

**Deans' Council Agenda**  
**Wednesday, December 6, 2023**  
**3:00 pm–4:30 pm**  
**via [Zoom](#) | Miller Administration Boardroom**  
Meeting ID:943 6761 0175 | Passcode: 764197

**Attendees:** Lisa Allen, Eric Amsel, Andrea Easter-Pilcher, David Ferro, Jason Francis, Ivana Fredotovic, Doris Geide Stevenson, Kristin Hadley, Mark Halverson, James Hedges, Wendy Holliday, Stephanie Hollist, Brenda Kowalewski, Ravi Krovi, Jessica Oyler, Julie Rich, Yas Simonian, Julie Snowball, Deborah Uman

**Guests:** Gail Niklason, Mary Machira

**Excused:** Betsy Mennell, Brad Mortensen, Ashley Potokar, Norm Tarbox, James Taylor

1. **Approval of Meeting Minutes from [October 4, 2023](#), and [November 1, 2023](#)**
  - a. The minutes were approved as written.
2. **Provost Updates - ( Ravi Krovi )**
  - a. Provost Ravi Krovi congratulated those involved in receiving a Department of Energy grant for sustainability living labs.
  - b. Ravi shared that stipends for department chairs and university program directors will be increasing from \$4,000 to \$5,000 as of January. Lisa Allen will reach out to the college administrative associates to discuss entering ePARs.
  - c. Ravi announced that an Academic Affairs website redesign is in process to ensure easier access to information.
  - d. Ravi congratulated Eric Amsel and Kristin Hadley on their upcoming retirements. He shared plans to select an interim dean of the Moyes College of Education to serve from July 2024 to July 2025. Ravi also announced that a national search for Eric's position will begin soon.
  - e. Ravi expressed congratulations and best wishes to those involved in next week's convocations.
  - f. Ravi congratulated Doris Geide-Stevenson on a successful meeting with Shanghai Normal University.
  - g. Ravi thanked Julie Rich for inviting him to attend a recent CSBS advisory board meeting.
  - h. Ravi & Jessica spoke about upward-trending enrollments for the spring 2024 semester. Jessica highlighted the increase in first-time enrollments and asked for help contacting students who attended the fall semester but who have not yet registered for the spring semester. She also asked deans to reach out to the Provost's Office to discuss funding classes with full waitlists. The group also discussed the national demand for stackable credentials. Ravi shared that the agenda for January's Academic Strategy Group meeting will include developing a strategy surrounding certificates.
  - i. Ravi and Jessica shared information about WSU's participation in the AASCU Student Success Equity Intensive with intentions to align this with the EDI work outlined in the *Amplify* strategic plan. Jessica thanked the deans for participating in the associated survey. Eric also shared information about the university's participation in the Gardner

Academy of the First Year. He shared that this will shape the upcoming First-Year Summit agenda.

- j. Ravi shared information about an SBBFP discussion of the Faculty Annual Form, suggesting that clarity about the definition of success in each of the areas be developed. Ravi also suggested that more clarity surrounding the post-tenure communication process may be needed.
- k. Ravi emphasized that faculty taking students on field trips must inform their deans as part of the university's risk management protocol. The group also discussed the need to follow the university's policies around bringing minors on campus.
- l. Ravi welcomed those attending the Deans' Council as guests or new employees.

### 3. Academic Agenda/Policy Discussions

- a. **Standardizing Deans' Lists** ( Eric Amsel & Gail Niklason )
  - i. The Deans' Council discussed developing something to recognize students. Eric & Gail will develop a strategy and return with more information. Jessica spoke about the current academic excellence recognition that is coming out of the registrar's office with plans for benchmarking with other universities.
- b. **Mandatory Advising** ( Deborah Uman & Jessica Oyler )
  - i. Jessica shared that she will visit the next University Academic Advising Council meeting with the orientation team to coordinate conversations about mandatory advising. She also shared information about ongoing discussions about developing associated registration holds and proposed orientation events in juxtaposition with IT and advisor capacity.

