

# COMMENT **Quarterly**

*Addressing the state, national, and global challenges affecting Colorado State University*

FALL 2008  
ISSUE 5, VOL. 2



**Focus on Colorado State**

## ***Strategic Enrollment: Establishing Colorado State as 'the' college of choice***

### **ALSO INSIDE:**

NREL Contract Provides Opportunities for Collaboration  
New School Takes on Global Environmental Challenges  
Homecoming Changes With Times

**Colorado  
State  
University**



*Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service, and extension for the benefit of the citizens of Colorado, the United States, and the world.*

Dear Colleagues:

Colorado State University continues to take on the challenges of the 21st century. In August, University of Colorado President Bruce Benson and I met with the public policy association Colorado Forum to discuss higher education's commitment to a strong state economy. I had the opportunity to detail the many CSU initiatives that support the workforce needs of the new energy economy.

I reiterated Colorado State's sustainability message when I was invited on Fox Business Report to discuss the green workforce and the mission of the new School for Global Environmental Sustainability. CSU's new school, Clean Energy Supercluster, wind farm project, and sustainable research initiatives clearly demonstrate that the University is serious about meeting global environmental challenges. Now, as I noted in my Fall Address on Sept. 11, we have also made a commitment to a carbon neutral campus by 2020 through expanded conservation efforts and adoption of alternative energy technologies. This is a long-term commitment to energy independence that we will continue to report on through future issues of *Comment Quarterly*.

It is clear that Colorado State has much to offer the next generation of learners. We've ramped up our national marketing efforts to assert that message and have implemented access and enrollment strategies to inform Coloradans – and the nation – that Colorado State University is the college of choice for prospective students. In fact, the *Fiske Guide to Colleges 2009* reports that CSU “lacks Boulder's glitz and glamour, but Colorado State offers a more authentic slice of the Rocky Mountain West.” Additionally, the guide acknowledges the progress the University has made in the science, technology, engineering, and math disciplines, noting: “CSU turns out more STEM graduates than any other Colorado campus.” This issue of *CQ* includes a story about CSU's focus on increasing the number of STEM graduates.

The summer issue of *CQ* detailed the launch of CSU-Global Campus, and the University has since received widespread press acknowledging CSU's unique approach to online learning. CSU-Global Campus is not merely an extension of our on-campus curriculum, the media has reported, but the program is bringing more rigor to online education, focusing on quality, and providing career-relevant degrees for thousands of Coloradans through online learning. The first round of classes started in September, and to date, Global Campus has met all the milestones in its business plan, with more than 550 admitted students and 1,683 total registered credit hours at the time fall semester classes began.

This issue of *CQ* includes a brief snapshot of some of the measurable progress we've made as a university over the last five years. You, our faculty and staff, continue to make such achievements happen. These and other notable accomplishments reflect your commitment to making a difference at Colorado State University and in our world.

Best wishes,

Larry Edward Penley  
President

#### EDITOR

Peg Kowalczyk

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## ► VISION AND STRATEGIES

Strategic Enrollment .....	4
New CSU School Takes on Global Environmental Challenges .....	6

## ► TRANSFORMATIONS

NREL Contract Provides Opportunities for Collaboration .....	8
Homecoming Changes With Times .....	8
National Homecoming Firsts .....	8
Building a Future .....	11

## ► ISSUES IN HIGHER EDUCATION

CSU, Region Focus on Increasing STEM Grads .....	11
Land-Rich Colleges Explore Alternative-Energy Deals .....	14

## ► FINANCES

CSU's 2008-2009 Budget, Tuition Approved .....	16
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## ► TALKING POINTS

CSU Awaits Union Plans for Operation .....	16
Building Proctors at Forefront of Emergency Preparedness .....	17

## ► NUMBERS

.....	18
-------	----

## ► IN BRIEF

.....	19
-------	----

## ► CSU QUOTABLE

.....	back cover
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*Comment Quarterly* reviews key strategic issues that position Colorado State University as one of the nation's premier research universities.

**Larry Edward Penley**, President  
Colorado State University System Chancellor

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## ► VISION AND STRATEGIES

**Strategic Enrollment*****Establishing CSU as ‘the’ college of choice***

Choose Colorado State. If all prospective students followed that directive, Robin Brown, CSU vice president for Enrollment and Access, could simply slide her office chair over to Student Financial Services, the Registrar’s Office, or the Center for Educational Access and Outreach to focus on more pressing issues within the Division. But Brown will be the first to tell you that enrollment is the lifeblood of any university, and at Colorado State the responsibilities of Enrollment and Access don’t end at the admissions gate.

Getting prospective students to choose Colorado State instead of the competition requires more than an invitation to the ivory (or green and gold) tower. Brown is taking a strategic approach to access and enrollment to make CSU the college of choice for both Colorado residents and nonresidents.

Overall enrollment for Fall 2007 was 24,983 students, including 20,765 undergraduates – up 1.3 percent from 24,670 in Fall 2006.

But that was 2007.

Now for the third year in a row, the University enrolled its largest freshman class ever – 4,404 – to boost total enrollment to 25,011.

**“When the economy takes a downturn, there’s not a lot of confidence,”** says Brown, referring to the tendency for prospective students to stay in state during tough economic times. Last year, state residents made up 78 percent of the freshman class. Going forward, Brown is intent on increasing the nonresident numbers.

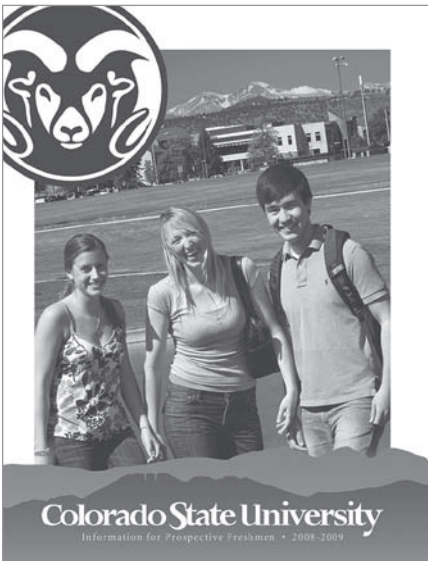
Nonresident enrollment brings the University more net-tuition revenue, explains Brown. But establishing Colorado State’s presence nationally provides challenges. “CSU is caught in the middle ground. We don’t yet boast a national reputation, and we’re a bit over-priced for out-of-state students given our current market position.”

President Larry Penley, however, is working to transform CSU’s understated reputation by capitalizing on the institution’s strengths, such as the groundbreaking research in cancer, infectious disease, and clean energy through the University’s Supercluster enterprises. And initiatives such as the College of Business’ Global Social and Sustainable Enterprises master’s program – and soon, the new School of Global Environmental Sustainability – provide relevant degree programs for today’s globally minded students.

