> "Good governance obtains when those who are near are made happy and those who are far off are attracted."
>
> — Confucius
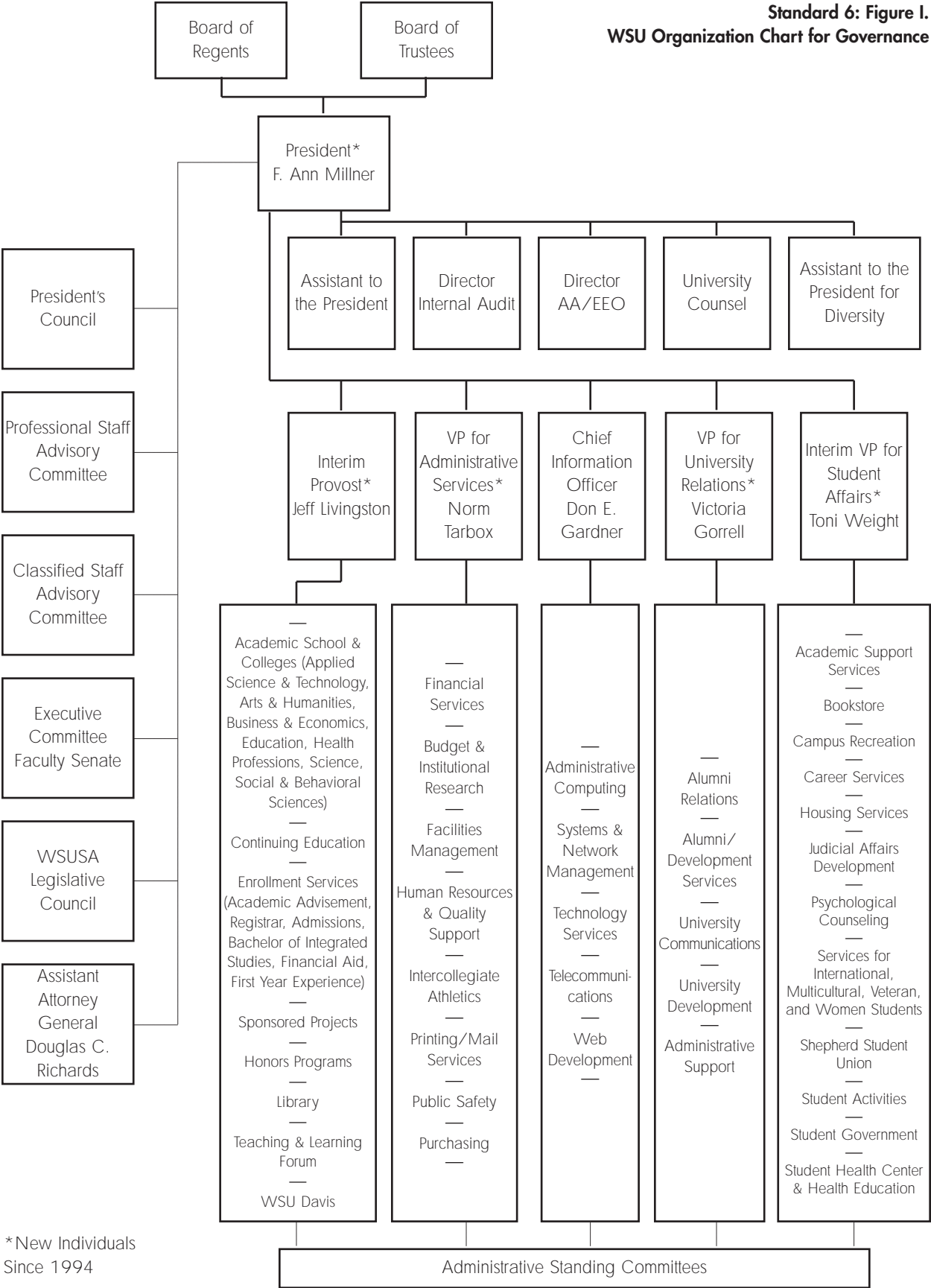
Standard Six — Governance and Administration

I. Purpose/Description

Governing Systems (6.A, 6.B, 6.C, 6.D, 6.E)

The Utah System of Higher Education includes the State Board of Regents and 10 public colleges and universities (one applied technology college, three community colleges, four comprehensive primarily undergraduate institutions, and two research universities). As provided in our Governing Documents and shown in the organization chart, Weber State University, a primarily undergraduate university, is governed by the State Board of Regents and our Board of Trustees, as well as other university administrators.