### 4. Academic Support Discussions

- a. **Free Speech Resolution** ( Ravi Krovi & Stephanie Hollist )
  - i. Ravi reminded the Deans' Council that the recent Utah Board of Higher Education resolution contains a charge for universities to develop policies aligning with the resolution.
- b. **Data Governance Efforts, Handout** ( Ivana Fredotovic )
  - i. Ivana Fredotovic presented a plan for updates in university data governance. She reviewed the university's progress and shared a proposed data governance model. Deans' Council thanked her for the information.
- c. **Study Abroad** ( Brenda Kowalewski & Mary Machira )
  - i. Brenda Kowalewski and Mary Machira spoke about the university's Study Abroad funding models and have begun benchmarking against other university's models, with a focus on how to avoid increased student costs. Deans' Council recommended forming an advisory committee to help with these efforts. Brenda requested that deans send her recommendations for committee representation.
- d. **Course Fees** ( Wendy Holliday & Lisa Allen )
  - i. Deans' Council identified questions surrounding the 3% aggregate increase cap on course fees. Lisa shared that the 3% is consistent with the caps on tuition and student fee increases. Deans' Council discussed strategies and best practices surrounding course fee proposals. The group also discussed operational funding vs. specific supply funding, along with the challenges associated with developing course fees for new programs.
  - ii. Deans' Council requested ongoing conversations, potentially including Purchasing or other administrative services leadership, so that course fee issues can be addressed before next year's application cycle.

## COMMITTEE UPDATES

Please use this space to offer any updates from your committee and to review others' updates before the meeting. These items won't be discussed in depth in the Deans' Council, but questions will be addressed.

### Faculty Senate Committees *Charges linked from committee titles*

Committee and Liaison	Updates
<a href="#">ARCC</a> - James Hedges	<ul style="list-style-type: none"> <li>● 10/4/23: We had our first meeting on 9.15.23</li> <li>● Agreed that we would only review proposals in the spring since there was very little budget to distribute in the Fall and The submission process last Fall was difficult to manage.</li> <li>● The Proposal deadline of April 1 worked well last year (2022-23) and it was agreed we would use this submission deadline</li> <li>● Discussion about clarifying the proposal form and what to do when someone submits the same proposal year after year. We agreed we are not prioritizing any proposal based on previous funding and adding language to the proposal form indicating whether the proposal has received funding in the past.</li> <li>● 9/6/23: First meeting is scheduled 9.15.23</li> </ul>
<a href="#">ASSA</a> - Jessica Oyler	<ul style="list-style-type: none"> <li>● 10/4/23:</li> <li>● 9/6/23:</li> </ul>
<a href="#">Assessment</a> - Brenda Kowalewski	<ul style="list-style-type: none"> <li>● 10/4/23:</li> <li>● 9/6/23: Have not met yet.</li> <li>● 9/19/2023 Discussed charges and how to move them forward. Discussed possibility of adding personal questions to course eval through Explorance. Sending back charge 4a. Standardizing evaluation questions because this was accomplished a couple of years ago. Agreed to watch NWCCU Assessment webinar.</li> </ul>
<a href="#">APAFT</a> - Julie Rich	<ul style="list-style-type: none"> <li>● 10/4/23: APAFT divided into subgroups to work on the various charges shown below:               <ol style="list-style-type: none"> <li>1. Ensure language of new/updated docs are inclusive.</li> <li>2. Finalize recommendations regarding PPM 9, including 9-9, 9-11, 9-14, and 9-15 for accuracy, clarity, and consistency. Add approved revisions to 1-13, 9-10, and 9-15 to these policies.</li> <li>3. Review college-specific requirements in PPM 8-11 to assure names/requirements are current/consistent with college tenure/promotion documents. Policy 8-7 was returned from stakeholders with comments that need to be addressed.</li> <li>4. Add lines in for service to clarify the way prior service (other institutions) will apply to tenure University wide</li> <li>5. Review PPM 8 - 11 for possible inconsistencies with PPM 6</li> </ol> </li> </ul>

