprehensive reviews of tenure-track faculty members, and comprehensive reviews of tenured faculty members. Annual reviews and comprehensive reviews of tenured faculty members shall be conducted by the academic supervisor for the faculty member's academic unit. For a faculty member who is not a department head, a dean, an associate dean or an assistant dean, the academic unit is his or her home department, and the academic supervisor is the department head. For a department head, an associate dean, or an assistant dean, the academic unit is the college, and the academic supervisor is the dean of that college. For a dean, the academic unit is the University, and the academic supervisor is the Provost.

Nothing contained in this section shall be construed to affect the at-will status of administrative appointments. The evaluation of an individual's performance as an administrator is separate from the review processes described in this section.

Performance reviews are intended to assist faculty in achieving tenure or promotion, to facilitate continued professional development, to refocus professional efforts when appropriate, and to assure that faculty members are meeting their obligations to the University. These reviews must be conducted in such a way that they are consistent with the tenure system, academic freedom, due process, and other protected rights. ***It is also appropriate for performance reviews to document problems with behavior (see Section D.9 and also Section E.15).***

A performance review must take into account the individual faculty member's effort distribution (see Section E.9.1) and the individual faculty member's workload (see Section E.9.2), and it must consider each area of responsibility. Furthermore, effort distributions should be established so as to best utilize the individual talents of all tenured faculty members, because having similar assignments for all faculty members in a department often is not the most effective use of resources. Tenured faculty members should have the opportunity to work with the department head to adjust their professional responsibilities throughout their careers in a way that permits them to meet both institutional and individual goals.

For each performance review, the faculty member shall be assigned a numerical performance rating by the Provost. In addition, a written report shall be prepared, and this report shall identify strengths and any deficiencies in the faculty member's performance. The faculty member shall be given a copy of this report, and he or she shall then have ten (10) working days to prepare a written response to this report if he or she desires to do so. Both the report and the faculty member's response shall be maintained in the faculty member's official Personnel File.

E.14.1 Annual Reviews (new section added June 22, 2006)

no change

E.14.2 Comprehensive Reviews of Tenure-Track Faculty ~~(last revised June 22, 2006)~~

c. The faculty member has not met the stated requirements for the position in one (1) or more areas of responsibility, and the Review Committee recommends against further ~~contract renewals~~ ***appointments***.

E.14.3 Periodic Comprehensive Reviews of Tenured Faculty (last revised June 22, 2006)

E.14.3.1 Phase I Comprehensive Performance Reviews (last revised June 22, 2006)

no change

E.14.3.2 Phase II Comprehensive Performance Reviews ~~(last revised June 22, 2006)~~

A Phase II Comprehensive Performance Review is initiated when the academic supervisor decides that a tenured faculty member's performance in a Phase I Review was not satisfactory***, or it may be initiated as described Section E.15.4.1.***The initiation of a Phase II Review is not grievable by the faculty member. A Phase II Review Committee of at least three (3) tenured peers at the same or higher rank as the faculty member shall be selected to conduct a comprehensive performance review according to procedures specified in the code of the academic unit. These peers shall be selected from the same academic unit as the faculty member, unless that academic unit is a department that is too small, in

which case, some of the peers may be from other departments within the same college. The academic supervisor shall not be a member of the Review Committee, nor shall any other administrator at the same administrative level as the academic supervisor or higher. The procedure for the selection of these peers shall be specified in the code of the academic unit. If the selection procedures are not specified in the code of the academic unit, then a committee of three (3) tenured peers shall be drawn by lot from the eligible faculty members in the same academic unit as the faculty member. If the academic unit is a small department with fewer than three (3) eligible faculty members, then additional tenured peers shall be drawn by lot from the eligible faculty members in the same college so as to increase the total number of committee members to three (3).

The code of each academic unit shall specify:

a. The procedure for the selection of a Phase II Review Committee;

b. Procedures for assuring impartiality and lack of bias among members of the Phase II Review Committee;

c. The criteria to be used by the Phase II Review Committee, including standards for evaluation which reflect the overall mission of the academic unit, and which permit sufficient flexibility to accommodate faculty members with differing responsibilities, effort distributions, and workloads;

d. The types of information to be submitted by the faculty member being reviewed; and

e. Any additional information to be used in evaluations, such as peer evaluations and student opinions of teaching.

As a result of a Phase II Comprehensive Performance Review, one (1) of the following ~~four (4)~~ ***three (3)*** outcomes ~~must~~ ***shall*** be selected by a majority of the Phase II Review Committee:

a. The faculty member has met the reasonable expectations for faculty performance, as identified by his or her academic unit;

b. ~~The~~ ***There are*** deficiencies***, but they*** are not judged to be substantial and chronic or recurrent; or

c. There are deficiencies that are substantial and chronic or recurrent***.*** ~~deficiencies that must be remedied; or~~

~~d. Disciplinary action is recommended (see Section E.10.7).~~

~~For either of the first two (2) outcomes, no further action is necessary. For either of the last two (2) outcomes, further action is required.~~ Regardless of the outcome, the Review Committee shall prepare a written report and provide the faculty member with a copy. ***If the second outcome is selected, the written report may recommend that the academic supervisor design a specific professional development plan to assist the faculty member in meeting expectations.*** If ~~either of the last two (2)~~ ***the third*** outcome~~s has been~~ ***is*** selected, then the written report shall explain what deficiencies led to that selection. ~~The faculty member shall then have ten (10) working days to prepare a written response to this report. For informational purposes, both the report and the faculty member's response shall be forwarded to the academic supervisor, and, at successive steps, to each higher supervisor, ending with the Provost.~~

For either of the first two (2) outcomes, no further action is necessary. For the third outcome, taking into account the faculty member's actions, prior actions and history, and whether a pattern exists, the committee's written report shall recommend whether or not disciplinary action should be pursued as described in Section E.15.

The faculty member shall then have ten (10) working days to prepare a written response to this report. For informational purposes, both the report and the faculty member's response shall be forwarded to the academic supervisor, and, at successive steps, to each higher supervisor, ending with the Provost.

If the Review Committee ***selects the third outcome and identifies*** ~~decides that~~ deficiencies ~~must~~ ***that need to*** be remedied, the academic supervisor shall design a specific professional development plan indicating how these deficiencies are to be remedied and setting time-lines for accomplishing each element of the plan. The faculty member shall be given the opportunity to

work with the academic supervisor on the design of this plan. This development plan shall be submitted to the next higher administrative level for approval, and the faculty member shall be given a copy of the approved plan.

E.14.4 Grievance ~~*(last revised June 22, 2006)*~~

A faculty member shall have recourse according to the provisions in Section K, except where otherwise prohibited (e.g., see Section E.~~10.7~~***15***), once an adverse recommendation is made ***by an administrator*** in any performance review. ***The recommendations made by a Phase II Review Committee, whose membership are faculty, are not grievable, but a***~~A~~ny adverse recommendation or decision made by an administrator as a result of a Phase II Comprehensive Performance Review may be the basis for complaint under Section K. ~~A professional development plan is not grievable by the faculty member.~~ ***Neither constructive recommendations for improvement nor a professional development plan is grievable by the faculty member.***

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Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section F.3.4 – Sabbatical Leave

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section F.3.4. – Sabbatical Leave.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual - Section F.3.4 – Sabbatical Leave are requested because the new language clarifies the intent of this sentence.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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F.3.4 Sabbatical Leave

The University offers tenured academic faculty members the possibility of sabbatical leaves. According to state statute, a faculty member may not take sabbatical leave more often than once every seven (7) years. According to University policy, a faculty member does not become eligible for sabbatical leave until the accumulation of six (6) years of **service ~~(not including any credit for prior service at another institution)~~** ***as a regular faculty member at Colorado State University*** since the faculty member's initial appointment or most recent sabbatical leave. A faculty member in a tenure-track position may apply for sabbatical leave prior to being granted tenure, and such leave may be granted subject to the condition that the faculty member receive tenure prior to beginning the sabbatical leave. However, a faculty member must have tenure in order to take sabbatical leave.

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Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section G.5 – Faculty Benefits

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section G.5 – Faculty Benefits.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual - Section G-5 – Faculty Benefits are proposed because these revisions bring the Manual into agreement with current policy.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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G.5 ~~Faculty~~ Benefits

Academic faculty members and administrative professionals with specific appointment types are eligible for certain benefits~~, from time to time,~~ as provided by the University with the approval of the Board. Such benefits may include ***a*** retirement ***plan***, ~~select benefits (cafeteria type) plan,~~ medical ***coverage***, dental ***coverage***, ~~vision insurance coverage,~~ disability insurance, tax-sheltered annuities, and other such benefits. ***These benefits may include coverage for immediate family members and domestic partners.*** Such benefits are subject to change by the University ~~from time to time,~~ with the approval of the Board. Contact the Department of Human Resource Services for more information.

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Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section K.3 – University Mediators

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section K.3 – University Mediators.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – Section K.3 – University Mediators are proposed to allow a qualified faculty member on a transitional or emeritus/emeriti appointment to serve as a University Mediator, and to remove the term limits for University Mediators.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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K.3 University Mediators

K.3.1 Qualifications of University Mediators

The individuals nominated and recommended as UMs shall be ~~retired (for three (3) years or less) or~~ presently employed ***or retired*** academic faculty members or administrative professionals who have the skills, credibility and commitment that would enable them to discharge their duties effectively as UMs. Currently employed individuals shall obtain prior approval from their department head/supervisor.

K.3.1.1 Qualifications of University Mediators for Academic Faculty

Each UM for academic faculty members shall be a tenured, full-time member of the academic faculty with at least the rank of associate professor or~~, if retired,~~ ***shall a faculty member with a transitional or emeritus/emerita appointment who*** previously ~~have~~ held such a ~~position,~~ ***rank.*** ~~and shall have no administrative duties~~ ***He or she shall have no administrative duties*** (see Section K.12.a) throughout the term of service.