As part of the University’s strategic approach, Brown and her staff are examining national tuition models to establish benchmarks for operation. The University of Colorado, for example, offers a guaranteed tuition program to nonresidents, which locks in tuition rates for four years – as does CSU’s new Global Campus. This helps families know the full cost of their students’ education so they can better plan financially, says Brown. This and other strategies are under review at CSU.

**Brown is working to make up some deficits through smart marketing.** “We need to be more strategic in where we spend our resources,” says Brown. The Enrollment and Access staff is evaluating marketing tools and products to find the best new students. To attract nonresident students, the Division will look at the demographics of its current nonresidents and target similar students in its recruitment efforts. The College Board’s data service and market analysis tool, Enrollment Planning Service, and Descriptor PLUS, a geo-demographic tagging service that identifies and groups students according to neighborhood and high school, promise to pinpoint the best prospects for individual colleges and universities.

CSU’s Enrollment and Access team is evaluating both services. The Enrollment Planning Service uses data from SAT, AP, and PSAT/NMSQT to tell schools which students are sending SAT scores to CSU, for example, as well as to CSU’s competition. The data also details how the competition is



performing, calculates market share, and provides access to addresses, phone numbers, and College Board code numbers for 25,000 high schools. Descriptor PLUS, built with College Board data from millions of students and thousands of high schools and the U.S. Census, helps schools better target their marketing to avoid wasting expensive recruitment materials on mass mailings.

Students can be targeted and interested in attending Colorado State, but college-choice decisions often come down to the best financial packages offered. Merit and Honors Program scholarships for nonresident students can help boost enrollment. CSU offers merit scholarships, but responses to those offers have varied, notes Brown. “When \$4,000 scholarships were offered to qualified nonresident admits, there was no impact. When \$6,000 scholarship packages were offered, prospective nonresident students chose CSU.” By carefully evaluating what works, the Division can fine-tune its incentive plans.

**CSU also is making a commitment to underrepresented students across the state.** The Alliance Program, launched in 2007, is a partnership with CSU and 10 Colorado high schools that supports and encourages qualified students who might not otherwise have the opportunity to attend college. The program will create a pipeline of students from communities throughout the state to CSU, notes Brown.

The program works with students from low-income backgrounds, purposefully targeting schools that other universities aren’t targeting, says Brown. “We identified high schools that were performing in the bottom half academically, according to state tests, and are providing support to those students, schools, and communities to make achieving a college degree a reality.”

A key component of the program provides qualified students from the targeted high schools with base awards of \$2,000 per academic year – and the potential for increased awards based on students’ financial needs. By eliminating obstacles, students and their parents can see that attending CSU is possible.


“The response from the schools, communities, and parents has been overwhelming,” says Brown. “They are thrilled that CSU is paying attention.”

**Targeting students is only part of the battle.** If the message is muddled and outdated, few students will come knocking. To better appeal to prospective students, the Division is creating a new wave of publications – reworking the language, the photography, and the general messaging in its print and Web pieces. The results from several focus groups throughout the past year are guiding the process, says Tom Morlan, director of marketing and communications for Enrollment and Access.

Morlan recently asked prospective students to provide feedback on a series of preliminary print materials developed by the University’s Communications and Creative Services.

Morlan took design boards to high schools in Colorado – Fairview in Boulder, East in Denver, and Eaton – to get feedback from a variety of perspectives. Those students communicated what they liked and what they didn’t like about the designs, explains Morlan. While none of the designs garnered unanimous support, Morlan noted the elements that the students preferred: strong and colorful headlines, narrow columns, unique graphic elements, and a magazine-style mix of photos and text, he says. He also found that the high school students were quick to recognize and dismiss canned photos but were drawn to shots in which subjects were active and engaged. The designers went back to the drawing board with the input.

Enrollment and Access’ promotional materials also are strongly tied to CSU’s brand campaign and marketing plans. Last year’s message to prospective students was “follow your own path.” This year’s promotional materials are designed to communicate the CSU brand in a more forceful way, says Morlan.

That message captures CSU’s commitment to advancing sustainability and conveys the message that CSU students can make a difference in the world, not just at the campus and community level but on a global scale, notes Morlan. “Our goal is to communicate the brand strongly while portraying CSU in an authentic manner.” 

### **Alliance Program eliminates obstacles for underrepresented students**

Colorado State University has partnered with 10 Colorado high schools to encourage students to attend college. The Alliance Program, which was launched in 2007, elevates the expectations of students and their communities regarding the importance, access, and attainability of higher education, says Robin Brown, CSU’s vice president for Enrollment and Access. CSU provides advising, mentoring, tutoring, academic assistance, on-campus opportunities, and information on admission, scholarships, and financial aid to member schools. The program is part of CSU’s ongoing commitment to expand access to higher education for qualified students.

#### **Alliance Program schools:**

Adams City High School  
Centauri High School, La Jara  
Fort Lupton High School  
Hinkley High School, Aurora  
John Mall High School, Walsenburg  
Montezuma-Cortez High School  
Pueblo Central High School  
Rocky Ford High School  
Sierra High School, Colorado Springs  
Trinidad High School





## SCHOOL OF GLOBAL ENVIRONMENTAL SUSTAINABILITY

### Task force members

- Gillian Bowser, Assistant Dean, Natural Resources
- Indy Burke, former Colorado State Professor and University Distinguished Teaching Scholar, Forest, Range, and Watershed Stewardship; now director of Haub School and Ruckelshaus Institute of Environment and Natural Resources, University of Wyoming
- Scott Denning, Professor, Atmospheric Science
- Brian Dunbar, Associate Professor, Construction Management
- Kathy Galvin, Professor, Anthropology
- Hank Gardner, Associate Vice President for Research
- Paul Hudnut, Instructor, College of Business
- Gene Kelly, Professor, Soil and Crop Sciences
- Alan Knapp, Professor, Biology
- Tony Knight, Professor, Clinical Sciences
- Ken Manning, Professor and First Bank Research Fellow, Marketing
- Rick Miranda, Dean, College of Natural Sciences
- Joseph O'Leary, Dean, Warner College of Natural Resources
- Sandy Woods, Dean, College of Engineering

## New CSU School Takes on Global Environmental Challenges

Colorado State's new School of Global Environmental Sustainability will streamline the University's internationally recognized environmental research and prepare students for the growing "green" workforce, announced President Larry Penley at the Metro Denver Chamber of Commerce. Launched July 22, two months after a University task force recommended the initiative, the School will build cross-disciplinary linkages to address environmental challenges on a global scale through broad-based research and curricular and outreach initiatives.