Committee and Liaison	Updates
	<p>- 22 (Student Code of Conduct). Specifically, clarify that candidates undergoing review for Full Professor may not select 2 classes for evaluation, as all classes are already undergoing evaluation through the new system.</p> <ol style="list-style-type: none"> <li>6. Review PPM 8 - 11 in regards to promotion to Full Professor. Recommended change is to make the process similar to tenure in that colleges develop separate guidelines that address the specific criteria of Teaching, Scholarship, Service (and Ethics) for promotion to full professor as there appears to be a gap with Ethics. Also review the current pathways for promotion to full professor. The recommendation is that a higher bar is needed. For example, a requirement of Excellent in at least one category and some form of an external review.</li> <li>7. In consultation with WSU Online, benchmark how USHE schools are handling digital tenure files.</li> <li>8. Based on WSU Online addressing the question of if there are issues with Rank and Tenure Files in Canvas, a survey of Faculty and Associated Administrative staff and/or Associate Deans will be administered to determine overall satisfaction with the current system of administering Digital Rank/Tenure Files</li> <li>9. Review PPM 8 - 13 for possible inconsistencies associated with PPM 8 -12 and the possibility of candidates utilizing a print Rank and Tenure file. Review language in 8-13 for other possible inconsistencies based on the possibility of digital and print Rank and Tenure files</li> </ol> <ul style="list-style-type: none"> <li>● 9/6/23: First APAFT meeting 13 September</li> </ul>
<p><a href="#">CRAO</a>- Doris Geide-Stevenson</p>	<ul style="list-style-type: none"> <li>● 10/4/23: Committee met to assign apportionment.</li> <li>● 9/6/23: n/a</li> </ul>
<p><a href="#">EDI</a>- Wendy Holliday</p>	<ul style="list-style-type: none"> <li>● 10/27/23: Ravi presented on EDI initiatives in Academic Affairs and answered questions related to climate, the recent vandalism incidents, and the plans for the future of the EDI division. Stephanie Hollist attended and answered questions related to HR policies, parental leave, and how to approach advocacy during the upcoming legislative session.</li> <li>● 10/4/23: Discussed charges. Committee had questions about the Search Advocate program and changes to the hiring process (removal of diversity points); questions about the equity audit framework (draft since sent to committee); questions about response to USHE EDI study; questions about committee structure for campus EDI initiatives and roles. Concerns brought forward from multiple faculty about students not being able to have chosen names on Wildcat IDs (to be taken to ASSA for possible discussion). Discussed preliminary results of survey on parental leave, which will be on the WALT meeting agenda in November.</li> <li>● 9/6/23: Have not met yet.</li> </ul>