K.3.1.2 Qualifications of University Mediators for Administrative Professionals

Each UM for administrative professionals shall be employed at least half-time (0.5) ~~time~~ as an administrative professional at Colorado State University or, if retired, shall have been employed by the University at least half-time (0.5) ~~time~~ as an administrative professional.

K.3.2 Selection and Terms of University Mediators for Academic Faculty

The Chair of Faculty Council and the Provost shall solicit nominations for UMs from the academic faculty members prior to the end of each academic year. In consultation with the Faculty Council Executive Committee, the Council of Deans, and any other appropriate groups, the Chair of Faculty Council and the Provost shall jointly forward recommendations to the President. The President shall appoint at least two (2) academic faculty UMs for the upcoming year. The UMs for academic faculty members normally shall take office ~~by~~ ***on*** July 1 following their appointment by the President.

As appropriate, individuals appointed as academic faculty UMs may have their effort distributions adjusted***,*** as negotiated with their immediate supervisor***s***, to reflect their involvement in the mediation process***;*** or they may receive release time from their academic obligations***,*** or compensation***, as determined by the Provost,*** if mediation is required beyond their ~~contract~~ ***appointment*** periods or if they are retired~~, as determined by the Provost~~.

The term of office for a UM shall ~~normally~~ be three (3) consecutive one (1) year appointments on an at-will basis. ~~By agreement of the Chair of Faculty Council and the Provost, with the concurrence of the Faculty Council Executive Committee, UMs may serve beyond three (3) consecutive one (1) year appointments for a maximum of three (3) additional one (1) year terms.~~ ***There is no limit to the number of terms a UM may serve.*** If the position becomes vacant before ***the*** expiration of the term, the Chair of Faculty Council and the Provost ~~will~~ ***shall*** recommend jointly an interim appointment to the President to serve until a new UM is selected and takes office the next July 1.

K.3.3 Selection and Terms of University Mediators for Administrative Professionals

The Chair of the Administrative Professional Council and the Vice President for Administrative Services shall solicit nominations for UMs for administrative professionals prior to the end ***of*** each academic year. In consultation with the Administrative Professional Council~~,~~ and any other appropriate groups, the Chair of the Administrative Professional Council and the Vice President for Administrative Services shall jointly forward recommendations to the President. The President shall appoint at least two (2) administrative professional UMs for the upcoming year. The UMs for administrative professionals shall take office on July 1 following their appointment by the President.

As appropriate, individuals appointed as administrative professional UMs may have their effort distributions adjusted by their immediate supervisor~~,~~ to reflect their involvement in the mediation process or, in the case of retired administrative professionals, shall receive adequate compensation, as determined by the Vice President for Administrative Services.

The term of office shall ~~normally~~ be three (3) consecutive one (1) year appointments on an at-will basis. ~~By agreement of the Chair of the Administrative Professional Council and the Vice President for Administrative Services, with the concurrence of the Administrative~~

~~Professional Council, UMs may serve beyond three (3) consecutive one (1) year appointments for a maximum of three (3) additional one (1) year terms.~~ ***There is no limit to the number of terms a UM may serve.*** If the position becomes vacant before ***the*** expiration of the term, the Chair of the Administrative Professional Council and the Vice President for Administrative Services ~~will~~ ***shall*** jointly recommend an interim appointment to the President to serve until a new UM is selected and takes office the next July 1.

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section K.14.1 – Selection, Qualifications, and Term of the University Grievance Officer

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, SectionK.14.1 – Selection, Qualifications, and Term of the University Grievance Officer.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual - Section K.14.1 – Selection, Qualifications, and Term of the University Grievance Officer are proposed to clarify the intent of the existing language.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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K.14.1 Selection, Qualifications, and Term of the University Grievance

A subcommittee of the Grievance Panel shall solicit nominations for the UGO in November of the third year of the UGO's term of office and shall recommend two (2) or three (3) qualified people to the President through the Provost. The UGO shall be selected by the President, after consultation with the subcommittee members of the Grievance Panel, during the second week of February. The selection must be confirmed by a majority vote of those cast by the Faculty Council and the Administrative Professional Council in April, such confirmations being conducted separately. In the event that a majority vote of those cast is not attained by both the ~~academic faculty members and administrative professionals~~ ***Faculty Council and the Administrative Professional Council***, another candidate shall be proposed by the President. The UGO shall take office on July 1 following the vote and shall report to the Provost. The Provost shall keep the President informed regarding the activities of the UGO.

The UGO shall be a tenured, full-time member of the academic faculty with at least the rank of associate professor and shall have no administrative duties (see Section K.12.a) throughout the term of service. The term of office shall be three (3) consecutive one (1) year appointments. ***There is no limit to the number of terms a UGO may serve.*** The UGO shall be evaluated annually. In November, the Executive Committee of Faculty Council and the Executive Committee of the Administrative Professional Council shall each send a written performance evaluation to the Provost. Based on these two (2) evaluations, the Provost shall prepare the official evaluation of the UGO and submit it to the President preceding each reappointment. If the position of UGO becomes vacant before expiration of the term, the Grievance Panel shall recommend an interim appointment to the President, through the Provost, to serve until a confirmed UGO, selected the following February, takes office on July 1.

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Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section K.14.5 – Temporary Special University Grievance Officer

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section K.14.5 – Temporary Special University Grievance Officer.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual - Section K.14.5 – Temporary Special University Grievance Officer are requested because extension of time limits may be necessary, since the grievance process cannot proceed until a Special University Grievance Officer has been appointed.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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K.14.5 Temporary Special University Grievance Officer

In the event of a conflict of interest by the UGO in a Grievance, or in the event that the UGO becomes a Grievant or requests to be recused, the Provost shall appoint, after consultation with the Grievance Panel and the President, a Special UGO for that Grievance. The Special UGO shall have all the duties herein of the UGO for the duration of the specific Grievance for which he~~/~~ ***or*** she is appointed. ***The Provost may extend time limits as necessary until the Special UGO has been appointed.***

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: New Appendix 5 – Research Misconduct

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, to add a new Appendix 5 – Research Misconduct.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual - New Appendix 5 – Research Misconduct are requested because the Manual should call attention to the procedures regarding research misconduct. A reference to the new Appendix 5 will be made in Manual sections as applicable.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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APPENDIX 5: RESEARCH MISCONDUCT

Universities receiving federal funds must comply with requirements promulgated by the federal agencies regarding ethical behavior in scholarship. The terminology used in this regard is "Research Misconduct," although the concern for ethical behavior encompasses virtually every discipline. The definition of Research Misconduct, as well as the procedures for reporting, investigating, and holding hearings regarding suspected cases of Research Misconduct may be found at the following website:

http://web.research.colostate.edu/ricro/mis/policies.aspx

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Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2008-09 Academic Faculty and Administrative Professional Manual Revisions: Section E.10.7 – Disciplinary Action for Tenured Faculty

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.10.7 – Disciplinary Action for Tenured Faculty.

EXPLANATION:

Presented by Tony Frank, President

The proposed revisions for the 2008-09 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual – Section E.10.7 – Disciplinary Action for Tenure Faculty are proposed to emphasize that there are many levels of discipline short of revocation of tenure and/or termination of appointment. The proposed revisions explicitly address discipline for behavior, in addition to performance of professional duties. The proposed revisions shorten the timeline for disciplinary action, prevent the harassment of witnesses, and recognize that Phase II Reviews already serve the purpose of a preliminary investigation.

NOTE: Revisions are noted in the following manner:
Additions ***Italics*** Deletions ~~overscored~~

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E.~~10.~~7*15* Disciplinary Action for Tenured Faculty

~~Disciplinary or tenure revocation action shall be initiated as~~ ***The procedures set forth in this section of the Manual govern disciplinary action for tenured faculty members, including revocation of tenure and termination of appointment. These actions may occur in connection with either behavior or performance of professional duties. Disciplinary action for a tenured faculty member (hereinafter termed the "Tenured Faculty Member") must follow the procedures*** outlined in this section of the Manual. These procedures ~~must~~ ***shall*** be used in a manner that is consistent with the protection of academic freedom and confidentiality~~,~~ ***of all participants in such actions*** to the extent permitted by law~~, of all participants in such actions.~~ ~~and~~ ***These procedures*** must not be used in an arbitrary, unreasonable, capricious, or discriminatory manner. Participants shall conduct themselves in accordance with the Code of Ethical Behavior (Section D.9).

Any member of the University community who knowingly makes false statements as a part of these proceedings shall be subject to disciplinary action appropriate to his or her position within the University.

The University Grievance Officer (UGO) shall be charged with assuring the integrity of the E.15 processes, including discussions to achieve a mutually agreeable resolution at any stage of the process, coordinating committee appointments and duties, and certifying that appropriate individuals participate in the process. At the discretion of the UGO, any of the time limits in Section E.15 may be extended for reasonable periods. Such extensions shall be reported immediately to all parties concerned.

Either of the following conditions may lead to formal disciplinary action:

a. Substantial neglect of assigned duties that prevents the Tenured Faculty Member from fulfilling his or her obligation to the University as stated in Section E.5.2 and impacts the department, college, or University; or actions that substantially impair the duties or responsibilities of others.

b. Behavior of the Tenured Faculty Member that 1) presents significant risk to the safety or security of members of the University community (e.g., violence) and/or 2) represents a serious violation of ethics (see Section D.9) and/or University policy (including, but not limited to, unlawful discrimination, research misconduct, harassment, retaliation, or misappropriation of funds).