Board of Regents (6.B.)

In accordance with the Utah Higher Education Act of 1969, we are governed by a Board of Regents consisting of 18 members – 15 Utah resident citizens appointed by the governor, one student member nominated by the student body president's council and selected by the governor, and two non-voting members from the State Board of Education. This board closely follows Utah Code Section 53B-1-104 (www.le.state.ut.us/~code/TITLE53B/htm/53B01006.htm), which provides guidance to the board regarding membership, student appointments, officers, committees, bylaws, meetings, vacancies, and compensation. The Commissioner of Higher Education serves as

Board of Regents

Board of Trustees

President*
F. Ann Millner

President's Council

Professional Staff Advisory Committee

Classified Staff Advisory Committee

Executive Committee Faculty Senate

WSUSA Legislative Council

Assistant Attorney General Douglas C. Richards

Assistant to the President

Director Internal Audit

Director AA/EEO

University Counsel

Assistant to the President for Diversity

Interim Provost*
Jeff Livingston

VP for Administrative Services*
Norm Tarbox

Chief Information Officer
Don E. Gardner

VP for University Relations*
Victoria Gorrell

Interim VP for Student Affairs*
Toni Weight

—
Academic School & Colleges (Applied Science & Technology, Arts & Humanities, Business & Economics, Education, Health Professions, Science, Social & Behavioral Sciences)
—
Continuing Education
—
Enrollment Services (Academic Advisement, Registrar, Admissions, Bachelor of Integrated Studies, Financial Aid, First Year Experience)
—
Sponsored Projects
—
Honors Programs
—
Library
—
Teaching & Learning Forum
—
WSU Davis

—
Financial Services
—
Budget & Institutional Research
—
Facilities Management
—
Human Resources & Quality Support
—
Intercollegiate Athletics
—
Printing/Mail Services
—
Public Safety
—
Purchasing
—

—
Administrative Computing
—
Systems & Network Management
—
Technology Services
—
Telecommuni-cations
—
Web Development
—

—
Alumni Relations
—
Alumni/ Development Services
—
University Communications
—
University Development
—
Administrative Support

—
Academic Support Services
—
Bookstore
—
Campus Recreation
—
Career Services
—
Housing Services
—
Judicial Affairs Development
—
Psychological Counseling
—
Services for International, Multicultural, Veteran, and Women Students
—
Shepherd Student Union
—
Student Activities
—
Student Government
—
Student Health Center & Health Education

*New Individuals Since 1994

Administrative Standing Committees

the chief executive officer of the board, and the board elects a member to serve as chair. The appointment of a new chair every two years provides opportunities for the board to review its performance and make necessary revisions.

Board members (see Figure I on page 2) act as a committee of the whole and through two sub-committees: Academic, Applied Technology and Student Success; Finance, Facilities and Accountability. Board members' duties, responsibilities, ethical conduct requirements, organizational structure, and operating procedures are defined in Utah Code Section 53B-1-103 (www.le.state.ut.us/~code/TITLE53B/htm/53B01005.htm). This section of Utah law also defines specific responsibilities of the Board of Regents, including these:

- **Institutional Presidents:** Appoints presidents, evaluates performance of presidents, determines whether to retain a president (in consultation with institution's Board of Trustees).

- **System Planning:** Directs planning involving institutional missions and roles, budget needs, new programs, program reviews, distance and outreach education, statewide articulation of courses and programs.

- **Budget and Financial Issues:** Submits system and institution budgets to the governor and legislature, approves tuition and fee schedules, advocates higher education needs with legislature.

Board of Trustees (6.B.)

Our Board of Trustees 2003-04 has 10 voting members – eight appointed by the governor, the president of the WSU Alumni Association, and the president of WSUSA (our student government). The membership of the Board of Trustees and end of term is as follows:

Kyle Poll, WSUSA (2004)
Jane Brewer, Ogden, UT (chair) (2005)
Mac Christensen, Bountiful, UT (2007)
Tom Davidson, Ogden, UT (2007)
Chris Malan, North Salt Lake, UT (2004)

Dan James, Ogden, UT (2005)
Jewel Lee Kenley, Layton, UT (2007)
Barney Chapman, Pleasant View, UT (2007)
Catherine Ortega, Roy, UT (2005)
Kathy Peterson, Ogden UT (2007)