Committee and Liaison	Updates
<p data-bbox="152 184 459 247"><a href="#">Environmental Initiatives-</a> Andrea Easter-Pilcher</p>	<ul style="list-style-type: none"> <li data-bbox="769 184 1390 247">● 12/06/23: Missed last meeting due to illness, will update post receipt of the minutes</li> <li data-bbox="769 254 1458 352">● 10/31/23: Brainstormed ideas and began to make some tentative plans/decisions about the Climate Education Week - April 1 - 8, 2024.</li> <li data-bbox="769 359 1458 905">● Initial conversation on food policy in relation to this charge for EIC: <ul style="list-style-type: none"> <li data-bbox="863 436 1458 688">○ Explore how to further sustainability and inclusivity (e.g., vegan/gluten free options, etc.) in regular food operations and offerings on campus and make recommendations with respect to advancing toward WSU's STARS Gold goal in the <i>Amplified</i> plan.</li> <li data-bbox="863 695 1414 726">○ Needs to be better options for diabetics etc.</li> <li data-bbox="863 732 1422 831">○ Should be able to say "should have x,y,z (if they can't provide what you are asking for), then can cater elsewhere</li> <li data-bbox="863 837 1458 905">○ Survey about where and what people eat (does Sodexo have that/can we get access?)</li> </ul> </li> <li data-bbox="769 911 1403 1010">● 10/10/23: Jenn Bodine reviewed Campus Green Purchasing Guidelines, issues and possibilities for policy changes:</li> <li data-bbox="769 1016 1463 1829">● Discussion points: <ul style="list-style-type: none"> <li data-bbox="863 1052 1442 1150">○ There are already people utilizing the green purchasing recommendations including those in the Green Depts.</li> <li data-bbox="863 1157 1458 1276">○ Purchasing is one of the items that WSU needs to address as part of our AASHE STARS rankings.</li> <li data-bbox="863 1283 1451 1423">○ We have a goal to be carbon neutral by 2040, and while purchasing is a scope III emission, we haven't yet been required to measure it -- but soon we will have to report on purchasing.</li> <li data-bbox="863 1430 1458 1549">○ We have had significant reductions in carbon emissions, but purchasing represents a major part of emissions (typically 40 to 80% overall).</li> <li data-bbox="863 1556 1446 1623">○ Green Purchasing guidelines are available for nine product categories.</li> <li data-bbox="863 1629 1451 1749">○ Discussion included cost, product availability, and the idea that Green purchasing has to be easy, and is best if the cost is similar.</li> <li data-bbox="863 1755 1422 1829">○ Idea: Ask some Green Departments if they could <b>pilot</b> purchasing only green products.</li> </ul> </li> <li data-bbox="769 1835 1463 1902">● Began planning for Climate Education Week - April 1 - 8, 2024.</li> <li data-bbox="769 1908 1451 1976">● 9/19/23: Orientation and introductions for new members. Scheduled future meetings. Reviewed new</li> </ul>

Committee and Liaison	Updates
	<p>charges, calendar and timelines for different events, including the Intermountain Sustainability Summit. Meet again on Oct. 10.</p> <p><b>New Charges</b></p> <ol style="list-style-type: none"> <li>1. Explore support for a mandatory carbon fee/offset related to campus parking, following trial of voluntary option in place for 2022 - 23</li> <li>2. Development of Climate Education Week event(s) in conjunction with the national/international Solve Climate by 2030 initiative in April, 2024.</li> </ol> <p><b>Additional New Charges</b></p> <ol style="list-style-type: none"> <li>3. Explore how to further sustainability and inclusivity (e.g., vegan/gluten free options, etc.) in regular food operations and offerings on campus and make recommendations with respect to advancing toward WSU's STARS Gold goal in the <i>Amplified</i> plan.</li> <li>4. Explore the need to propose updates to the campus Transportation Policy, with an eye to fostering more active/alternative transportation to and on campus</li> <li>5. Explore options to support biodiversity on campus (another STARS credit area), possibly through creation of an interdisciplinary Living Lab project</li> </ol>
<p><a href="#">GEIAC</a>- Eric Amsel</p>	<ul style="list-style-type: none"> <li>● 10/4/23: GEIAC held two meetings in the past month. Members were updated on the R470 revision and Educated Person conference. Committee members were encouraged to attend the conference, particularly to serve on Area Working Groups to address core and breadth essential learning outcomes. Invitations were also sent to other faculty to serve as members of Area Working Groups. Additional discussion focused on the new Gen Ed Course Fellows program, designed to recognize and support faculty assessing Gen Ed classes with high enrollments and concurrent enrollment exposure. A new charge (see 7) was addressed and showed a rise in the percentage of adjunct-taught classes in Gen Ed over the past few years.</li> <li>● 9/6/23: First meeting, Sept. 13, 2023</li> </ul>
<p><a href="#">RS&amp;PG</a>- David Ferro</p>	<ul style="list-style-type: none"> <li>● 10/4/23:</li> <li>● 9/6/23:</li> </ul>
<p><a href="#">SBBFP</a>- Yas Simonian</p>	<p><b>12/6/23</b></p> <ul style="list-style-type: none"> <li>● Charge 12. Re-evaluate PPM 3-21a related to Sick and Family Leave, specifically explore the viability of changing the 12 weeks of paid leave to a full semester. <ol style="list-style-type: none"> <li>a. Review first draft of policy change that changes the policy from 12 weeks to a full semester of paid leave</li> </ol> </li> </ul>