There are three avenues for discipline:

1. ***Disciplinary action involving the issuance of a Letter of Reprimand. The Tenured Faculty Member's Academic Supervisor (see Section E.14) may formally sanction the Tenured Faculty Member by placing a Letter of Reprimand (officially labeled as such) in his or her file and providing a copy to the Tenured Faculty Member. This action does not require a Hearing, but it is grievable by the Tenured Faculty Member (see Section K). However, documentation of discussions by the Academic Supervisor with a faculty member regarding perceived problems is not considered a Letter of Reprimand and is not grievable. The Letter of Reprimand shall be reviewed by the appropriate college dean (or by the Provost if the Academic Supervisor is a dean). If the dean or Provost determines that the Letter of Reprimand is not appropriate, he or she shall refer the matter to the appropriate avenue below for action.***

2. ***Acceptance of disciplinary action by the Tenured Faculty Member. The Tenured Faculty Member may agree to accept formal disciplinary action without a Hearing. In this case, there must be a written document stating that disciplinary action is being taken and detailing the disciplinary action and any agreements made. This document must be signed by both the Tenured Faculty Member and the Academic Supervisor to indicate their mutual agreement regarding the disciplinary action. The agreement by the Tenured Faculty Member to accept this action does not imply admission of responsibility for the charge. This action requires the approval of the Provost. If the Provost, after consultation with the UGO, determines that the disciplinary action is not appropriate, he or she shall direct that the matter be referred to a formal Hearing. This document stating the disciplinary action, if rejected, may not be used in the resulting Hearing.***

3. Disciplinary Action resulting from a formal Hearing. The University may impose disciplinary action against the Tenured Faculty Member. Possible disciplinary actions resulting from a formal Hearing include, but are not limited to, one or more of the following: letter of reprimand, reassignment of duties, mandatory education or training, monitoring, reduction in pay, suspension with or without pay, revocation of tenure, and termination of employment. Since faculty rank is an academic credential, reduction in rank should not be used as a disciplinary action unless the rank was obtained through fraudulent means. Some disciplinary actions may be for a specified period of time or until some condition is met, and some may be for an indefinite period of time, subject to later review. It is also possible that the Hearing will not result in any disciplinary action.

~~**E.10.7.1 Basis**~~

~~Any action involving possible disciplinary action or the revocation of tenure must rest on the following grounds:~~

~~a. A recommendation for disciplinary action or the revocation of tenure requires findings that the individual's level of performance has significantly declined over time and that his or her performance is significantly below the level of performance of those duties and responsibilities that are specified in the *Manual* as they are normally interpreted and applied in his or her department. The findings must include a determination that the unsatisfactory level of performance has been maintained over a substantial period of time. There also must be written evidence that the unsatisfactory performance has been discussed with the faculty member and that no significant improvement in performance has occurred; and/or~~

~~b. Substantial and willful neglect of properly assigned duties or personal conduct that substantially impairs the faculty member's fulfillment of properly assigned duties and responsibilities or impairs such duties or responsibilities of others.~~

E.~~10.7.2~~*15.1* Initiating ~~Procedures~~ *the Process*

The ~~procedure will~~ ***disciplinary process shall*** be initiated ~~by~~ ***when*** a written and signed statement (hereinafter termed the "Statement")***,*** ~~from the person(s) making the original allegation(s)~~ which specifies with reasonable particularity the alleged grounds for ~~the revocation of tenure or~~ disciplinary action.~~. Any submission of this Statement must be made by~~ ***is filed with the UGO by one or more of the following individuals:*** ~~a tenured faculty member or group of~~ tenured faculty members~~***(s)*** of~~ ***from*** the ***Tenured Faculty Member's*** department, the ~~department head~~ ***Academic Supervisor***, the college dean, or the Provost. ~~and transmitted to the faculty member who is subject to these proceedings (hereinafter termed the "Faculty Member") and his or her immediate supervisor.[2]~~ ***Anyone may write the Statement, but one or more of the individuals listed in the previous sentence shall file it with the UGO in order to initiate the disciplinary process. Upon receipt of the Statement, the UGO shall notify the person(s) who filed the Statement that the disciplinary process has been initiated. Also, when the process has been completed, the UGO shall notify the person(s) who filed the Statement of the final outcome. In both cases, the person(s) who filed the Statement shall notify the person(s) who wrote the Statement.***

E.15.2 Operational Procedures Prior to Completion of Formal Disciplinary Action

The UGO shall review the Statement to ensure that it alleges the existence of one or more of the conditions for disciplinary action listed in Section E.15.a or E.15.b. If the UGO finds that the Statement alleges one or more of these conditions, then, no later than three (3) working days following receipt of the Statement, the UGO shall provide a copy of the Statement to the Tenured Faculty Member and inform the Academic Supervisor and the dean of the college (or the Provost if the Academic Supervisor is a dean) of the commencement of the disciplinary process. The Statement is deemed to have been received when it is delivered personally to the Tenured Faculty Member or when it has been sent to the Tenured Faculty Member by certified mail and receipt has been confirmed.

Pending the outcome of this process, the Provost may assign the Tenured Faculty Member to other duties or take such other action as deemed appropriate, including suspension of duties, only if the Provost determines that the continued presence of the Tenured Faculty Member would threaten the safety or security of the Tenured Faculty Member or other persons or would substantially impair or disrupt the normal functioning of the University or one of its departments or divisions. Salary shall continue during the period of a suspension.

E.~~10.7.2.~~*15.3* Discussions to Achieve a Resolution

~~Before formal action is initiated, there shall be discussions between the Faculty Member and the appropriate administrative officers (department head, dean, and/or Provost, to the extent that they have no conflict of interest). The discussions must be completed within five (5) working days[3] after the filing of the Statement. If discussions between the administrator/s and the Faculty Member result in a resolution of the matter that is acceptable to both the Faculty Member and the administrator/s and such resolution is confirmed by the University Grievance Officer (hereinafter referred to as "UGO"), no further action shall be taken and a notation of the resolution shall be placed in the Personnel File of the Faculty Member. However, if the five (5) day period for discussion expires without such a resolution, the Statement shall be transmitted to the Preliminary Committee formed under Section E.10.7.2.2.a.[4]~~ ***No later than three (3) working days after confirming the adequacy of the Statement and notifying the appropriate parties, the UGO shall direct the Academic Supervisor, the college dean, and/or the Provost to enter into discussions with the Tenured Faculty Member in an effort to come to a resolution as to possible disciplinary action to be taken against the Tenured Faculty Member by mutual agreement.[2] The agreement by the Tenured Faculty Member to accept such action does not imply admission of responsibility for the charge.***

If an agreement is reached, it requires the approval of the Provost. If the Provost determines that the agreement is appropriate, and the agreement does not involve a demotion, reduction in pay, resignation, or other separation from the university, the Provost is authorized to approve the agreement. If the Provost determines that the agreement is appropriate, and the agreement involves a demotion, reduction in pay, resignation, or

other separation from the university, the agreement must be approved by the President. If the Provost determines, after consultation with the UGO, that the agreement is not appropriate, he or she shall direct that the matter proceed to a formal Hearing. This agreement that states the disciplinary action, if rejected, may not be used in the resulting Hearing. If no agreement can be reached within five (5) working days of the UGO's directive to enter into discussions, the matter shall proceed to a formal Hearing.

If the decision is made to proceed to a Hearing, the Tenured Faculty Member shall be notified of the decision and given ten (10) working days to submit a written response (hereinafter termed the "Response") to the allegations in the Statement.

~~*E.10.7.2.2 Composition of the Preliminary Committee (last revised June 17, 2003)*~~

~~a. The immediate administrative supervisor of the Faculty Member shall convene a preliminary investigative committee (hereinafter termed the "Preliminary Committee") within five (5) working days after the completion of the discussions described in Section E.10.7.2.1. This Preliminary Committee shall be comprised of the tenured faculty members of the Faculty Member's department, or a committee thereof, as specified by the department code. If the department code does not specify the makeup of the Preliminary Committee, then it will consist of six (6) tenured faculty members drawn by lot. In no case may this committee consist of fewer than six (6) voting members. If there are fewer than six (6) members of the department eligible for the committee, additional members will be drawn by lot from a pool consisting of all tenured faculty members of the college having no administrative duties (see Section K.12.a). Neither the Faculty Member nor his or her immediate administrative supervisor may be part of this committee.~~

~~Members who believe themselves sufficiently biased or interested that they cannot render an impartial judgment will remove themselves from the case on their own initiative. Challenges for cause shall be conducted according to the procedures described in Section E.10.7.2.2.b. The Faculty Member will have a maximum of two (2) challenges without stated cause.~~

b. Challenges for cause may be lodged with the Preliminary Committee by any member of the Preliminary Committee, the person who submitted the Statement, or the Faculty Member. The UGO, with such advice from legal counsel for the University or from the Colorado Department of Law (Office of the Attorney General), as the UGO deems necessary or advisable, shall decide all challenges. The UGO may excuse a member of the Preliminary Committee even though actual cause cannot be proven.

c. One (1) tenured faculty member from outside the department, having no administrative duties shall also serve on the committee. This person shall be appointed by the dean or, in the case of conflict of interest or in the Libraries, by the Provost and shall be a non-voting chair of the committee.

E.10.7.3 Preliminary Investigation

The Preliminary Committee will meet to discuss the charges in the Statement, evaluate the responses of the Faculty Member and determine whether a basis exists to conduct a hearing. During these proceedings, the Preliminary Committee may request additional statements from the Faculty Member or the person(s) making the original allegations.

The preliminary investigation will be limited to the allegations specified in the Statement. Any additional allegations emerging during the preliminary investigation may be considered only after new Statements regarding such allegations have been submitted to the Committee and the Faculty Member has been given an opportunity to respond.[5]

E .10.7.3.1 Operational Procedures Prior to Formal Investigations

Pending a decision by the Preliminary Committee, the Provost may assign the Faculty Member to other duties. The Faculty Member may be suspended only if the President determines that continuance of the Faculty Member or other persons would substantially impair or disrupt normal functions of the University. Salary will continue during the period of the suspension.