In 2007, President Penley and Provost and Senior Executive Vice President Tony Frank appointed a task force to examine CSU's leadership in environmental sustainability. The task force, composed of University faculty and staff members, analyzed the need at CSU for a cross-college infrastructure to better integrate and capitalize on the University's historic strengths in environmental research and education. The University's substantial growth in programs and research related to global environmental sustainability during the last 15 years – led by the Warner College of Natural Resources as a world leader in this arena – helped to substantiate the initiative, notes Frank.

**The School will build on what already exists** and position CSU to take advantage of emerging opportunities to enhance contributions in the field, says Frank. "Colorado State's commitment to environmental studies and global sustainability is as old as the campus itself – and well-aligned with our land-grant mission."

The School will encompass all environmental education and research at the University, notes Frank. "The environment is not an issue restricted to a particular discipline – it's a global issue."

Diana Wall, CSU professor of biology, senior research scientist at the Natural Resource Ecology Laboratory, and one of the world's foremost environmental experts, will serve as the School's founding director. Over the next year, Wall will form advisory committees, drawing from the CSU faculty and leaders from business, environmental agencies, and nongovernmental organizations, to help create the curriculum and programs for the School, which could start offering new courses as early as 2010.

**The School will serve as a clearinghouse** for the hundreds of University faculty members from all eight colleges already studying such environment-related topics as atmospheric science, environmental politics, wind engineering, agricultural economics, green building, wildlife biology,

### Integrated strengths

*"By integrating the strengths of people and programs across the University, the School will help in the creation of new knowledge, develop novel technologies, influence policy and government regulations, educate a new group of environmental leaders, create an environmentally literate public, and nurture even more purposeful outreach and engagement."*

– Colorado State University Task Force for the School of Global Environmental Sustainability

### Director's initial responsibilities

- Develop strategic plan, budget, and timeline to implement task force report recommendations
- Establish high visibility for CSU's environmental research, education, and outreach programs
- Develop "Code" that identifies how faculty will become part of the school, how appointments will be structured, and how MOUs (Memoranda of Understanding) with departments will be developed
- Establish School as a priority in upcoming capital campaign

ecotourism, forestry, ecology, sustainable entrepreneurship, and public policy. Students will have the opportunity to complement their majors with environmental courses, which will help prepare them to solve increasingly complex global environmental challenges.

Demand is growing for such multidisciplinary workers. The renewable energy job market nationwide could create 40 million new jobs by the year 2030, studies indicate. The School's courses are intended to address the needs of this New Energy Economy.


**At the state level,** Gov. Bill Ritter's Colorado Climate Action Plan calls for integrating sustainability material into K-12 classes so students will develop the academic and technical skills required by their future employers.

"CSU is currently producing some of the most groundbreaking environmental and energy research in the world," says Gov. Ritter. "And as a partner in the Colorado Renewable Energy Collaboratory, CSU is a crucial part of our New Energy Economy. This new School of Global Environmental Sustainability comes at a perfect time and will ensure that Colorado is able to provide . . . companies with the best green-collar workforce on the globe."

U.S. Sen. Wayne Allard, a Colorado State alumnus, remarked on the world-class education that CSU offers. "I am confident the creation of the new School of Global Environmental Sustainability will maintain our proud tradition of excellence and prepare students to help the world meet the global environmental challenges."

**As the School's founding director, Wall will look at closing curriculum gaps** so that every department on campus offers some type of environmental course or experience for students.

"Environmental problems are expansive and require expertise in all disciplines to ensure that sustainable solutions are developed and implemented," says Wall, whose own research explores how soil biodiversity contributes to healthy, productive soils. "CSU faculty members are leading scholars in environmental research and will provide the education needed for our students to be environmental leaders around the world."

The School will include some of the same faculty members who participate in the Clean Energy Supercluster. But while the Supercluster aims to more quickly commercialize new technology, the School will focus on research and education and broadening the student experience with global environmental science. 

### Task force report

The School of Global Environmental Sustainability Task Force developed a report that provided a clear blueprint for how the University could move quickly, with minimal disruption to the institution's existing organizational structure, to create a School of Global Environmental Sustainability. Faculty members from across the University reviewed and commented on the task force report during a workshop held last spring. After incorporating feedback, the task force outlined a vision and mission for the proposed school, as well as specific metrics by which to gauge its success.

"Our ability to accept the task force's recommendations and create this School to foster high-level communications and collaboration among our colleges is made possible entirely by the excellence that exists within those colleges," says Provost and Senior Executive Vice President Tony Frank.

Given the strength of the report, and the need to move quickly to take advantage of emerging opportunities, President Penley and Provost Frank approved the task force's recommendations and provided the School with an initial base budget of \$350,000 for FY09.

Access the complete report at [www.provost.colostate.edu/files/SchoolOfEnvironment.pdf](http://www.provost.colostate.edu/files/SchoolOfEnvironment.pdf).

## ► TRANSFORMATIONS




## NREL Contract Provides Opportunities for Collaboration

Colorado State University is among the three Colorado research universities that will have a seat on the board of directors of the National Renewable Energy Laboratory's management team as part of a new contract announced this summer.

In July, the U.S. Department of Energy announced it had selected the Alliance for Sustainable Energy LLC as the management and operating contractor for Golden-based NREL. The contract, which amounts to \$1.1 billion during the next five years, will be managed by the Alliance. The Alliance, which is owned by Midwest Research Institute and Battelle, has named five research universities to its board of directors: CSU, Colorado School of Mines, University of Colorado at Boulder, Stanford University, and Massachusetts Institute of Technology.

This new arrangement will allow for greater collaboration between CSU and the other universities and NREL, says Bill Farland, vice president for research at CSU. "There is a commitment (for NREL) to be more fluid in its relationships with universities," Farland says.

Among the benefits to CSU will be more opportunities for shared research and for university researchers to work within NREL. Also, the State of Colorado has allocated \$5 million for five endowed Governor Chair positions co-located at the three Colorado research universities and NREL. The State of Colorado and the Alliance will work together to build a \$10 million facility near NREL to house the Colorado Center for Renewable Energy and Economic Development that will serve as a renewable energy incubator.

"Our ability to influence both the management and the scientific direction at the lab, and participate in joint grant applications, is a win-win for Colorado State," says Farland. 

## Homecoming Changes With Times

### *Parading new ideas*

Nationally, the time-honored convention of Homecoming – replete with returning alumni, parades, pep rallies, king-and-queen courts, and football – is steeped in tradition. But some colleges and universities across the country are rethinking the annual event in an attempt to make Homecoming more relevant.

In July, Colorado State University announced changes to its Homecoming events. "We faced a dilemma," says CSU's Executive Director for Public Relations Brad Bohlander, of the parade that had been the Community Homecoming Parade since 1996. "Fewer than 10 of the 170 entries represented the University." The Homecoming parade had lost its luster among campus contingents.