Our chair of the Board of Trustees is the executive officer and serves for two years. The beginning of a new chair's term is an opportunity for the board to evaluate its performance and make revisions as needed. Our Board of Trustees advises the president and has the powers and limitations outlined in the Weber State University Policies and Procedures Manual, PPM 1-02 and 1-03, and the State Board of Regents Policy (see Governing Documents earlier). Our trustees have the following statutory responsibilities:

- Facilitate communication between the institution and the community
- Assist with fund-raising and development projects
- Strengthen alumni and community identification with the institution
- Select recipients of honorary degrees and identify the commencement speakers

Our trustees have the delegated authority to implement the approved institutional mission and approve the following actions, pending submission of annual summary reports to the Board of Regents:

- Institutional operating policies
- Recommendations to design and construct facilities, and buy and sell property within parameters set by the regents
- Research and training grants
- Institutional audits, academic program reviews, and accreditation reports
- Academic program changes including new certificates, minors, and emphases within existing programs; program deleted and program name changes
- Financial reports, including lease agreements, budget transfers, salary budgets, auxiliary and service enterprises, development fund, and investments

Our Board of Trustees works as a committee of the whole, as well as with these subcommittees:

- Audit Committee — reviews and approves all internal audits and internal control processes

- Business Committee — reviews capital project proposals, bids, as well as financial, internal audit, and athletic reports

- Personnel and Academic Policy Committee — reviews personnel changes (appointments, retirements, leaves), academic policies, and academic program changes and reports

- Community Relations Committee — advises on external relations strategies, reviews gift reports and WSU Foundation reports

- Honorary Degree and Commencement Speaker Committee — reviews and recommends honorary degree recipients and commencement speakers

Leadership and Management (6.C.)

Our president, hired by the State Board of Regents in October of 2002, has a full-time appointment at WSU and is regularly evaluated by the regents to determine and facilitate her effectiveness (www.utahsbr.edu/policy/r208.htm, www.utahsbr.edu/policy/r209.htm). On an annual basis, our president provides the regents with her institutional goals; her performance is formally evaluated after the first three years of her tenure and at least once every five years thereafter. This formal appraisal involves confidential interviews conducted by the regents with a wide variety of competent individuals who are knowledgeable about our president's work, including all vice presidents, deans, and Board of Trustees members as well as with a representative sample of regents, academic and administrative department heads, faculty, students, and community and alumni leaders who are interested in and knowledgeable about the institution.

Standard 6: Table I. Utah Board of Regents 2003-04 Membership.

Name	Term Ends*	Address
Jerry C. Atkin	2005	St. George, UT
Linnea S. Barney, State Board of Education	No set term	Orem, UT
Daryl C. Barrett	2007	Salt Lake City, UT
Bonnie Jean Beesley	2009	Salt Lake City, UT
Kim R. Burningham, State Board of Education	No set term	Bountiful, UT
William Edwards	2004	Salt Lake City, UT
David J. Grant	2007	Cedar City, UT
James S. Jardine	2005	Salt Lake City, UT
Michael R. Jensen	2005	Price, UT
Charles E. Johnson	2003	Salt Lake City, UT
David J. Jordan	2003	Salt Lake City, UT
Nolan E. Karras (Chair)	2007	Roy, UT
David L. Maher	2009	Salt Lake City, UT
George Mantes (Vice Chair)	2005	Salt Lake City, UT
Jed H. Pitcher	2003	Salt Lake City, UT
Sara V. Sinclair	2007	Logan, UT
Marlon O. Snow	2007	West Valley City, UT
Maria Sweeten	2005	Salt Lake City, UT
Richard E. Kendell, Commissioner of Higher Education	Ex officio	Salt Lake City, UT

*June 30 of year indicated

Our organizational structure of five divisions (Academic Affairs, Administrative Services, Information Technology, Student Affairs, University Relations) is typical of that found in other comprehensive undergraduate universities. Our Davis campus does not have a governance structure separate from that of the university; the director of the Davis campus reports to the provost. The Continuing Education centers and WSU online report to the Dean of Continuing Education who, in turn, reports to the provost.

President Millner appoints vice presidents with the assistance of a screening committee and subject to approval by our Board of Trustees (documents.weber.edu/ppm/1-05B.htm). Our hiring processes ensure that position qualifications are identified, including the necessary educational and work experience and ethical conduct to effectively fulfill the role. Job descriptions are posted on our human resources web site (departments.weber.edu/hr/). All hiring decisions are governed by our Affirmative Action/Equal Employment Opportunity policy and reviewed by our AA/EEO Office.