Committee and Liaison	Updates
	<ul style="list-style-type: none"> <li>● Presentation of the Salary Equity Review presentation to be given at Faculty Senate. Discussion on added elements of having ethnicity added to the faculty dashboard to get this data. Discussion on inversion and how it is counted within the department.</li> <li>● Student Success within and between different instructional methods <a href="#">dashboard</a> <ul style="list-style-type: none"> <li>○ Discussion on what the dashboard can do for the committee or if it should be shared with someone else. Decided it should be passed off to WSU online so they can find the useful data.</li> </ul> </li> <li>● There is concern about merit pay and how it is being done. Have had some conversations about tenure documents. Faculty creates tenure documents. Took verbiage from tenure documents for annual faculty review documents. Asked to share as an informational item with members at the college level.</li> </ul> <p><b>10/4/23: Charges</b></p> <ul style="list-style-type: none"> <li>● 1. Examine salary options for compensation increases and prioritize recommendations. (Spring) (Ongoing)</li> <li>● 2. Review the dollar amounts of equity and merit adjustments from the previous year. (Fall) (Ongoing)</li> <li>● 3. Review campus salary levels using CUPA data, turnover data, and data from regional peer institutions. (Spring) (Ongoing)</li> <li>● 4. Review equity issues <ul style="list-style-type: none"> <li>● a. Review compression and inversion in salaries.</li> <li>● b. Review gender equity in faculty salary</li> <li>● c. Review race/ethnicity/other equity in faculty salary</li> </ul> </li> <li>● (Spring) (Ongoing)</li> <li>● 5. Review faculty hiring process in conjunction with HR. (Fall) (Ongoing)</li> <li>● 6. Work with VP Administrative Services Norm Tarbox to explore budgetary processes and trends. (Fall and Spring) (Ongoing)</li> <li>● 7. Review the structure of online/adjunct/overload pay across all academic units and CE (in conjunction with Provost Ravi Krovi). <ul style="list-style-type: none"> <li>● a. Identify and address inequities in overload compensation.</li> </ul> </li> <li>● 8. Ensure that the language of new or updated documents are inclusive. Review those documents to see how they may inadvertently impact particular communities in an adverse manner. Consult with EDI taskforce for guidance (Ongoing)</li> <li>● 9. Monitor how various colleges allocate merit pay and</li> </ul>



Committee and Liaison	Updates
	<p>poll faculty to determine if decisions are</p> <ul style="list-style-type: none"> <li>● fair and transparent.</li> <li>● a. The committee made recommendations to the Provost and President to encourage</li> <li>● colleges to review the Faculty Senate Resolution document related to allocation of merit</li> <li>● pay. Deans were asked by the Provost to review their current process and refine it to</li> <li>● ensure that it is more transparent and fair. This work is still ongoing in several colleges.</li> <li>● This charge should continue in 2023-24 to determine if improvements have been made.</li> <li>● b. If possible, the committee should request next year (as a charge) that each Dean</li> <li>● share their merit pay process and rubrics for review by the committee so that we may</li> <li>● provide feedback before the next merit pay cycle.</li> <li>● 10. Based on the best practices for merit pay document available on the Faculty Senate</li> <li>● resolutions web page, investigate the feasibility of sharing some best practices and the creation</li> <li>● of an area to share the information.</li> <li>● 11. Finalize and implement the process for promotion of instructors and ensure that the changes</li> <li>● to PPM 8-7 regarding these promotions is implemented.</li> <li>● 12. Re-evaluate PPM 3-21a related to Sick and Family Leave, specifically explore the viability of</li> <li>● changing the 12 weeks of paid leave to a full semester.</li> <li>● 13. Prioritize a comprehensive one-year study to review adjunct compensation and equity</li> <li>● issues. This review should address the full spectrum of the adjunct experience including the</li> </ul> <p><b>following:</b></p> <ul style="list-style-type: none"> <li>● Regional practices for adjunct pay; in particular, review structures that separate adjunct pay from overload pay and align with NISS findings suggesting that WSU proceed with separating associate-seeking student activities (largely taught by instructor, adjunct representatives) from bachelor or higher seeking student activities (focused more on the tenure track, overload system)</li> <li>● Equity issues in adjunct pay both in general and by subgroup populations (e.g. gender, race/ethnicity, etc)</li> <li>● Approaches to institute a tiered compensation system that supports retention/promotion of high quality adjunct instructors.</li> <li>● Options for timing of adjunct pay</li> </ul>