~~*E.10.7.3.2Time Limitation in Conducting a Preliminary Investigation*~~

~~a. The Faculty Member has ten (10) working days to respond to the charges specified in the Statement(s).~~

~~b. The Preliminary Committee shall complete its investigation within three (3) working days after the Faculty Member has responded or failed to respond within ten (10) working days to charges specified in the Statement(s).~~

~~c. If this time schedule causes an extreme hardship for either the Preliminary Committee or the Faculty Member, the UGO may, upon request, extend the time limit for a reasonable period.~~

~~*E.10.7.3.3Recommendation and Further Action (last revised June 17, 2003)*~~

~~a. Upon the completion of the preliminary investigation, the Preliminary Committee shall retire for private discussion and review. These deliberations shall remain confidential and be followed by a vote. If a majority of the committee members eligible to vote determine that sufficient evidence exists to warrant a hearing, it shall recommend establishment of a hearing committee (hereinafter termed the "Hearing Committee") to the Provost. The Preliminary Committee's decision shall be conveyed immediately to the Faculty Member.~~

E.15.4 Hearing Process

If the allegations in the Statement are limited to performance of professional duties (Section E.15.a), then the procedures specified in Section E.15.4.1 are to be followed. If the allegations in the Statement are limited to behavior (Section E.15.b), then the procedures specified in Section E.15.4.2 are to be followed. If the Statement contains allegations involving both performance of professional duties and behavior, then a single Hearing shall be conducted with the participation of both Hearing Committees specified in Sections E.15.4.1 and E.15.4.2.

As appropriate, individuals appointed to serve on Hearing Committees assembled under the provisions of Section E.15 may have their effort distributions adjusted, as negotiated with their immediate supervisor, to reflect their involvement in the disciplinary process, or they may receive release time from their academic obligations, or they may receive compensation if participation is required beyond their appointment periods, as determined by the Provost.

E.15.4.1 Performance of Professional Duties

For allegations involving performance of professional duties as described in Section E.15.a, the charges shall be considered in a Phase II Review (see Section E.14.3.2) before they are considered in a formal disciplinary Hearing. The Phase II Review Committee shall determine whether or not a formal Hearing is warranted. The Provost may, for convincing reasons stated in writing, reverse the decision of the Phase II Review Committee.

~~b. The~~ ***If the decision is made to conduct a formal disciplinary Hearing regarding allegations involving performance of professional duties, the Tenured Faculty Member's performance must be judged against the normal expectations within his or her department, taking into account his or her effort distribution (see Section E.9.1) and workload (see Section E.9.2). In this case, a*** Hearing Committee shall be ~~comprised~~ ***formed that consists*** of the tenured faculty members of the ***Tenured*** Faculty Member's department, or a committee thereof, as specified by the Department Code. If the Department Code does not specify the makeup of the ~~Preliminary~~ ***Hearing*** Committee, then it ~~will~~ ***shall*** consist of six (6) tenured faculty members ***having no administrative duties (see Section K.12.a)*** drawn by lot ***by the college dean***. In no case may this committee consist of fewer than six (6) ~~voting~~ members. If there are fewer than six (6) faculty members of the department eligible for the committee, additional members ~~will~~ ***shall*** be drawn by lot ***by the college dean*** from a pool consisting of all tenured faculty members of the college having no administrative duties (see Section K.12.a). Neither the ***Tenured*** Faculty Member nor his or her ~~immediate administrative~~ ***Academic s*S**upervisor may be ~~part~~ ***a member*** of this committee. ~~The committee shall be chaired by the person described in~~

~~Section E.10.7.2.2.c.~~ ***The members of this Hearing Committee shall then select from their membership a chairperson who shall be a voting chair of the committee.*** ~~Challenges to members of the committee will be conducted as described in Sections E.10.7.2.2.a. and b.~~

Members of a Hearing Committee who believe themselves sufficiently biased or interested that they cannot render an impartial judgment shall remove themselves from the case on their own initiative. Challenges for cause may be lodged with the UGO by the Tenured Faculty Member, the person(s) who submitted the Statement, or any member of the Hearing Committee. The UGO shall decide all challenges with such advice from legal counsel for the University or from the Colorado Department of Law (Office of the Attorney General) as the UGO deems necessary or advisable. The UGO may excuse a member of the Hearing Committee even though actual cause cannot be proven. The Tenured Faculty Member shall have a maximum of two (2) challenges without stated cause.

~~c. If the Preliminary Committee decides that a hearing is not warranted, the Provost may nevertheless, for convincing reasons stated in writing, direct a Hearing Committee to conduct a hearing of the charges.~~

~~d. Even if the Preliminary Committee decides that a hearing is warranted, the Provost may, for convincing reasons stated in writing, direct the Preliminary Committee to terminate further investigation and may decline to authorize the formation of a Hearing Committee.~~

E.15.4.2 Behavior

If the Statement contains allegations involving behavior as described in Section E.15.b, then the UGO and the Chair of the Faculty Council shall jointly appoint a six (6) person Hearing Committee from the tenured faculty members of the Grievance Panel (see Section K.15). Neither the Tenured Faculty Member nor his or her Academic Supervisor may be part of this committee. The

members of this Hearing Committee shall then select from their membership a chairperson who shall be a voting chair of the committee.

This Hearing Committee shall conduct a Preliminary Review in which they discuss the allegations in the Statement, evaluate the Tenured Faculty Member's Response, and determine whether or not a Hearing is warranted. During this process, the Hearing Committee may request additional statements from the Tenured Faculty Member, the person(s) filing the Statement, and/or other persons deemed to have relevant information. The Hearing Committee shall then retire for private discussion, which shall be confidential. These deliberations shall be followed by a vote to determine if sufficient information exists to warrant a Hearing. The decision to conduct a Hearing requires a majority vote. The Hearing Committee shall complete this Preliminary Review within five (5) working days after receiving the Statement and the Response. The Provost may, for convincing reasons stated in writing, reverse this decision by the Hearing Committee.

If the Statement involves allegations of sexual harassment, discrimination, retaliation, or research misconduct, the procedures appropriate to those allegations shall be followed before conducting a Hearing as described in Section E.15.4.3 (see Appendices 1, 4, and 5).

Members of a Hearing Committee who believe themselves sufficiently biased or interested that they cannot render an impartial judgment shall remove themselves from the case on their own initiative. Challenges for cause may be lodged with the UGO by the Tenured Faculty Member, the person(s) who submitted the Statement, or any member of the Hearing Committee. The UGO shall decide all challenges with such advice from legal counsel for the University or from the Colorado Department of Law (Office of the Attorney General) as the UGO deems necessary or advisable. The UGO may excuse a member of the Hearing Committee even though actual cause cannot be proven. The Tenured Faculty Member shall

have a maximum of two (2) challenges without stated cause.

E.~~10~~.7.4 *~~15~~.4.3* Hearing *~~(last revised June 22, 2004)~~*

a. The Hearing Committee***(s)*** may hold organizational meetings, ~~in executive session,~~ which may include meetings with the ***Tenured*** Faculty Member***, the Academic Supervisor, the person(s) filing the Statement, or other persons,*** as needed, to (1) clarify the issues, (2) effect stipulations of facts, (3) provide for the exchange of documentary or other information, (4) formulate a list of potential witnesses, and (5) achieve ~~such~~ other ~~appropriate~~ pre-***H***~~h~~earing objectives as will make the ~~h~~***H***earing fair, effective, and expeditious.

~~b. The hearing and recommendations for action will be limited to the allegations specified in the Statement. Any additional allegations emerging during the hearing may be considered only after new Statements regarding such allegations have been filed with the Hearing Committee.~~

~~c~~b. ~~Service of notice of the hearing, with specific charges in writing, will be made~~ ***The Tenured Faculty Member shall be notified in writing of the Hearing and the specific allegations*** within five (5) working days following the ~~completion of the preliminary investigation~~ ***formal decision to proceed with the Hearing.*** The ~~h~~***H***earing shall commence ***no less than*** twenty (20) ***working*** days following receipt of the notice by the ***Tenured*** Faculty Member, unless the ***Tenured*** Faculty Member requests an earlier ~~h~~***H***earing and the Hearing Committee concurs. A notice is deemed to have been received when it is delivered personally to a recipient or five (5) ***working*** days after it is deposited in campus mail for transmission to ~~such person~~ ***the recipient***.

c. The Hearing and recommendations for action shall be limited to the allegations specified in the Statement. Any additional allegations emerging during the Hearing may be considered only after a

new Statement regarding such allegations has been filed with the Hearing Committee(s) and the Tenured Faculty Member has been given an opportunity to submit a new written Response.

d. ~~Unless a public hearing is requested by the Faculty Member, t~~***T***he ~~h~~***H***earing shall be closed***,*** and the proceedings shall remain confidential to the extent permitted by law. During the ~~h~~***H***earing***,*** the ***Tenured*** Faculty Member and the Hearing Committee(s) ~~will~~ ***shall each*** be permitted to have ***a maximum of two (2) advisors present, consisting of*** ~~an~~ academic advisor***s*** and/or legal counsel ~~present~~. ***These a~~~~A~~dvisors ~~and legal counsels~~ may provide advice ***and assistance,*** but they may not actively participate in the proceedings***,*** such as making objections ~~and~~ ***or*** attempting to argue the case ***(however, if an advisor is called as a witness, he or she is allowed to participate in this capacity).*** ~~Counsel~~ ***Advisors*** for any participant ~~in such hearing~~ shall be free to advise ~~his or her client~~ ***the participant*** fully throughout the proceeding, including assisting the ~~client~~ ***participant*** in formulating any required written documentation and helping the ~~client~~ ***participant*** prepare for any oral presentations.