Alumni, too, reported feeling little connection with the parade and wanted a stronger Homecoming presence for Colorado State, says Colleen Meyer, executive director of the CSU Alumni Association. "Many alumni fondly remember when every Greek organization, residence hall, and other student organizations had an entry in the CSU Homecoming parade – and not just any entry, but an actual float made from paper mache and tissue paper."

Recently, Meyer and her staff found Homecoming slides from the 1940s and 50s depicting the traditional floats built by student organizations. "My hope is that student organizations will actively participate in the parade and think of ways in which they can include alumni from their organization in the parade festivities. It's a wonderful way to welcome alumni home," says Meyer.





**When the CSU Homecoming and Family Weekend Steering Committee met this past year**, the group evaluated plans for the future of Homecoming. “Our vision was to create a weekend of events, beginning with the Homecoming parade, that will bring alumni and friends back to Fort Collins on Friday each year for a CSU and community celebration that truly enhances Homecoming and Family Weekend,” says Matt Helmer, Steering Committee co-chairman and director of CSU Events.

Colorado State University’s Homecoming has seen many evolutions in its nearly 100-year history. A special CSU alumni reunion – a 1914 football game between the football team and alumni – has since developed into a broader event that includes family activities, reunions, a road race, parade, bonfire, pancake breakfast, and the painting of the “A” – the 450-by-210-foot “Aggies” insignia in the foothills above Hughes Stadium.

*continued on page 10*

## National Homecoming Firsts

### ***CSU’s 1914 Homecoming held a few years after nation’s first***

The tradition of Homecoming in the United States likely evolved from alumni football games held at colleges and universities since the late 1800s. While many schools lay claim to the first Homecoming, the University of Illinois at Urbana-Champaign, the University of Missouri, and Baylor University get the credit.

Baylor University traces its first Homecoming to 1909, when alumni received a postcard signed by three professors that asked graduates to return to campus to “renew former associations and friendships, and catch the Baylor spirit again.” And at the bottom of the card, the organizers felt compelled to add: “It is not to be the occasion for the raising of money for any purpose.”

The first Homecoming at the University of Illinois was held after two Illinois students, Dab Williams and W. Elmer Ekblaw, invited alumni to the football game on Oct. 16, 1910, against the school’s bitter rival, the University of Chicago, and convinced the school administration to make a three-day celebration of it.

Recognized as the nation’s first by the NCAA, Jeopardy, and Trivial Pursuit, Missouri’s 1911 Homecoming began when the football coach and athletic director Chester Brewer invited alumni home for the football game against Kansas.

Other potential Homecoming firsts: Northern Illinois played its first homecoming game in 1906 but did not formally use the term “Homecoming” until 1911 and didn’t play an intercollegiate football game until 1914. Indiana claims its first Homecoming was in 1908, but the event was centered around three building dedications, rather than a football game.

Colorado State University’s Homecoming tradition began on Oct. 3, 1914, when then-president Charles A. Lory declared a special alumni reunion, a football game between the football team and alumni. Homecoming has since developed into a broader event that includes Family Weekend activities, reunions, a 50 Year Club, a 5K race, a parade, a bonfire, a festival, and painting the “A” – the 450-by-210-foot letter representing “Aggies” (which was what students were called when CSU was the State Agricultural College) – a tradition that began in 1923, which created the landmark prominent today in the foothills above Hughes Stadium.

By the 1920s, Homecoming was widely celebrated across the nation.

*Sources: Baylor University website; Dirk Johnson, The New York Times; Chris McDougall and Blaine Grider, Missourian; Wikipedia; Colorado State University*





### Nationally, Homecomings break from tradition

In a departure from conventional college and university Homecomings festooned with court crownings and pep rallies, administrators are tweaking once-venerable traditions to make the events more relevant to the 21st century. Some institutions took up the non-traditional torch decades earlier. The Ohio State University student body, for example, selected a Holstein cow as homecoming queen in 1926. And the University of Illinois' long-running Hobo Parade, held from 1910 to 1946, marched paraders masquerading as politicians and celebrities. Cows and celebrity look-a-likes, quirky even by today's standards, comprise the many traditions – and vagaries – of university Homecomings that make institutions unique.

Some more recent diversions:

- University of Kansas students are selected to receive the Ex.C.E.L. Award, a community education and leadership award, instead of being tapped to wave on a Homecoming court.
- Syracuse's "Orange Friendly" Homecoming recently offered free Dreamcicles and a seminar on crime scene investigation.
- San Jose State last year put a heavy academic focus on Homecoming festivities, highlighted by a banned book discussion and debate.
- Duke combined Homecoming with Oktoberfest.
- New Mexico State held a Beans, Burritos, and Beer alumni event.
- St. Cloud State University students elected a man as Homecoming queen in 2004.

Sources: *Articlesbase*, Matthew Mulligan; *Ohio State University* and *University of Illinois* websites.

**Nearly all of CSU's time-honored Homecoming traditions will remain**, but this fall's annual parade will return to a more University-focused event, says Bohlander. The parade now will be trimmed from 2-1/2 hours to 90 minutes and move to 5 p.m. Friday instead of Saturday morning, a move that has proven successful for other universities.

The announcement of the schedule change drew some initial complaints from community members, but Bohlander said the change came down to a decision about how the University could best serve Homecoming's primary participants: students and alumni. Since its inception, Colorado State has been responsible for funding and executing the parade, about 350 staff hours and \$35,000 annually. Student fees cover \$5,000, entry fees generate about \$8,000, and the University must raise or cover additional expenses. "It simply wasn't a wise investment when our own students weren't participating – and the Saturday parade had begun to conflict with other CSU Homecoming activities scheduled around the football game. Moving the parade to Friday night makes good sense for CSU, and we hope the local community will continue to participate as they have in the past," says Bohlander.

Also new this year, CSU will host a family-friendly Homecoming festival after the parade on the Lory Student Center West Lawn that will include food and music. The evening will end with a bonfire and fireworks.

"Our goal is to create an annual event that celebrates the University-community partnership and honors generations of outstanding graduates," says Bohlander. 

*It is Easy Being Green.*

## Homecoming & family weekend 08

### CSU sets Homecoming 2008 schedule

Colorado State University's Homecoming and Family Weekend, with the theme "It is Easy Being Green," is set for Oct. 9-12, but several changes are planned. Activities are open to students, faculty, staff, alumni, and the community.

#### Homecoming Parade • Friday, Oct. 10, 5 p.m.

A new day and route marks the 90-minute parade, which will begin at 5 p.m. on Friday, Oct. 10, and travel through the Oval. The parade will begin at Mountain Avenue and Howes Street, move down Howes, through the Oval, proceed across the University Plaza, and end on campus at Meridian and University avenues, at the West Lawn of the Lory Student Center.