Committee and Liaison	Updates
	<ul style="list-style-type: none"> <li>● Trends in adjunct pay over time</li> </ul> <p><b>First meeting</b> Sep 11, 2023</p> <p><i>Assigned subcommittees:</i></p> <p>Overload committee - Tressa Quayle, Valerie Herzog, Fon Brown</p> <p>CUPA Salary subcommittee equity - Loisanne Kattelman, Tressa Quayle</p> <p>Compression - Valerie Herzog, Tracy Covey</p> <p>Gender Equity - Huiying Hill, Nicole Beatty</p> <p>Merit Pay - Yas Simonian, Jason Francis</p> <p>Comprehensive - Deana Froerer, Fon Brown, Kurt Ward</p> <p><b>Oct 2, 2023</b></p> <p>Worked on all charges and added more to #13</p> <ul style="list-style-type: none"> <li>a. Charge 13 - Comprehensive study of adjunct pay - Deana, Kurt, Fon</li> </ul>
<p><a href="#">TL</a>- Kristin Hadley</p>	<ul style="list-style-type: none"> <li>● 10/4/23: Charges             <ol style="list-style-type: none"> <li>1. In collaboration with EDI provide guidelines to faculty on how to incorporate diversity, equity and inclusion into their teaching, scholarship and/or service.                 <ol style="list-style-type: none"> <li>a. Provide guidelines for faculty to highlight their efforts toward this goal, and the results during faculty evaluation processes.</li> <li>b. Provide guidelines for faculty to conduct pedagogy and curriculum reviews, and engage in deliberate dialogue to successfully identify and approach issues of diversity and inclusion.</li> <li>c. The EDI subcommittee has conducted internal surveys in each college and reviewed EDI practices at other universities. This wealth of information needs to be synthesized and organized into actionable guidelines.(report)</li> </ol> </li> <li>2. Review needs from the new CETL to determine our role in supporting their initiatives. Next years committee can work with the director of CETL in determining faculty needs and supports in the area of teaching and learning</li> <li>3. Ensure that the language of new or updated documents are inclusive. Review those documents to see how they may inadvertently impact particular communities in an adverse manner. As issues are identified, consult with EDI committee for guidance</li> </ol> </li> </ul>

Committee and Liaison	Updates
	(Ongoing). 4. Review the suggested syllabus language on Academic Dishonesty (Cheating and Plagiarism) approved by the Provost. <ul style="list-style-type: none"> <li>● 9/6/23: Nothing yet</li> </ul>
<a href="#">UCC</a> - Deborah Uman	<ul style="list-style-type: none"> <li>● 10/4/23:</li> <li>● 9/6/23:</li> </ul>

**University Advancement Updates**  
(Betsy Mennell)

Area	Updates
Marketing & Communications	
Alumni	
Development/Campaign	
Events	

**Equity, Diversity, & Inclusion Division Updates**  
(Lais Martinez)

Area	Updates
Updates	
Search	
Space	
Events	

**Information Technology Updates**  
(Mark Halverson)

Updates