e. A verbatim record of the ~~h~~***H***earing ~~or hearings will~~ ***shall*** be taken***,*** and a printed copy ~~will~~ ***shall*** be made available, without cost, to the ***Tenured*** Faculty Member at the ***Tenured*** Faculty Member's request. The University ~~will~~ ***shall*** bear the cost.

f. The ***Tenured*** Faculty Member and Hearing Committee***(s)*** ~~will~~ ***shall*** be afforded an opportunity to obtain the names of all witnesses to be heard in the proceedings ~~and~~ ***along with*** the nature of their proposed testimony and documentary or other ~~evidence~~ ***information***. The administration ~~will~~ ***shall*** cooperate with the ***Tenured*** Faculty Member and ***the*** Hearing Committee***(s) to the extent possible*** in securing witnesses and making documentary and other ~~evidence~~ ***information*** available. The Hearing Committee***(s)*** may grant adjournments of a ~~h~~***H***earing

as they deem appropriate (e.g., to enable either ~~the Committee or~~ the ***Tenured*** Faculty Member ***or the Hearing Committee(s)*** to investigate ***new information*** ~~evidence as to which a valid claim of surprise is made~~.

g. The ***Tenured*** Faculty Member and the Hearing Committee***(s)*** shall have the right to hear all testimony and question all witnesses. Furthermore, the ***Tenured*** Faculty Member must be afforded the opportunity to question the person(s) filing the Statement. If ~~such a~~ ***any*** person ***filing the Statement*** refuses to appear as a witness, then the Hearing shall conclude immediately***,*** and no disciplinary action shall be taken as a result of this Hearing (although the same allegations may be considered again in a newly initiated Hearing). ***However, harassment of witnesses by the Tenured Faculty Member, as determined by a concurrence of at least two-thirds (2/3) of the members of the Hearing Committee(s), is prohibited. Also, i***~~I~~f it is deemed appropriate by at least two-thirds (2/3) of the ***members of the Hearing*** Committee***(s)*** ~~members~~, the questioning of one (1) or more witnesses may occur with the parties being in different physical locations, but the questioning must occur in a real-time, spontaneous format (e.g., a video conference or a teleconference)***, unless at least two-thirds (2/3) of the members of the Hearing Committee concur that this is not feasible.***

h. The person(s) filing the Statement shall not be present during the testimony of others, unless specifically invited ~~to do so~~ by the ***Hearing*** Committee***(s)***. Such an invitation must be agreed to by at least two-thirds (2/3) of the ***members of the Hearing*** Committee***(s)*** ~~members~~. Such an invitation does not include the right to question either the ***Tenured*** Faculty Member or any other witnesses, unless ***this right is included*** ~~stated~~ explicitly in the invitation. If such an invitation is made, the invited person shall be permitted to have ***a maximum of two advisors present, consisting of*** ~~an~~ academic advisor***s*** and/or legal counsel ~~present~~. ~~Such~~ ***These*** advisors

~~and counsels~~ may provide advice and assistance, but they may not actively participate in the proceedings ***(however, if an advisor is called as a witness, he or she is allowed to participate in this capacity)***.

i. The Hearing Committee is not bound by strict rules of legal evidence. Every possible effort ~~will~~ ***shall*** be made to obtain the most reliable ~~evidence~~ ***information*** available.

j. If one or more members of the Hearing Committee cannot complete the Hearing and reporting process, then this process shall continue without them. However, if fewer than five (5) members of the Hearing committee are able to complete this process, then the process shall be terminated, a new Hearing Committee shall be formed, and a new Hearing shall be conducted.

E.~~10.7.5~~ *15.5* Procedures Following Completion of the Hearing

After the completion of the Hearing, ~~T~~***t***he Hearing Committee***(s)*** shall retire for private discussion and review. These deliberations shall remain confidential to the extent permitted by law ~~and shall be followed by a vote~~. ***If there are two Hearing Committees, they shall have separate deliberations and make separate recommendations.***

Each Hearing Committee shall evaluate the information presented to determine if the condition required for disciplinary action exists related to its particular charge (behavior or performance of professional duties). If the Hearing Committee determines that the condition does not exist, then it shall issue a report stating that finding. If the Hearing Committee determines that the condition does exist, then it shall issue a report that makes a recommendation for appropriate disciplinary action. In deciding upon appropriate disciplinary action, the Hearing Committee shall consider the totality of the circumstances, including the egregiousness of the Tenured Faculty Member's actions, the prior actions and history of the Tenured Faculty Member, and whether a pattern exists.

The ~~recommendation~~ ***written report of the Hearing Committee*** shall include a comprehensive and detailed ~~report summarizing~~

summary of the relevant facts and the conclusions reached in assessing those facts. If any members of the Hearing Committee disagree with the ***Committee's*** recommendation, they shall ***jointly*** prepare a minority statement explaining their reasons for disagreement with the majority***, and this shall be part of the Hearing Committee's report. The Hearing Committee shall issue its final report no later than ten (10) working days after the conclusion of the Hearing.***

E.15.6 Recommendation for Disciplinary Action

~~*E.10.7.5.1 Committee Recommendation That Tenure be Retained and No Disciplinary Action be Taken*~~

~~No disciplinary action will be recommended unless at least two-thirds (2/3) of the Hearing Committee concurs.~~

~~*E.10.7.5.2 Committee Recommendation that Tenure be Retained and Disciplinary Action be Taken*~~

If at least two-thirds (2/3) of the ***members of the*** Hearing Committee ~~fail to recommend revocation of tenure, but two-thirds (2/3) of the Hearing Committee decide that the conduct of a Faculty Member, although not constituting adequate cause for revocation of tenure, is sufficient to justify imposition of a sanction, such as suspension from duties with or without pay for a stated period, reduction in salary, reduction in rank, or a written reprimand, it may so recommend~~ ***concur that disciplinary action is appropriate, a written report shall be prepared that states this conclusion, recommends specific sanctions, and specifies the reasons for this recommendation. The report must include a review of the information and an explanation of the grounds for the recommendation.*** The sanction recommended must be reasonably related to the seriousness of the offense and may take into account the ~~record and service of the Faculty Member~~ ***totality of the circumstances***.

A recommendation for revocation of tenure and/or termination of appointment requires the concurrence of at least two-thirds (2/3) of the members of the Hearing Committee.

If less than two-thirds (2/3) of the members of the Hearing Committee concur that disciplinary action is appropriate, a written report shall be prepared that recommends that no disciplinary action be taken.

~~*E.10.7.5.3 Committee Recommendation to Revoke Tenure*~~

~~If at least two-thirds (2/3) of the Hearing Committee vote to recommend the revocation of tenure, a written report shall be prepared recommending the revocation of tenure and specifying the reasons for the recommendation. The statement report must include a review of the evidence and an explanation of the grounds for the recommendation.~~

E.~~10.7.5.4~~ *15.7* Disposition of the Hearing Committee's Report ~~and Appeal of the Recommendation~~

The Hearing Committee's ***written*** report***, which may include a minority statement,*** ~~will~~ ***shall*** be transmitted to the ***Tenured*** Faculty Member and his or her ~~immediate administrative~~ ***Academic S~~s***upervisor and, at successive steps, to the dean, and the Provost.

The ***Tenured*** Faculty Member ***and the person(s) filing the Statement,*** shall have the right to ~~appeal~~ ***object in writing to the*** ~~an adverse~~ recommendation of the Hearing Committee ~~to his or her immediate administrative supervisor~~. ~~This appeal~~ ***Such an objection*** shall be ~~submitted in writing, not~~ ***limited*** to ~~exceed~~ five (5) typed pages ***with normal font size, and it must be submitted to the Faculty Member's Academic Supervisor***, no later than five (5) working days after receipt of the Hearing Committee's report. ~~That supervisor shall respond to the Faculty Member in writing within five (5) working days. Upon further appeals, the appeal and the response~~ ***Any objections*** shall be ~~considered~~ ***attached to the recommendation of the Hearing Committee and considered together with this recommendation*** at each ~~succeeding~~ ***successive*** level in the administrative chain.

E.~~10.7.5.5~~ *15.8* ~~Reversal or Modification of~~ *Administrative Action on the* Hearing Committee Recommendations ~~*(last revised January 27, 2006)*~~

~~The Faculty Member's immediate supervisor, the dean or the Provost may, for significantly convincing reasons, recommend~~

~~action more or less severe than that recommended by the Hearing Committee. The convincing reasons for such a reversal of a recommendation at any administrative level must be stated in writing and be transmitted to the Faculty Member, the members of the Hearing Committee, and to the next person in the administrative chain (dean, Provost, or President). Upon reversal or modification of the recommendation, the Hearing Committee and/or Faculty Member may appeal the decision to the next level in the administrative chain (dean, Provost, or President). This appeal shall be submitted in writing, not to exceed five (5) working days after the reversal or modification of the recommendation. The appeal shall be considered at each succeeding level in the administrative chain. If the Hearing Committee or Faculty Member does not file an appeal within five (5) working days after the reversal, the recommendation shall be forwarded to the next level in the administrative chain. The Provost shall make a report of the case to the President with a recommendation of the action to be taken. The decision of the president is final.~~ ***After a recommendation is received from the Hearing Committee, the Academic Supervisor and the dean shall each review the Hearing Committee's report and recommendation and make his or her own recommendation to the next administrative level. If two separate Hearing Committees have made two separate recommendations, each recommendation is considered separately until the two recommendations reach the Provost. The Provost shall then combine the two separate recommendations and make a single recommendation to the President. If someone in the administrative chain fails to issue a recommendation within five (5) working days, the matter shall be forwarded to the next administrative level for review.***

If the Provost must combine two separate recommendations into a single recommendation to the President, then the decision of the President is final. Otherwise, the decision of the Provost is final, unless the decision involves a demotion, reduction in pay, resignation, or other separation from the university. If the decision of the Provost involves a demotion, reduction in pay, resignation, or other separation from the university, then that decision shall be forwarded to the President as a recommendation, and the decision of the President is final.