Our provost and vice presidents are evaluated by the president at the end of their four-year term of service for reappointment or formative purposes (documents.weber.edu/ppm/1-05C.htm, documents.weber.edu/ppm/3-62.htm). Input for these evaluations is solicited from a variety of sources, including:

- Vice presidents
- Deans
- Faculty senate executive committee
- Board of Trustees
- Board of Regents
- Faculty and staff
- Community members
- Peers

(See Table II on pages 6 and 7 for resumes.)

These vice presidents, along with the Assistant to the President for Diversity, serve on the President's Council, an advisory body to the president. The council provides two-way communication among all five divisions, as well as with other internal consultative or constituent groups. President's Council meets weekly or bi-monthly (at a minimum) for timely decision making.

President's Council periodically reviews salary and organizational data from our peer institutions or other appropriate comparative groups to help ensure that we are appropriately staffed. Funding comparisons yield positive and negative findings. A positive finding is the comparison of 41 Carnegie Masters I institutions that indicates we provide a more comprehensive benefit package to our employees. Our institution picks up the 95% of the cost of our health and 100% of retirement benefits, and those benefits comprise 28% of our gross payroll versus an average of 21% for other Masters I institutions. Our retirement benefits alone average $16,000/person for WSU versus $10,000/person for other Masters I institutions. Our employees believe our benefit package is a strong advantage of working at WSU.

An area where we face significant challenges is in salaries for our administrators (professional/exempt and classified/nonexempt staff salaries are described in Standard 1; faculty salaries are discussed in Standard 4). Salaries for administrators (vice presidents, deans, and directors) are approximately 5% below median and 8% below the 60th percentile of CUPA market data. Increasing all of our employees' salaries to make those salaries more competitive is a priority; however, statewide budget cuts in FY02, FY03 and FY04 have made it difficult to make progress on this priority. Since 1994, average annual administrator turnover has been approximately 6%; on average, our administrators have been in their current positions approximately 7.5 years.

Other Governing Entities (6.D., 6.E.)

Within WSU, we have multiple councils, boards, and committees to represent important on- and off-campus constituents and assure that these constituents effectively participate in campus governance. For example, our professional and classified staff members have advisory committees which meet monthly to provide input to President Millner

Standard 6: Table II. Administrator Resumes.

F. Ann Millner, President	Jeff Livingston, Interim Provost
Appointed: October 2002 Education: • BS 1974 Education, University of Tennessee • MT 1976 Medical Technology, Vanderbilt University • MS 1981 Allied Health Education and Management, Southwest Texas State University • EdD 1986 Educational Administration, Brigham Young University Professional Experience: • 2002 - President, Weber State University • 1993-2002 - Vice President of University Relations, Weber State University • 1985-1993 – Associate Dean, Continuing Education; Assistant Vice President, Community Partnerships, Weber State University • 1982- 1985– Director, Outreach Education, Weber State University • 1981-1982 – Associate Director, Continuing Education, Gwynedd Mercy College • 1980-1981 – Lecturer, Health Professions, Southwest Texas State University • 1978-1980 – Instructional Developer, Medical Technology, Thomas Jefferson University • 1976-1978 – Education Coordinator, Medical Technology, Vanderbilt University	Appointed: July 2004 Education: • BS 1968 Business Administration, Brigham Young University • MBA 1969 Business Administration, University of Utah • PhD 1974 Business Administration Quantitative Systems, Arizona State University Professional Experience: • 2004 – Interim Provost, Weber State University • 2001-04 – Professor of Business Administration, Weber State University • 1999-01 – Dean of Continuing Education, Weber State University • 1996-99 – Chief Executive Officer, Western Governors University • 1993-96 – Associate Commissioner of Higher Education (Academic Affairs), Utah System of Higher Education • 1985-93 – Associate Vice President for Academic Affairs, Weber State University • 1982-85 – Department Chair of Management, Weber State University • 1980-82 – Associate Professor/Professor, Weber State University • 1971-80 – Associate Professor of Management, University of Montana