#### Homecoming Festival • Follows parade, 6:30-9 p.m.

The end of the parade also serves as the start of the new, community-wide Homecoming Festival that begins at approximately 6:30 p.m. on the West Lawn of the Lory Student Center. CSU Football Coach Steve Fairchild and Ram football players will kick off the festival, which will include a pep rally, food, and live music in RamTown. The family-friendly event will celebrate the University-community partnership and end with the traditional bonfire and fireworks.

#### Football: CSU vs. TCU • Saturday, Oct. 11, 1:30 p.m.

The Colorado State Rams will host Mountain West Conference foe Texas Christian University Saturday, Oct. 11. Kickoff is 1:30 p.m. at Sonny Lubick Field at Hughes Stadium. Ticket information, <http://www.csurams.com> or call 800/491-RAMS.

#### More Homecoming and Family Weekend Activities

Activities include special football and volleyball game packages and educational programs on Friday, Oct. 10. Visit <http://www.homecoming.colostate.edu> for more information.

## Building a Future

### **CSU's first student union is transformed for 21st century**

by Nik Olsen

Johnson Hall was the hub of student life on campus for more than two decades. The building served as the campus' first student union from 1935 to 1962. Inside, its ballroom hosted hundreds of dances and other events.


That ballroom for years became a main performance venue for the School of the Arts. Since the school moved to the new University Center for the Arts, the ballroom has once again been transformed – this time into a state-of-the-art facility with multimedia capabilities and seating for hundreds.

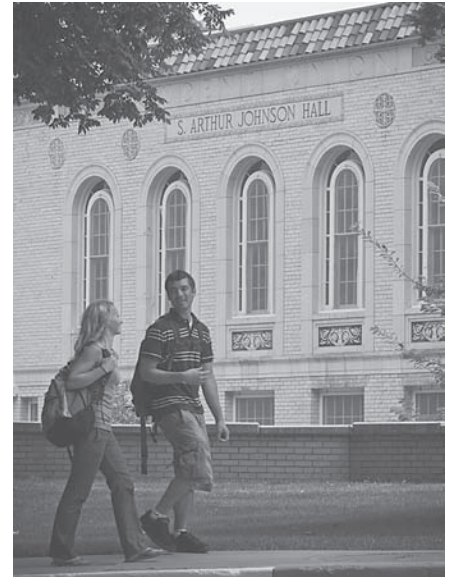
**Just as intriguing is the transition of the ballroom lobby.** Situated on the south side of Johnson Hall, the ballroom lobby retains some of its original charm, including its ornate entryway. The lobby, too, has undergone a transformation: It is the new home to the “Building a Future” exhibit at Colorado State University.

The Building a Future exhibit captures the architectural history of the Colorado State campus and showcases planned renovations and new facilities in progress. The exhibit retraces the steps taken, through the design and construction of new facilities, to build a physical environment the campus community enjoys today. It begins with the Claim Building, the first campus structure erected in 1874 by the people of Fort Collins to prove to state leaders that the community was serious in its intentions to be the home of Colorado's land-grant institution.

**The installation itself has extraordinary visual appeal.** More than 8 feet high and spanning 40 feet across a gently curving wall, the exhibit sports a timeline breaking the University's history into five distinct architectural periods. More than 35 featured buildings are represented on Plexiglas panels, offset from the wall to provide an increased visual effect. Each panel hosts an image of the building, the year it was built, and its historic details. Not all Colorado State buildings are profiled in the exhibit, but those shown were selected to highlight different periods and programs that have been influential in the University's growth.

On the opposite wall, display cabinets will contain models, photos, and descriptions of new campus facilities under construction.

The purpose of the Building a Future exhibit is to provide to the campus community – students, faculty, staff, alumni, and others – a place where the physical history of the campus is represented and the future design of the campus is projected. The lobby will be used for receptions, small events, and as a stop in campus tours. 



## ► ISSUES IN HIGHER EDUCATION

### **CSU, Region Focus on Increasing STEM Grads**

Little real progress has been made nationally toward doubling the number of science, technology, engineering, and mathematics graduates with bachelor's degrees by 2015, according to Tapping America's Potential, a coalition of 16 prominent U.S. business organizations. The number of STEM degrees awarded to undergraduate students has only increased by 24,000, to 225,000, falling short of a goal of 400,000 by 2015, the coalition noted in its July progress report.

A Colorado coalition aims to tell a different story. The Colorado Louis Stokes Alliance for Minority Participation, known as CO-AMP, the lead institution based at Colorado State University, is working to provide a different ending to the final TAP report. CO-AMP's goal is to increase the number of historically underrepresented students receiving baccalaureate degrees in the STEM disciplines in

*continued on page 12*

## Colorado Alliance for Minority Participation

### Academic institutions

- Adams State College
- AIMS Community College
- Colorado School of Mines
- Diné College
- Trinidad State Jr. College
- University of Colorado-Denver
- Colorado State University
- Fort Lewis College
- Metropolitan State College of Denver
- Pueblo Community College
- University of Colorado-Boulder
- Colorado State University - Pueblo
- University of Colorado-Colorado Springs

### Tribes

- Jicarilla Apache Tribe
- Navajo Nation
- Southern Ute Indian Tribe
- Ute Mountain Ute Tribe

### Corporate partners

- Advanced Micro Devices
- Ball Aerospace
- Boeing
- Eastman Kodak
- IBM
- Hewlett-Packard
- National Renewable Energy Laboratory

Colorado and the Four Corners area, says Omnia El-Hakim, founding principle investigator, CO-AMP director, and professor of civil engineering at CSU.

“We are doing something unique and innovative,” says El-Hakim of CO-AMP’s mission to double the number American Indian, African American, Hispanic, and Pacific Islander students earning STEM bachelor’s degrees and pursuing graduate study.

**CO-AMP represents 13 member academic institutions** – nine baccalaureate-degree granting institutions, including Colorado State University, and four community colleges – four Native American tribes, and industry and corporate partners. The Colorado Alliance is part of the national Louis Stokes Alliance for Minority Participation, supported by the National Science Foundation, which funds 38 U.S. Alliance Minority programs for nearly 25,000 undergraduate students pursuing STEM degrees annually.

Now in its 12th year, CO-AMP is in Phase III of operation, in which the focus is on recruitment, retention, outreach, and international experience, says El-Hakim. In a ten-year period, CO-AMP increased the STEM undergraduate enrollment of underrepresented students within CO-AMP from 1,922 in 1996 to 3,146 in 2006.


Since 2000, approximately 3,000 underrepresented students have benefited yearly from CO-AMP through research, tutoring, and mentoring programs and travel to national and regional conferences. The CO-AMP program also has extended participation in K-12 outreach activities, placement in graduate school, cultural awareness, curriculum development, and faculty/student workshops.

The Summer Bridge program for entering freshmen, for example, gives students a taste of college life. The Two-Ended Bridges programs identify underrepresented students who wish to enter baccalaureate STEM programs and provide academic and cultural support throughout the students’ higher-education careers and during the transition to graduate study or employment.