An alternate recommendation or final decision that is either more or less severe than the recommendation received shall be issued at a higher administrative level only for compelling reasons that shall be stated in writing to the Tenured Faculty Member, the person(s) filing the Statement, the Hearing Committee, and all previous administrators in the administrative chain. In the case of an alternate recommendation, the Tenured Faculty Member, the person(s) filing the Statement, the Hearing Committee, and the previous administrators in the administrative chain shall be given five (5) working days from the date of notification of the alternate recommendation to object in writing to the administrator's reasons for making the alternate recommendation, and the alternate recommendation could be reversed at an even higher administrative level. If the Provost must combine two separate recommendations, his or her combined recommendation shall be communicated in writing to the Tenured Faculty Member, the person(s) filing the Statement, the Hearing Committee, and all previous administrators in the administrative chain, and it may be objected to the President in the same manner. Objections shall each be limited to five (5) typed pages with normal font size and shall be forwarded to each successive administrator along with the alternate recommendation and the rationale for it.

E.~~10.7.5.6~~ *15.9* Written Records *~~(new section added June 17, 2003)~~*

All written records of E.~~10.7~~***15*** documents ***and proceedings***, including the Statement and Response; the verbatim record of the ~~h~~***H***earing~~(s)~~; supporting documents; committee reports and recommendations~~;~~**,** including any minority statement***(s)***; administrative reviews of committee recommendations; ~~appeals and results of appeals~~ ***alternate recommendations; objections to any recommendations***; and final ~~actions~~ ***decisions***, shall be kept on file in the archives of the UGO for the duration of the employment of the ***Tenured*** Faculty Member, and these shall be considered to be part of the ***Tenured*** Faculty Member's official Personnel File.

E.~~10.7.6~~ *15.10* Term of Continuation of Faculty Salary and Benefits Following ~~Revocation of Tenure~~ *Termination of Appointment*

Employment, together with salary and benefits, shall terminate upon a final decision to ~~revoke tenure~~ ***terminate an appointment***. However, ~~tenure and~~ employment may continue for a period not to exceed one (1) year if the President independently determines or

concurs ~~in~~ ***with*** a recommendation ~~of the Hearing Committee~~ that ~~the tenure contract~~ ***employment*** be continued for that specified period to enable the ***Tenured*** Faculty Member to complete essential responsibilities.

~~The Provost may assign the Faculty Member to other duties during an investigation or review. The Faculty Member may be suspended only if the President determines that continuance of the Faculty Member in his or her regular position would threaten the safety or well being of the Faculty Member or other persons or would substantially impair or disrupt normal functions of the University. Salary will continue during the period of the suspension.~~

E.~~10.7.7~~ *15.11* Time Limit for Action by the Provost ~~*(last revised January 27, 2006)*~~

~~Pursuant to the recommendations of the Hearing Committee t~~***T***he Provost must act on ~~revocation of tenure or~~ ***the final decision regarding*** disciplinary action ~~recommendations~~ within ten (10) working days of ~~receiving the approval of the President~~ ***the reporting of that decision.***

E.~~10.8~~*16* Financial Exigency

E.~~10.8~~*16*.1 Definition of Financial Exigency and Conditions of Tenured Faculty Terminations

no change

E.~~10.8~~*16*.2 Declaration of Financial Exigency

no change

E.~~10.8~~*16*.3 Development of a Plan of Action

no change

E.~~10.8~~*16*.4 Order of Terminations

no change

E.~~10.8~~16.5 Responsibility of Committee on Strategic and Financial Planning

no change

E.~~10.8~~*16*.6 Right of Access of Individual Faculty Member to the Grievance and Mediation Procedure

no change

E.~~10.9~~*17* Discontinuance of a Degree Granting Program or a Department of Instruction not Mandated by Financial Exigency

no change

E.~~10.9~~*17*.1 Procedure

no change

E.~~10.9~~*17*.2 Appeal Procedure

Affected faculty members shall have the right to appeal ~~of~~ the actions defined in ***Sections*** E.~~10.9~~***17*** and E.~~10.9~~***17***.1, as outlined in Section K.~~3~~***9,*** Forms of GrievableActions.

~~[2] Anyone can initiate an action by writing the statement, but the statement has to be submitted by the individual(s) listed in this paragraph.~~

~~[3] At the discretion of the University Grievance Officer, any of the time-limits in Section E.10.7 may be extended for reasonable periods. this extension shall be immediately reported to all persons concerned.~~

[~~4~~2] These discussions are intended as avenues of resolution that would be acceptable to both the Tenured Faculty Member and the administrator(s).

~~[5] Any new allegations arising during the preliminary investigation which are not a part of the Statement will have to be filed separately and considered as separate actions.~~

PROPOSED NEW SECTION E.15 WITHOUT STRIKEOUTS:

E.15 Disciplinary Action for Tenured Faculty

The procedures set forth in this section of the Manual govern disciplinary action for tenured faculty members, including revocation of tenure and termination of appointment. These actions may occur in

connection with either behavior or performance of professional duties. Disciplinary action for a tenured faculty member (hereinafter termed the "Faculty Member" in this section) must follow the procedures outlined in this section of the Manual. These procedures shall be used in a manner that is consistent with the protection of academic freedom and confidentiality of all participants in such actions to the extent permitted by law. These procedures must not be used in an arbitrary, unreasonable, capricious, or discriminatory manner. Participants shall conduct themselves in accordance with the Code of Ethical Behavior (Section D.9).

Any member of the University community who knowingly makes false statements as a part of these proceedings shall be subject to disciplinary action appropriate to his or her position within the University.

The University Grievance Officer (UGO) shall be charged with assuring the integrity of the E.15 processes, including discussions to achieve a mutually agreeable resolution at any stage of the process, coordinating committee appointments and duties, and certifying that appropriate individuals participate in the process. At the discretion of the UGO, any of the time limits in Section E.15 may be extended for reasonable periods. Such extensions shall be reported immediately to all parties concerned.

Either of the following conditions may lead to formal disciplinary action:

a. Substantial neglect of assigned duties that prevents the Faculty Member from fulfilling his or her obligation to the University as stated in Section E.5.2 and impacts the department, college, or University; or actions that substantially impair the duties or responsibilities of others.

b. Behavior of the Faculty Member that 1) presents significant risk to the safety or security of members of the University community (e.g., violence) and/or 2) represents a serious violation of ethics (see Section D.9) and/or University policy (including, but not limited to, unlawful discrimination, research misconduct, harassment, retaliation, or misappropriation of funds).

There are three avenues for discipline:

1. Disciplinary action involving the issuance of a Letter of Reprimand. The Faculty Member's Academic Supervisor (see Section E.14) may formally sanction the Faculty Member by

placing a Letter of Reprimand (officially labeled as such) in his or her file and providing a copy to the faculty member. This action does not require a Hearing, but it is grievable by the Faculty Member (see Section K). However, documentation of discussions by the Academic Supervisor with a faculty member regarding perceived problems is not considered a Letter of Reprimand and is not grievable. The disciplinary action issued in this case shall be reviewed by the appropriate college dean (or by the Provost if the Academic Supervisor is a dean). If the dean or Provost determines that the Letter of Reprimand is not appropriate, he or she shall refer the matter to the appropriate avenue below for action.

2. ***Acceptance of disciplinary action by the Faculty Member. The Faculty Member may agree to accept formal disciplinary action without a Hearing. In this case, there must be a written document stating that disciplinary action was taken and detailing the disciplinary action and any agreements made. This document must be signed by both the Faculty Member and the Academic Supervisor to indicate their mutual agreement regarding the disciplinary action. The agreement by the Faculty Member to accept this action does not imply admission of responsibility for the charge. This action requires the approval of the Provost. If the Provost, after consultation with the UGO, determines that the disciplinary action is not appropriate, he or she shall direct that the matter be referred to a formal Hearing. This document stating the disciplinary action, if rejected, may not be used in the resulting Hearing.***

3. ***Disciplinary Action resulting from a formal Hearing. The University may impose disciplinary action against the Faculty Member. Possible disciplinary actions resulting from a formal Hearing include, but are not limited to, one or more of the following: letter of reprimand, reassignment of duties, mandatory education or training, monitoring, reduction in pay, suspension with or without pay, revocation of tenure, and termination of employment. Since faculty rank is an academic credential, reduction in rank should not be used as a disciplinary action unless the rank was obtained through fraudulent means. Some disciplinary actions may be for a specified period of time or until some condition is met, and some may be for an indefinite period of time, subject to later review. It is also possible that the Hearing will not result in any disciplinary action.***

E.15.1 Initiating the Process

The disciplinary process shall be initiated when a written and signed statement (hereinafter termed the "Statement"), which specifies with reasonable particularity the alleged grounds for disciplinary action, is filed with the UGO by one or more of the following individuals: tenured faculty member(s) from the Faculty Member's department, the Academic Supervisor, the college dean, or the Provost. Anyone may write the Statement, but one or more of the individuals listed in the previous sentence shall file it with the UGO in order to initiate the disciplinary process. Upon receipt of the Statement, the UGO shall notify the person(s) who filed the Statement that the disciplinary process has been initiated. Also, when the process has been completed, the UGO shall notify the person(s) who filed the Statement of the final outcome. In both cases, the person(s) who filed the Statement shall notify the person(s) who wrote the Statement.