Antoinette (Toni) Weight Interim Vice President for Student Affairs	Don Gardner, Chief Information Officer
Appointed: March 13, 2004 Education: • BA English, Utah State University, Logan, Utah • MA Student Personnel, Austin College, Austin, Texas Professional Experience: • 2004 – Interim Vice President of Student Affairs, Weber State University, Ogden, UT • 2002 – Associate Vice President of Student Affairs, Weber State University, Ogden, UT • 1997 – Dean of Resource Management, Weber State University, Ogden, UT • 1989 – Dean of Student Development, Weber State University, Ogden, UT • 1981 – Associate Dean of Student Affairs, Weber State University, Ogden, UT • 1970 – Chief Advisor to Student Affairs; Coordinator of Student Affairs and Student personnel Services; Instructor in Education, Austin College, Austin, TX	Appointed: July 1994 Education: • BA 1968 Music Education, Utah State University • EdD 1974 Higher Education Administration, Indiana University Professional Experience: • 1994 – Chief Information Officer, Weber State University • 1993-1994 – Associate Vice President for Information Management and Instructional Technology, Winthrop University • 1990-1993 – Associate Professor and Executive Director for Information Management, Winthrop University • 1988-1990 – Associate Vice President, Information Resource Management, Florida Atlantic University

Standard 6: Table II. Administrator Resumes.

Don Gardner, Chief Information Officer (continued from page 6)	• 1985-1986 - Graduate Administrative Assistant, The Ohio State University • 1978-1985 - English teacher, Pace Middle School, FL • 1977-1978 - Assistant Editor, Santa Rosa Free Press, FL • 1975-1977 - Assistant Editor, Ceramics Monthly Magazine, OH

Don Gardner, Chief Information Officer (continued from page 6)

- 1984-1988 – Assistant Vice President for Finance, Institutional Support Services, U of Wyoming
- 1980-1984 – Director of Institutional Research, and Part-time Professor of Business Administration, Portland State University
- 1977-1980 – Assistant Director, Institutional Studies and Planning, and Part-time Associate Professor of Education, Arizona State University
- 1974-1977 – Coordinator of Information Systems, Arizona State University
- 1973-1974 – Director, Office of Information and Evaluation Services, Indiana University School of Education

Vicki Gorrell, Vice President for University Relations

Appointed: April 2003

Education:
- BA   1975   English, Allegheny College, PA
- MA   1986   Journalism, The Ohio State University

Professional Experience:
- 2003 - Vice President, University Relations, Weber State University
- 2002-2003 - Acting Vice President, University Relations, Weber State University
- 1997-2002 - Associate Vice President, Alumni & Development, Weber State University
- 1993-1997 - Director of Development, Randolph-Macon Woman's College, VA
- 1990-1993 - Director of Regional Programs, Office of Development, The Ohio State University
- 1987-1990 - Associate to the Vice President, University Communications & Development, The Ohio State University
- 1987 - Publications Specialist, Ohio Credit Union League

Norm Tarbox, Vice President for Administrative Services

Appointed: May 2002

Education:
- BA   1987   Communications, Brigham Young University
- MBA   1989   Brigham Young University
- EdD   2000   Educational Leadership & Policy, University of Utah

Professional Experience:
- 2002- Vice President for Administrative Services, Weber State University
- 2000-2002 – Associate Commissioner for Finance and Facilities, Utah System of Higher Education (USHE)
- 1997-2000 – Assistant Commissioner for Finance and Facilities, USHE
- 1996-1997 – Assistant Commissioner for Student Financial Aid, USHE
- 1996 – Interim Deputy Director, Utah Department of Workforce Services
- 1993-1996 – Analyst, Governor's Budget and Planning Office, State of Utah
- 1992-1993 – Manager of Research and Administration, Utah Higher Education Assistant Authority
- 1991-1992 – Business Affairs Officer, USHE
- 1989-1991 – Budget Analyst, USHE

(Professional Staff Advisory Committee – PSAC, and Classified Staff Advisory Committee - CSAC). Likewise, the Alumni Association and WSU Foundation have boards of directors who serve in advisory capacities to our president.

Division Councils

Within each division, there are management councils that are advisory to the respective vice president. These councils are chaired by their vice president and typically include senior administrators within those divisions (deans, directors). The councils meet on a regular basis, at least once or twice a month, to discuss issues of importance to the division, to solicit input from important constituents within and across divisions, and to ensure that decision-making is timely.

Administrators below the level of vice presidents are evaluated regularly for formative purposes and for reappointment recommendations. The evaluation of academic deans is guided by policy and requires that input be solicited from a variety of constituents, including vice presidents, deans, faculty, staff, and community members.
(documents.weber.edu/ppm/1-17.htm).