The Colorado Alliance for Graduate Education and the Professoriate, a graduate initiative funded by the National Science Foundation and formed between Colorado State University and the University of Colorado at Boulder, enhances the way underrepresented doctoral students are recruited, retained, and graduated in Colorado. Since October 2000, CSU and CU have awarded 71 STEM Ph.D.s to underrepresented minorities.

**A continuing goal of CO-AMP is to institutionalize its programs**, continue to bridge students to graduate study, and promote international experiences for global competitiveness. The Alliance has secured \$1 million a year for the last three years to support the Bridge for the Doctorate program, says El-Hakim, which encourages minority students to become professors and teach in the classroom, providing financial support to 12 AMP students annually, thereby making graduate school a reality.

To encourage more African-American students to come to Colorado, CO-AMP this summer extended a Memorandum of Understanding with the Alabama AMP. To support international experiences for undergraduate, graduate, and post-doctoral students, CO-AMP also initiated a Memorandum of Understanding with Egypt in December 2007 to benefit students and faculty members in both countries, says El-Hakim.

Ultimately, the national and Colorado Louis Stokes Alliances for Minority Participation programs help to increase the quantity and quality of students who successfully earn STEM baccalaureate degrees and go on to graduate study in these fields, says El-Hakim. “It is an investment in the future.” 



## STEM Survival

The work of such initiatives as the Colorado Alliance Minority Program is vital. “The United States is in a fierce contest with other nations to remain the world’s scientific leader,” the 16-member coalition Tapping America’s Potential stated in its recent progress report, but other countries are demonstrating a greater commitment to building their brainpower.

### Foreign competition

- By 2010, if current trends continue, more than 90 percent of all scientists and engineers in the world will be living in Asia.
- South Korea, with one-sixth of the U.S. population, graduates as many engineers as the U.S.
- More than 50 percent of all engineering doctoral degrees awarded by U.S. engineering colleges are to foreign nationals.
- China not only graduates four times as many engineers as the United States, but it also offers lucrative tax breaks to attract companies to conduct research and development in the country.

### Interest in engineering

- The number of engineering degrees awarded in the United States is down 20 percent from the peak year of 1985.
- Out of the 1.1 million high school seniors in the United States who took a college entrance exam in 2002, just less than 6 percent indicated plans to pursue a degree in engineering – nearly a 33 percent decrease in interest from the previous decade.

### Student achievement

- Although U.S. fourth-graders score well against international competition, they fall near the bottom or dead last by 12th grade in mathematics and science.
- In a recent international assessment of 15-year-olds’ math problem-solving skills, the United States had the smallest percentage of top performers and the largest percentage of low performers compared to the other participating developed countries.

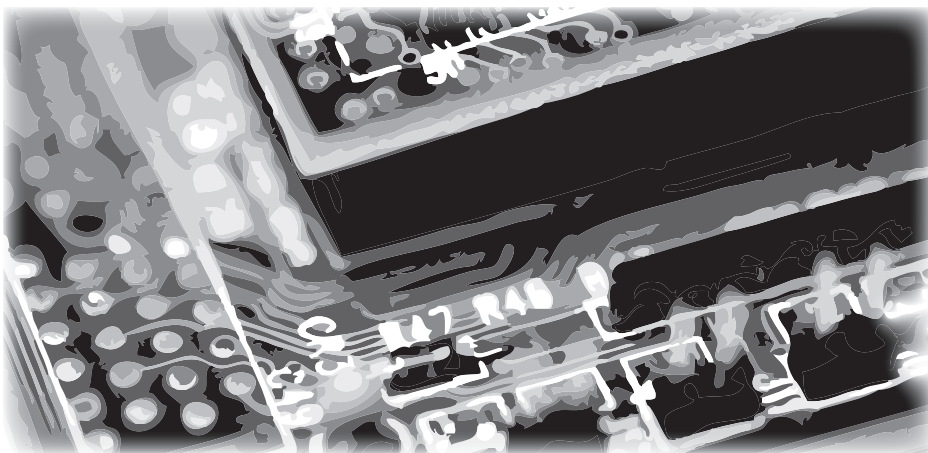
### Investment in basic research

- In the United States, since 1970, funding for basic research in the physical sciences has declined by half (from 0.093 percent to 0.046 percent) as a percentage of the gross domestic product.

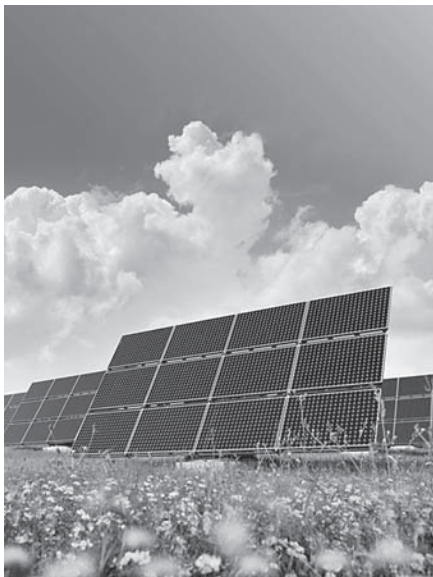
Source: *Tapping America’s Potential*, “Gaining Momentum, Losing Ground.”  
Access the report at [http://tap2015.org/about/TAP\\_report2.pdf](http://tap2015.org/about/TAP_report2.pdf).

### Next STEP

In his Fall Address to the University, President Larry Penley noted that he and Provost Tony Frank would be accepting a faculty task force report recommending the creation of a new School of Teacher Education and Preparation, called STEP. The new school will work across college boundaries to increase the pipeline of teacher licensure candidates in science and mathematics and will give faculty greater opportunity to increase the variety of entry points for those who seek careers in the classroom. The next issue of *Comment Quarterly* will provide more detail on plans for STEP.







## Land-Rich Colleges Explore Alternative-Energy Deals

by Scott Carlson

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To borrow from an adage, many colleges and universities have in abundance the one thing not being made much anymore: land.

In a time of expensive energy and concerns about climate change, land may be a major asset for colleges, providing a vastly different opportunity than it did in the past, when it was merely a place to set down new buildings, new campuses, or research parks.

Since new alternative-energy technologies like wind and solar demand a lot of land – along with some technical expertise and considerable investment – colleges are finding that they are a good match for companies looking to establish wind farms, solar arrays, or other renewable energy sources.

**Colorado State University may provide the most remarkable example of a project in planning.** Next year, on an 11,000-acre ranch donated to the university in the 1950s, wind turbines might start poking up from the landscape to churn the gales. The university originally thought that the area, northwest of the campus near Wyoming, would support a 65-megawatt project, or about 30 turbines. But the latest meteorological data say the strong winds there could drive up to 100 turbines, or a 200-megawatt system. One hundred turbines would produce more than 12 times what the university would consume at peak usage.