E.15.2 Operational Procedures Prior to Completion of Formal Disciplinary Action

The UGO shall review the Statement to ensure that it alleges the existence of one or more of the conditions for disciplinary action listed in Section E.15.a or E.15.b. If the UGO finds that the Statement alleges one or more of these conditions, then, no later than three (3) working days following receipt of the Statement, the UGO shall provide a copy of the Statement to the Faculty Member and inform the Academic Supervisor and the dean of the college (or the Provost if the Academic Supervisor is a dean) of the commencement of the disciplinary process. The Statement is deemed to have been received when it is delivered personally to the Faculty Member or when it has been sent to the Faculty Member by certified mail and receipt has been confirmed.

Pending the outcome of this process, the Provost may assign the Faculty Member to other duties or take such other action as deemed appropriate, including suspension of duties, only if the Provost determines that the continued presence of the Faculty Member would threaten the safety or security of the Faculty Member or other persons or would substantially impair or disrupt the normal functioning of the University or one of its departments or divisions. Salary shall continue during the period of a suspension.

E.15.3 Discussions to Achieve a Resolution

No later than three (3) working days after confirming the adequacy of the Statement and notifying the appropriate parties, the UGO shall direct the Academic Supervisor, the college dean, and/or the Provost to enter into discussions with the Faculty Member in an effort to come to a resolution as to possible disciplinary action to be taken against the Faculty Member by mutual agreement.[2] The agreement by the Faculty Member to accept such action does not imply admission of responsibility for the charge.

If an agreement is reached, it requires the approval of the Provost. If the Provost determines that the agreement is appropriate, and the agreement does not involve a demotion, reduction in pay, resignation, or other separation from the university, the Provost is authorized to approve the agreement. If the Provost determines that the agreement is appropriate, and the agreement involves a demotion, reduction in pay, resignation, or other separation from the university, the agreement must be approved by the President. If the Provost determines, after consultation with the UGO, that the agreement is not appropriate, he or she shall direct that the matter proceed to a formal Hearing. This agreement that states the disciplinary action, if rejected, may not be used in the resulting Hearing. If no agreement can be reached within five (5) working days of the UGO's directive to enter into discussions, the matter shall proceed to a formal Hearing.

If the decision is made to proceed to a Hearing, the Faculty Member shall be notified of the decision and given ten (10) working days to submit a written response (hereinafter termed The "Response") to the allegations in the Statement.

E.15.4 Hearing Process

If the allegations in the Statement are limited to performance of professional duties (Section E.15.a), then the procedures specified in Section E.15.4.1 are to be followed. If the allegations in the Statement are limited to behavior (Section E.15.b), then the procedures specified in Section E.15.4.2 are to be followed. If the Statement contains allegations involving both performance of professional duties and behavior, then a single Hearing shall be

conducted with the participation of both Hearing Committees specified in Sections E.15.4.1 and E.15.4.2.

As appropriate, individuals appointed to serve on Hearing Committees assembled under the provisions of Section E.15 may have their effort distributions adjusted, as negotiated with their immediate supervisor, to reflect their involvement in the disciplinary process, or they may receive release time from their academic obligations, or they may receive compensation if participation is required beyond their appointment periods, as determined by the Provost.

E.15.4.1 Performance of Professional Duties

For allegations involving performance of professional duties as described in Section E.15.a, the charges shall be considered in a Phase II Review (see Section E.14.3.2) before they are considered in a formal disciplinary Hearing. The Phase II Review Committee shall determine whether or not a formal Hearing is warranted. The Provost may, for convincing reasons stated in writing, reverse the decision of the Phase II Review Committee.

If the decision is made to conduct a formal disciplinary Hearing regarding allegations involving performance of professional duties, the Faculty Member's performance must be judged against the normal expectations within his or her department, taking into account his or her effort distribution (see Section E.9.1) and workload (see Section E.9.2). In this case, a Hearing Committee shall be formed that consists of the tenured faculty members of the Faculty Member's department, or a committee thereof, as specified by the Department Code. If the Department Code does not specify the makeup of the Hearing Committee, then it shall consist of six (6) tenured faculty members having no administrative duties (see Section K.12.a) drawn by lot by the college dean. In no case may this committee consist of fewer than six (6) members. If there are fewer than six (6) faculty members of the department eligible for the committee, additional members shall be drawn by lot by the college dean from a pool consisting of all tenured faculty members of the college having no administrative duties (see Section K.12.a). Neither the Faculty Member nor his or her Academic Supervisor may be a member of this committee.

The members of this Hearing Committee shall then select from their membership a chairperson who shall be a voting chair of the committee.

Members of a Hearing Committee who believe themselves sufficiently biased or interested that they cannot render an impartial judgment shall remove themselves from the case on their own initiative. Challenges for cause may be lodged with the UGO by the Faculty Member, the person(s) who submitted the Statement, or any member of the Hearing Committee. The UGO shall decide all challenges with such advice from legal counsel for the University or from the Colorado Department of Law (Office of the Attorney General) as the UGO deems necessary or advisable. The UGO may excuse a member of the Hearing Committee even though actual cause cannot be proven. The Faculty Member shall have a maximum of two (2) challenges without stated cause.

E.15.4.2 Behavior

If the Statement contains allegations involving behavior as described in Section E.15.b, then the UGO and the Chair of the Faculty Council shall jointly appoint a six (6) person Hearing Committee from the tenured faculty members of the Grievance Panel (see Section K.15). Neither the Faculty Member nor his or her Academic Supervisor may be part of this committee. The members of this Hearing Committee shall then select from their membership a chairperson who shall be a voting chair of the committee.

This Hearing Committee shall conduct a Preliminary Review in which they discuss the allegations in the Statement, evaluate the Faculty Member's Response. During this process, the Hearing Committee may request additional statements from the Faculty Member, the person(s) filing the Statement, and/or other persons deemed to have relevant information. The Hearing Committee shall then retire for private discussion, which shall be confidential. These deliberations shall be followed by a vote to determine if sufficient information exists to warrant a Hearing. The decision to conduct a

Hearing requires a majority vote. The Hearing Committee shall complete this Preliminary Review within five (5) working days after receiving the Statement and the Response. The Provost may, for convincing reasons stated in writing, reverse this decision by the Hearing Committee.

If the Statement involves allegations of sexual harassment, discrimination, retaliation, or research misconduct, the procedures appropriate to those allegations shall be followed before conducting a Hearing as described in Section E.15.5 (see Appendices 1, 4, and 5).

Members of a Hearing Committee who believe themselves sufficiently biased or interested that they cannot render an impartial judgment shall remove themselves from the case on their own initiative. Challenges for cause may be lodged with the UGO by the Faculty Member, the person(s) who submitted the Statement, or any member of the Hearing Committee. The UGO shall decide all challenges with such advice from legal counsel for the University or from the Colorado Department of Law (Office of the Attorney General) as the UGO deems necessary or advisable. The UGO may excuse a member of the Hearing Committee even though actual cause cannot be proven. The Faculty Member shall have a maximum of two (2) challenges without stated cause.

E.15.4.3 Hearing

a. The Hearing Committee(s) may hold organizational meetings, which may include meetings with the Faculty Member, the Academic Supervisor, the person(s) filing the Statement, or other persons, as needed, to (1) clarify the issues, (2) effect stipulations of facts, (3) provide for the exchange of documentary or other information, (4) formulate a list of potential witnesses, and (5) achieve other pre-hearing objectives as will make the Hearing fair, effective, and expeditious.

b. The Faculty Member shall be notified in writing of the Hearing and the specific allegations within five (5) working days following the formal decision

to proceed with the Hearing. The Hearing shall commence no less than twenty (20) working days following receipt of the notice by the Faculty Member, unless the Faculty Member requests an earlier Hearing and the Hearing Committee concurs. A notice is deemed to have been received when it is delivered personally to a recipient or five (5) working days after it is deposited in campus mail for transmission to the recipient.

c. The Hearing and recommendations for action shall be limited to the allegations specified in the Statement. Any additional allegations emerging during the Hearing may be considered only after a new Statement regarding such allegations has been filed with the Hearing Committee(s) and the Faculty Member has been given an opportunity to submit a new written Response.

d. The Hearing shall be closed, and the proceedings shall remain confidential to the extent permitted by law. During the Hearing, the Faculty Member and the Hearing Committee(s) shall each be permitted to have a maximum of two (2) advisors present, consisting of academic advisors and/or legal counsel. These advisors may provide advice and assistance, but they may not actively participate in the proceedings, such as making objections or attempting to argue the case (however, if an advisor is called as a witness, he or she is allowed to participate in this capacity). Advisors for any participant shall be free to advise the participant fully throughout the proceeding, including assisting the participant in formulating any required written documentation and helping the participant prepare for any oral presentations.

e. A verbatim record of the Hearing shall be taken, and a printed copy shall be made available, without cost, to the Faculty Member at the Faculty Member's request. The University shall bear the cost.

f. The Faculty Member and Hearing Committee(s) shall be afforded an opportunity to obtain the names of all witnesses to be heard in the proceedings along with the nature of their proposed testimony and documentary or other information. The administration shall cooperate with the Faculty Member and the Hearing Committee(s) to the extent possible in securing witnesses and making documentary and other information available. The Hearing Committee(s) may grant adjournments of a Hearing as they deem appropriate (e.g., to enable either the Faculty Member or the Hearing Committee(s) to investigate new information).

g. The Faculty Member and the Hearing Committee(s) shall have the right to hear all testimony and question all witnesses. Furthermore, the Faculty Member must be afforded the opportunity to question the person(s) filing the Statement. If any person filing the Statement refuses to appear as a witness, then the Hearing shall conclude immediately, and no disciplinary action shall be taken as a result of this Hearing (although the same allegations may be considered again in a newly initiated Hearing). However, harassment of witnesses by the Faculty Member, as determined by a concurrence of at least two-thirds (2/3) of the members of the Hearing Committee(s), is prohibited. Also, if it is deemed appropriate by at least two-thirds (2/3) of the members of the Hearing Committee(s), the questioning of one (1) or more witnesses may occur with the parties being in different physical locations, but the questioning must occur in a real-time, spontaneous format (e.g., a video conference or a teleconference), unless at least two-thirds (2/3) of the members of the Hearing Committee concurs that this is not feasible.

h. The person(s) filing the Statement shall not be present during the testimony of others, unless specifically invited by the Hearing Committee(s).