Faculty Involvement

Our faculty have a long and successful history of involvement with WSU governance primarily through our Faculty Senate (Standard 4 includes additional information on faculty involvement in institutional governance). The Faculty Senate consists of 39 elected members of the general faculty who serve three-year terms and a maximum of two consecutive terms. Any professor, associate professor, assistant professor, instructor, or instructor specialist of the general faculty may be elected a member of the Faculty Senate. One-year terms are held by each of four voting, student members of the senate who are appointed by the Executive Cabinet of the WSU Student Association. Finally, non-voting Senate membership includes the president, provost, and 11 other administrators.

The presiding officer for the Faculty Senate is the chair; this person is elected by voting members of the Senate each year. The chair of the Faculty Senate is also an ex-officio member of many governance boards, including Deans' Council and the Alumni Board.

The Faculty Senate is empowered, after study and discussion, to advise President Millner on educational policy and other university affairs (documents.weber.edu/ppm/1-13.htm). Specifically, our Faculty Senate formulates policy concerning the following:

- Standards for admission and retention of students
- Requirements for all degrees, certificates, titles
- Curriculum
- Appointment, promotion, tenure, and dismissal of faculty
- Standards for student activities and general student conduct
- Academic freedom for faculty concerning grievances which may arise
- Bylaws governing all nominations and elections provided for in the Faculty Senate constitution
- Other procedures and processes as require detailed clarification

Our Faculty Senate is authorized to recommend policy on the following matters:

- Expenditure of funds allocated for instruction, research, and travel
- Faculty salaries, annuities, insurance programs, and leaves of absence
- Selection and retention of academic administrators
- Teaching load of faculty personnel

Much of the work of our Faculty Senate occurs within the following standing committees:

- **Academic Resources and Computing** – distribute funds for acquisition and use of computers and academic resource material

- **Admissions, Standards and Student Affairs** – recommend policies on admission, retention, and graduation standards

- **Promotion, Academic Freedom & Tenure** – recommend policies on promotion and tenure, due process, merit

- **Constitutional Review, Apportionment & Organization** – update the Faculty Senate Constitution and Bylaws and apportion membership

- **Curriculum & General Education** – review and approve academic courses and programs

- **Executive Committee of Faculty Senate** – establish agendas, committees, and charges

- **Faculty Board of Review** – hear academic due process cases related to tenure, promotion, salary, and other work conditions

- **Honorary Degree** – select honorary degree recipients and commencement speakers (in conjunction with the Board of Trustees)

- **Research, Scholarship & Professional Growth** – distribute funds to support faculty research, scholarship, and development

- **Salary, Benefits, Budget & Fiscal Planning** – make recommendations on faculty salary and benefits

- **Teaching, Learning & Assessment** – carry out activities of the Teaching and Learning Forum

In addition to Faculty Senate committees, there are administrative standing committees which provide opportunities for our faculty and staff to participate in institutional governance (see Table IV on page 9 which identifies how each administrative committee is advisory to one of our university administrators).

Student Involvement

Student involvement with institutional governance occurs through multiple channels. Many students, including the three executive officers

Standard 6: Table III. Advisory Committees. 2003-04.

President	Academic Affairs	Administrative Services	Information Technology	Student Affairs	University Relations
Affirmative Action	Admissions, Credits & Graduation	Athletic Board	Administrative Technology	Campus Event Master Calendar	Honorary Degree & Commencement Speaker
Classified Staff	Animal Care & Use	Parking		Environmental Task Force	
Diversity	Course Fee Review	Risk Control		Staff Development	
Personnel Relations	Enrollment Management	University Space Planning		Student Board of Appeals	
Professional Staff	IRB for Human Subjects				
	Scholarship				
	University Assessment				
	University Council for Teacher Education				

(president, academic vice president, and executive vice president) and 19 senators within the Weber State University Student Association (WSUSA) serve on the Board of Trustees, Deans' Council, Faculty Senate, Alumni Board, as well as on Faculty Senate and Administrative Standing Committees. The WSUSA Legislative Council, made up of the three executive officers, serves in an advisory capacity to President Millner. Our students make recommendations to President's Council on the allocation of student fees through the Student Fee Recommendation Committee. Committee members include the three executive officers and two senators of WSUSA, along with five at-large students and representatives from the administration, faculty, and staff. In FY03, this committee made recommendations on the allocation of approximately $6 million in student fees.

Institutional Advancement Activities (6.C.4.)