The wind farm will happen through the help of Wind Holdings, a company that will develop the project on the land leased from the university. The details of the deal, which are complex, involving negotiations with Wind Holdings, the local power company, and the local residents, are still being worked out, said William H. Farland, vice president for research at Colorado State.

The power would be sold to the grid, and then the university would buy wind power from the local power company. Mr. Farland said the university was still considering whether it would own some of the turbines.

The ranch was given to the university with the understanding that it would be used for research, so research on wind energy would be conducted on the site – such as investigations into the environmental impacts or technical difficulties of constructing a wind farm. Researchers would also study the sociopolitical ramifications of a wind farm, like the reactions of the neighbors and the perception that the turbines ruin the view. The project is being reviewed by county officials. Mr. Farland expects the project to get approved, but he notes that planned wind farms have raised protests in other parts of the country.

### Projects in the works

Colorado State's wind farm may be the largest renewable-energy project planned at a college at the moment, but the notion of using college acreage for energy has occurred to other many other institutions. To name a few:

- Next year, Rutgers University will begin building a seven-acre solar array that will generate 10 percent of the power used by the Livingston campus.
- Butte College, a community college in Northern California located on a 1,000-acre wildlife refuge, spent \$7 million in 2005 for a photovoltaic solar array that provides 30 percent of

the college's power. Within the next few years, the college plans to add enough panels to essentially take the institution off the grid.

- Florida Gulf Coast University will put up a solar farm on 16 acres of its campus, which will provide 100 percent of the university's power.

Wendell C. Brase, vice chancellor for administrative and business services at the University of California at Irvine, has had the notion of using some of the university system's extensive land holdings – some 127,000 acres throughout California, including agricultural land and natural areas – to set up solar arrays or wind farms. (Now and then, fiscal conservatives and tax activists in California put pressure on state officials to sell off university land.)

Mr. Brase and other university administrators have just started meeting to discuss the possibilities. The main goal, he said, would be finding a way, without spending gobs of money, to make the university carbon neutral.

“At least for research universities, it is not possible to develop enough renewable power on campus in combination with energy-saving retrofits to come even close to carbon neutrality,” he said. “We are going to have to think of large-scale solutions to make a dent in this problem.”

He has been studying maps of the wind, solar, biomass, and geothermal potentials of university land – along with the distance of that land from transmission lines and other utilities. “One of the problems of renewable energy in this country is that the sun is shining and the wind is blowing in places that are distant from where the load centers are,” he said. “The transmission-distribution infrastructure is just not what it needs to be to exploit the renewable-energy potential.”

### Alternative technologies

The energy potential of land holdings can sometimes lie in unconventional and cutting-edge technologies. Dean Koyanagi, sustainability coordinator at Cornell University, whose agricultural-land holdings comprise about 14,000 acres, said administrators and researchers were considering the promise of biomass, like wood chips from Cornell forests. For example, burning biomass in a low-oxygen environment, a process called pyrolysis, would produce gases that could be used as fuel. Meanwhile, the charcoal byproduct, called biochar, could be a soil additive that helps retain nutrients and capture carbon from the atmosphere.

Mr. Koyanagi said some people at the university are also considering “enhanced geothermal” technology, which would use hot rocks deep below the surface of the earth to turn water into steam, which could be used to generate electricity and heat. (The university already uses the frigid depths of Cayuga Lake to provide air-conditioning for the campus.)

Mr. Farland, from Colorado State, said that his university was considering a whole range of uses for its 90,000 acres, like large-scale tree planting for carbon sequestration, to reduce greenhouse gases.

“Those are the kinds of things that we are looking at as part of our broader energy audit on our campus,” he said.

“What are the characteristics of the land that we have, apart from typical development – as wind potential, or solar potential, or carbon sequestration, and other kinds of uses in terms of a sustainable future?” ■

### Carbon neutral

Carbon neutrality for CSU by 2020. That pronouncement by Colorado State University President Larry Penley in his Sept. 11 Fall Address is based on an analysis by CSU sustainability experts of how the University can achieve true energy independence without relying heavily on purchasing carbon credits from others. The CSU plan will emphasize conservation in its first three years, resulting in cost savings that will be funneled back into new, renewable energy technologies. The President's Office is charging a campus team to guide the implementation of the carbon neutrality plan, and *Comment Quarterly* will provide regular updates on progress toward this ambitious goal.



► FINANCES



### CSU's 2008-2009 Budget, Tuition Approved

The Board of Governors of the Colorado State University System in June approved a budget for the CSU System, which includes the Fort Collins and Pueblo campuses, CSU's Denver operations, 59 Extension offices, eight Agricultural Experiment Stations, and Colorado State Forest Service operations throughout the state. The total budget for the CSU System, which includes state funds, tuition, fees, and research dollars, is approximately \$880 million. Budget details for the Fort Collins campus follow.

<b>\$406.5 million</b>	Total budget
<b>\$39.2 million</b>	Increase in budget from last year, which includes \$11.2 million from state funds
<b>\$4,424</b>	Resident undergraduate annual tuition
<b>\$384</b>	Increase in resident undergraduate tuition from last year
<b>\$14,976</b>	Estimated annual cost of attendance for full-time students who live on campus
<b>\$1,487</b>	Increase in annual cost of attendance from last year for full-time resident students who live on campus
<b>\$20,140</b>	Estimated annual cost of attendance for full-time non-resident undergraduate students
<b>\$2,660</b>	Increase in annual cost of attendance from last year for full-time non-resident undergraduate students who live on campus
<b>\$6.9 million</b>	Allocated to improve teaching and learning environment, which includes 10 new faculty positions
<b>\$2.4 million</b>	Allocated for research and development
<b>\$16 million</b>	Allocation for faculty and staff retention, with an average 5 percent salary increase
<b>\$2.3 million</b>	Allocated for STEM (Science, Technology, Engineering, Mathematics) education
<b>\$3.4 million</b>	Allocated for financial aid
<b>70 percent</b>	Amount of the new revenue that covers mandated costs such as utilities and classified staff salaries

► TALKING POINTS


### CSU Awaits Union Plans for Operation

*by Nik Olsen*

State-classified employees of Colorado State University were recently given the opportunity to cast their vote for union representation, in compliance with an executive order issued in November 2007 by Colorado Gov. Bill Ritter recognizing unions and permitting them to enter into partnerships with the state.

CSU complied with a Governor's Office request to determine employees eligible to vote. Those eligible included state employees that were not in supervisory positions or had direct appointment to a supervisory/management position, says Tom Gorell, senior vice president for Administrative Services at CSU.

At least 30 percent of those eligible had to cast a vote and at least 50.1 percent had to vote for joining a union. Colorado Workers for Innovative and New Solutions, known as Colorado WINS, was the union selected by employees who chose to vote.