Such an invitation must be agreed to by at least two-thirds (2/3) of the members of the Hearing Committee(s). Such an invitation does not include the right to question either the Faculty Member or any other witnesses, unless this right is included explicitly in the invitation. If such an invitation is made, the invited person shall be permitted to have a maximum of two advisors present, consisting of academic advisors and/or legal counsel. These advisors may provide advice and assistance, but they may not actively participate in the proceedings (however, if an advisor is called as a witness, he or she is allowed to participate in this capacity).

i. The Hearing Committee is not bound by strict rules of legal evidence. Every possible effort shall be made to obtain the most reliable information available.

j. If one or more members of the Hearing Committee cannot complete the Hearing and reporting process, then this process shall continue without them. However, if fewer than five (5) members of the Hearing committee are able to complete this process, then the process shall be terminated, a new Hearing Committee shall be formed, and a new Hearing shall be conducted.

E.15.5 Procedures Following Completion of the Hearing

After the completion of the Hearing, the Hearing Committee(s) shall retire for private discussion and review. These deliberations shall remain confidential to the extent permitted by law. If there are two Hearing Committees, they shall have separate deliberations and make separate recommendations.

Each Hearing Committee shall evaluate the information presented to determine if the condition required for disciplinary action exists related to its particular charge (behavior or performance of professional duties). If the Hearing Committee determines that the condition does not exist, then it shall issue a report stating that finding. If the Hearing Committee determines that the condition does exist,

then it shall issue a report that makes a recommendation for appropriate disciplinary action. In deciding upon appropriate disciplinary action, the Hearing Committee shall consider the totality of the circumstances, including the egregiousness of the Faculty Member's actions, the prior actions and history of the Faculty Member, and whether a pattern exists.

The written report of the Hearing Committee shall include a comprehensive and detailed summary of the relevant facts and the conclusions reached in assessing those facts. If any members of the Hearing Committee disagree with the Committee's recommendation, they shall jointly prepare a minority statement explaining their reasons for disagreement with the majority, and this shall be part of the Hearing Committee's report. The Hearing Committee shall issue its final report no later than ten (10) working days after the conclusion of the Hearing.

E.15.6 Recommendation for Disciplinary Action

If at least two-thirds (2/3) of the members of the Hearing Committee concur that disciplinary action is appropriate, a written report shall be prepared that states this conclusion, recommends specific sanctions, and specifies the reasons for this recommendation. The report must include a review of the information and an explanation of the grounds for the recommendation. The sanction recommended must be reasonably related to the seriousness of the offense and may take into account the totality of the circumstances.

A recommendation for revocation of tenure and/or termination of appointment requires the concurrence on at least two-thirds (2/3) of the members of the Hearing Committee.

If less than two-thirds (2/3) of the members of the Hearing Committee concur that disciplinary action is appropriate, a written report shall be prepared that recommends that no disciplinary action be taken.

E.15.7 Disposition of the Hearing Committee's Report

The Hearing Committee's written report, which may include a minority statement, shall be transmitted to the Faculty Member

and his or her Academic Supervisor and, at successive steps, to the dean, and the Provost.

The Faculty Member and the person(s) filing the Statement, shall have the right to object in writing to the recommendation of the Hearing Committee. Such an objection shall be limited to five (5) typed pages with normal font size, and it must be submitted to the Faculty Member's Academic Supervisor, no later than five (5) working days after receipt of the Hearing Committee's report. Any objections shall be attached to the recommendation of the Hearing Committee and considered together with this recommendation at each succeeding level in the administrative chain.

E.15.8 Administrative Action on the Hearing Committee Recommendations

After a recommendation is received from the Hearing Committee, the Academic Supervisor and the dean shall each review the Hearing Committee's report and recommendation and make his or her own recommendation to the next administrative level. If two separate Hearing Committees have made two separate recommendations, each recommendation is considered separately until the two recommendations reach the Provost. The Provost shall then combine the two separate recommendations and make a single recommendation to the President. If someone in the administrative chain fails to issue a recommendation within five (5) working days, the matter shall be forwarded to the next administrative level for review.

If the Provost must combine two separate recommendations into a single recommendation to the President, then the decision of the President is final. Otherwise, the decision of the Provost is final, unless the decision involves a demotion, reduction in pay, resignation, or other separation from the university. If the decision of the Provost involves a demotion, reduction in pay, resignation, or other separation from the university, then that decision shall be forwarded to the President as a recommendation, and the decision of the President is final.

An alternate recommendation or final decision that is either more or less severe than the recommendation received shall be issued at a higher administrative level only for compelling reasons that shall be stated in writing to the Faculty Member, the person(s) filing the Statement, the Hearing Committee, and

all previous administrators in the administrative chain. In the case of an alternate recommendation, the Faculty Member, the person(s) filing the Statement, the Hearing Committee, and the previous administrators in the administrative chain shall be given five (5) working days from the date of notification of the alternate recommendation to object in writing to the administrator's reasons for making the alternate recommendation, and the alternate recommendation could be reversed at an even higher administrative level. If the Provost must combine two separate recommendations, his or her combined recommendation shall be communicated in writing to the Faculty Member, the person(s) filing the Statement, the Hearing Committee, and all previous administrators in the administrative chain, and it may be objected to the President in the same manner. Objections shall each be limited to five (5) typed pages with normal font size and shall be forwarded to each successive administrator along with the alternate recommendation and the rationale for it.

E.15.9 Written Records

All written records of E.15 documents and proceedings, including the Statement and Response; the verbatim record of the Hearing; supporting documents; committee reports and recommendations, including any minority statement(s); administrative reviews of committee recommendations; alternate recommendations; objections to any recommendations; and final decisions, shall be kept on file in the archives of the UGO for the duration of the employment of the Faculty Member, and these shall be considered to be part of the Faculty Member's official Personnel File.

E.15.10 Term of Continuation of Faculty Salary and Benefits Following Termination of Appointment

Employment, together with salary and benefits, shall terminate upon a final decision to terminate an appointment. However, employment may continue for a period not to exceed one (1) year if the President independently determines or concurs with a recommendation that employment be continued for that specified period to enable the Faculty Member to complete essential responsibilities.

E.15.11 Time Limit for Action by the Provost

The Provost must act on the final decision regarding disciplinary action within ten (10) working days of the reporting of that decision.

[2] These discussions are intended as avenues of resolution that would be acceptable to both the Faculty Member and the administrator(s).

Executive Summary of Proposed Revisions to Section E.10.7 of the CSU Academic Faculty and Administrative Professional Manual – Disciplinary Action for Tenured Faculty

This policy was developed and approved by Faculty Council, Office of the Provost, Office of the President, and Office of General Counsel. The intent of the new policy is to clarify when and how disciplinary action can be imposed on tenured faculty members, to streamline and shorten the process for the imposition of sanctions, and to create a process that affords both the complainants and respondents appropriate due process. This policy will be Section E.15 of the Manual and will completely replace the current Section E.10.7.

1. Applicability and Scope of the Policy

The policy applies only to tenured faculty members. The policy provides a mechanism to impose discipline on tenured faculty members for either substantial neglect of assigned duties and/or serious behavioral issues. The previous policy dealt almost exclusively with neglect of duties and poor performance but was less helpful with regard to discipline for behavioral issues, including, but not limited to, unlawful discrimination or misappropriation of funds.

2. Emphasis on Informal Resolutions and Multiple Levels of Discipline

The policy allows for disciplinary matters to be resolved through the issuance of a letter of reprimand by a faculty member's supervisor, or by voluntary acceptance of discipline by a faculty member, or by the imposition of sanctions recommended by a hearing committee. The possible sanctions that a hearing committee may recommend range from letters of reprimand and reassignment of duties to suspensions with or without pay and termination from employment. The policy encourages early and informal resolutions of complaints whenever possible.

3. Streamlining the Process for Resolving Formal Complaints and Imposing Sanctions

The policy collapses several other policies and procedures into one set of processes for dealing with allegations of neglect of duties or behavioral issues or a combination of offenses. For any set of allegations, the policy allows for a preliminary informal review and opportunity for resolution. Should a matter proceed to a formal hearing, the policy provides clear guidelines for the selection of the members of the hearing committee, and how the committee will conduct the hearing, allowing for the gathering and consideration of all relevant and available information.

Following a hearing, the hearing committee submits a written report containing its findings and any recommendations for disciplinary action to the faculty member, his or her supervisor, and, at successive steps, to the dean and the Provost. The policy allows an opportunity for the faculty member to appeal the findings and recommendations of the hearing committee and for the dean or Provost to alter the sanctions. If the decision of the Provost includes a demotion, reduction in pay, or separation from the University, the President must also approve the decision.

Colorado State University

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Memorandum

To: Dr. Tony Frank
Interim President

From: Dr. Rick Miranda
Interim Provost/Executive Vice President

Re: Approval of E.10.7 changes

Date: June 1, 2009

Colorado State University's Faculty Council has worked this past year on substantial changes to section E.10.7 of the *Academic Faculty and Administrative Professional Manual* which deals with disciplinary action for tenured faculty. In summary, these changes shorten the time frame for action to be taken and add behavioral irregularities to justify actions.

I have met regularly with representatives from Faculty Council as these proposals were proceeding through committees. The input from the Office of the Provost/Executive Vice President and the Office of General Counsel effected substantive changes in the final product. We are satisfied that the new section E.15 (which will replace E.10.7) represents a significant improvement in our ability to take timely and effective disciplinary action when necessary.

I recommend that the Board of Governors approves these changes.