Alumni Relations, Alumni/Development Services, University Communications, and University Development comprise the Division of University Relations. University Development is organized by a constituency-based fund-raising model, with a development officer assigned to work with each of the academic colleges, the Stewart Library, the Student Affairs division, and the athletics department. By working directly with the administrators, faculty, and staff in each of these areas, fund raisers are knowledgeable about and can articulate institutional and program priorities. Additionally, the annual giving program each year focuses on institutional or college priorities as determined by our president and Vice President for University Relations.

Fund-raising priorities for the 1998-03 capital campaign, "Changing Minds Together," were developed in collaboration with the university administration and college deans. We also placed strong emphasis on encouraging alumni to give to help build a base of support to position the university for the future.

University Communications has liaisons to each of the academic colleges to better serve

needs in developing materials that support student recruitment activities and that help market the colleges' priorities in ways that are both integrated and consistent with the university's mission. In 2002-03, University Communications consulted with and developed materials for the Dumke College of Health Professions, the College of Applied Science & Technology, the College of Arts & Humanities, and the College of Social & Behavioral Sciences.

Vista, the university's bi-annual magazine, reaches more than 75,000 alumni and friends and reflects WSU's teaching and learning mission. Issues in fall 2002 and spring 2003 included articles about WSU's new president and her philosophy on putting education first, service learning, university programs, alumni, and student activities. For the first time, we included our annual donor listing in Vista in spring 2003, both to increase recognition for these individuals who have such an impact on student learning and to save resources. (A second publication, Legacy, which was mailed to approximately 5,000 donors and volunteers, was discontinued. Its content is now included in Vista.)

Alumni Relations focused in 2002-03 on creating closer connections between WSU Alumni Association board members and the campus, and increasing the number of alumni volunteers involved in campus life. The "Take a Wildcat to Lunch" program matched more than 160 alumni mentors with students (up from 80 in 2001-02); Classes without Quizzes, featuring our faculty and alumni as expert speakers, drew more than 250 alumni and community members to campus in sessions ranging from 30 to 50 people; and we increased our emphasis on building future alumni loyalty through the Student Alumni Council.

As part of our external relations activities, the university president invites alumni and friends to serve on the National Advisory Council to provide the following: guidance on strategic issues; an independent sounding board; feedback from the community; expertise, as needed, on projects or programs; assistance in identifying opportunities for the university in key communities; and advocacy for

the university in the communities where members live and work.

Other volunteer groups that support the university's mission and goals include the WSU Alumni Association, the Capital Campaign Executive Committee, and the WSU Foundation. There are numerous college and department advisory committees as well that provide guidance and opportunities for input from alumni and friends.

Institutional Research (6.C.7.)

Our Institutional Research (IR) Office reports to the Vice President for Administrative Services and is responsible for a broad array of educational, administrative, and support functions within the university. This office embraces data collection and analytical strategies in support of decision-making. Specifically, our IR office produces institutional profile data, IPEDS and state reports, college guide publications, and administers campus surveys of our students, alumni, and employees that help us assess our mission-related outcomes (see Standards 1 and 2 for more information on the role of our IR office in outcomes assessment). The results of these reports and surveys are posted on the IR office web page (departments.weber.edu/ir/) and are shared regularly with a variety of groups, including President's Council, academic deans, the Teaching and Learning Forum, and student support offices.

Affirmative Action and Nondiscrimination (6.1)
(documents.weber.edu/ppm/3-05.htm)

Our policy on affirmative action and nondiscrimination, shown below, is reviewed regular-

ly by the affirmative action standing committee (most recently in spring of 2003).

This policy helps us develop selection and promotion standards based on nondiscriminatory criteria. Our hiring process is standardized and each hiring decision is reviewed critically and independently by our Affirmative Action/Equal Employment Opportunity Office prior to being approved.

In addition to a policy on affirmative action and nondiscrimination, we have two important campus initiatives that focus on inclusivity: the WSU Diversity Center and the WSU Diversity Administrative Standing Committee. The Diversity Center, located in our student union building, has as its mission to affirm the culture, heritage, and faiths of all students and staff; to develop a neutral ground (on campus) for all students and staff to learn about diversity through a series of informative, educational, entertaining programs that all can enjoy; to enhance and promote student and staff participation in various Diversity Center activities and committees; to promote human similarities and differences through Diversity Center programming; and to create an atmosphere of inclusion through an anti-hate campaign.