CSU is now awaiting information from Colorado WINS and the Governor's Office as to how the organization plans to operate its interaction with employees interested in joining with the union, Gorell says. 

## Building Proctors at Forefront of Emergency Preparedness

*by Bob Chaffee, Preparedness Training Coordinator, CSU Training and Organizational Development*

Riots, fires, floods, and tornados. In the last three decades, Colorado State has responded to these emergencies, in addition to less-memorable power outages, plumbing leaks, icy walks, and lights that wouldn't work.

In 2003, the Police Department, Environmental Health Services, and the Emergency Management Team updated and disseminated the University Emergency Operations Plan, or EOP. This past summer, the Larimer/Weld County tornado reinforced the importance of such a plan after the Agricultural Research, Development, and Education Center was damaged. Fortunately, no one was killed in the 2008 tornado, although several CSU employees living in Windsor, Wellington, and Waverly were affected.

**In emergencies, building proctors are at the forefront.** Since 2006, proctors have attended training sessions held by CSU's Training and Organizational Development, Facilities, Environmental Health Services, and Police Department to help keep the campus community as safe as possible. Proctors participate in first-level training, then progress through sessions in emergency preparedness, the University Emergency Operations Plan, department emergency plans, ergonomics, blood-borne pathogens, fire safety and evacuation management, and community right-to-know requirements related to hazardous materials. Sound like a big job? It is. And proctors take on this "extra hat" with very little recognition.

Proctors review the University Emergency Operations Plan and develop effective, efficient, and safe emergency action plans that address weather, fire, medical, crowd, and active-shooter emergencies, among others, to protect students, staff, and visitors. Proctors encourage staff, supervisors, and directors to ensure that plans cover all relevant possible emergencies, then participate in training, drills, and exercises so that the CSU community is prepared to deal with unpredictable crises. Such crises are occurring more frequently each year on campuses across America. We all recall the disasters at Northern Illinois University, Virginia Tech, Columbine, and Bailey.

The goal of training is preparedness, not paranoia, to help people react appropriately in crisis situations. We have a responsibility to take care of our students and each other. Join us at a Training and Organizational Development class for preparedness ([www.training.colostate.edu/workshops.htm](http://www.training.colostate.edu/workshops.htm)).

And the next time a toilet leaks, an icy walk needs salt, or a light needs replacing, remember that your proctor does much more to ensure your safety at Colorado State. 

*The CSU Training and Organizational Development proctor training team contributed to this article.*



► NUMBERS

## Fundraising

CSU registered its second best year ever in private fundraising in Fiscal Year 2008.

<b>\$79.5 million</b>	Net private support
<b>\$1 million-plus gifts</b>	More than doubled
<b>\$30.2 million</b>	Five-year fundraising average from FY99-FY03
<b>\$66.2 million</b>	Five-year fundraising average from FY04-FY08
<b>9 cents</b>	Current cost of CSU fundraising efforts for each dollar raised, low compared with national mean of 15 cents in 2007 (the national high was 54 cents)

## Research Expenditures

Energy, environmental, and health research helped boost Colorado State University's research expenditures in FY08, charting a new record and placing CSU among the highest levels of federal funding for universities nationwide.

<b>\$302.6 million</b>	Research expenditures, a record high
<b>\$6.6 million</b>	Increase over last year
<b>35%</b>	Increase over the past five years



## Five Years of Progress

In addition to record levels of research expenditures and private giving, Colorado State has made measurable progress in a number of other areas over the last five years. Following are some highlights:

<b>4.2%</b>	Increase in average annual faculty salary over past three years
<b>87</b>	New faculty lines added over last four budget cycles
<b>18%</b>	Increase in ethnic minority faculty over that time
<b>19%</b>	Increase in female faculty over that time
<b>77%</b>	Increase in CSU Foundation invested assets over past five years
<b>6%</b>	Increase in graduate enrollment over past five years
<b>13.5%</b>	Increase in ethnically diverse students over past five years
<b>17%</b>	Increase in graduation rates for student-athletes over past five years





## ► CSU QUOTABLE

### Dogged Donation

*“If the dogs object, we don’t use them.”*

- Maura Green, head nurse of small animal medicine at the Colorado State University Veterinary Medical Center, about the nearly 30 dogs that donate blood every two months to help save the hundreds of critical-care dogs rushed to the facility’s 24-hour emergency service each year

### Deep Debt

*“The federal deficit is a number with so many zeros that it’s hard to really imagine it.”*

- Vickie Bajtelsmit, CSU finance professor, in an article about the staggering federal debt (*Fort Collins Coloradoan*, Aug. 2008)

### Beetlemania

*“It’s clear these beetles don’t read the book.”*

- Ingrid Aguayo, entomologist for the Colorado State Forest Service, on how the mountain pine beetle is flourishing at much higher altitudes, further endangering new growth and destroying great swaths of pine trees in Colorado (*Newsweek.com*, July 2008)

### Fragile Fetlocks

*“The fetlock joint is much like the human finger. We feel it is the weakest part of the racing thoroughbred.”*

- Dr. Chris Kawcak, associate professor in the College of Veterinary Medicine and Biological Sciences, about the incidence of fractures in race horses (*Horse.com*, May 2008)

### Beefing Up

*“This landmark research is providing us with greater insight into the genetic markers responsible for improved feedlot health, a promising significant breakthrough for the beef industry.”*

- Nigel Evans, vice president of Pfizer Animal Genetics, on a groundbreaking study at Colorado State led by CSU associate professor of animal sciences Mark Enns that could lead to early identification of animals less susceptible to feedlot diseases (*KNEB.com*, August 2008)

### Rain Check

*“The kids are official weather watchers . . . It’s just amazing to them that what they’re doing is so important, that they’re collecting data that goes all the way up to Penn State University and filters all the way through Colorado State University, where the program started.”*

- Lisa Grossbauer, parent who supported the launch of the CSU-based CoCoRaHS weather station at St. Mary’s Catholic School in Schwenksville, Pa., one of nine schools in Montgomery County to participate in the program (*TimesHerald.com*, August 2008)

### Sustainable Revolution

*“In a time when this country – and even the world – is searching for new energy resources and answers to environmental challenges, CSU is once again rising to the challenge and ensuring that graduates will be leaders in the Green Economic Revolution.”*

- State Representative Randy Fischer (D-Fort Collins), regarding the importance of CSU’s new School of Environmental Sustainability (*Colorado House Democrats website*, July 22, 2008)

### Next-Step Education

*“What CSU is doing is sort of a next step for the more sophisticated, more advanced online programs.”*

- Bob Samors, vice president for research and science policy for the National Association of State Universities and Land Grant Colleges, about CSU-Global Campus (*Rocky Mountain News*, July 2008)