The diversity administrative standing committee, chaired by the Assistant to the President for Diversity, is focused on creating a diversity-committed educational community which recognizes that *human diversity should be understood in its broadest sense to include **everyone** on the basis of the infinite ways in which humans vary and which contribute to each individual's uniqueness.* Members of the Diversity Committee also serve on one of five diversity action teams housed within each of the five divisions: Academic Affairs, Administrative Services, Information

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Weber State University Policy on Affirmative Action and Nondiscrimination

Weber State University is an equal opportunity employer. It is the policy of the university to make recruitment, employment and other employment-related decisions without regard to race, religion, color, gender, sexual orientation, national origin, veteran or other protected status. The affirmative action commitment of the University also requires an effort to identify and correct under-utilization of protected groups including women, minorities, veterans, and persons with disabilities.

Technology, Student Affairs, and University Relations. Faculty and staff from all divisions serve on the diversity standing committee and five diversity action teams.

The diversity action teams work on issues of recruitment, retention, campus and community relations, teaching and learning, and outcomes assessment for WSU. Specifically, the diversity committee and five diversity action teams have as goals to:

- Promote campus unity by emphasizing shared experiences and principles, respect for human qualities that differentiate all individuals, and achievement of institutional goals.

- Enhance the development of leadership capabilities within the student, faculty, and staff populations.

- Facilitate development of curricula that merge varied perspectives.

- Support recruitment of students, faculty, and staff reflective of America's broad spectrum of perspectives, cultures, heritages, and backgrounds.

- Promote values and ideas of all perspectives, cultures, heritages, and backgrounds within the campus community.

- Promote the development of support programs for faculty, staff, and students who are products of all perspectives, cultures, heritages, and backgrounds.

- Encourage networking of interest groups for the benefit of all.

We are in compliance with the **NWCCU Policy 6.1 on Affirmative Action and Nondiscrimination.**

Collective Bargaining (6.2)

We are not a collective bargaining institution.

II. Significant Changes Since 1994

Utah Board of Regents

- In 1999, the Board of Regents instituted a system of approving new degree programs. It instituted a system of matrices and initial notification to alert board members well in advance of proposals for approval and allow them an opportunity to evaluate new degree programs in detail before coming to the board for a vote.

- In 2001, the Board of Regents created a tenth Utah State Higher Education (USHE) member. The nine applied technology centers throughout Utah became, collectively, the Utah College of Applied

"Educated men are as much superior to uneducated men as the living are to the dead."

— Aristotle

Technology (UCAT). Before 2001, the Board of Education governed these centers and provided legislative funding through public education channels. Changing these centers, by statute, to different campuses of one college required changes in the way UCAT was governed. UCAT now reports to the Board of Regents rather than to the Board of Education. Unlike the other nine USHE institutions, UCAT's funding comes directly from the legislature rather than through the Board of Regents.

- In 2003, the Board of Regents implemented a moratorium on new academic programs to address state funding constraints and to design and implement more stringent approval requirements for new programs.

WSU Board of Trustees

- In 1998, the Board of Regents clarified the delegated responsibilities and authority of the Board of Trustees with a revision of the *State Board of Regents Policy (R220).*

- In 2003, the Utah Board of Regents revised policy R565 on audit committees to require institutions to create a separate Board of Trustee Audit Review Committee.

WSU Administration

- In 1994, we created a fifth division by hiring a vice president-level position, that of chief information officer, and assigning the areas of Academic and Administrative Computing to this division. This change in our governance reflects the growing importance of our information technology infrastructure.

- In 2003, we opened a new campus in Davis County. This facility, managed by a director who reports to the provost, provides us with a larger presence in Davis County than we have had in the past. There is significant potential for growth on this campus.

III. Strengths and Challenges

Strengths include:

- High levels of involvement for a variety of individuals at the state and local level through governance by both a Board of Trustees and Board of Regents

- Good relationship and extensive interaction between administration and Faculty Senate, WSUSA, PSAC, and CSAC

Challenges include:

- Statewide lack of agreement on planning processes for higher education

- Integrate our Ogden, Davis, and virtual campuses, as well as the centers, into a single, multi-campus university

IV. Next Steps/ Action Items

- Develop approach to communicating more effectively with legislators about Weber State University

- Increase involvement of individual members of the Board of Regents with Weber State University

- Conduct public opinion research with both internal and external constituents to determine attitudes, perceptions, and awareness of Weber State as a multi-campus university; develop and implement strategies to address findings