

October 10, 2022

“State of the College” and Dean’s Performance Review Report (including Professional Activities)

August 1, 2018 – June 30, 2022

Dr. Andrea Easter-Pilcher, Dean of the College of Science

Introduction and Leadership Philosophy: I arrived four years ago as dean, new to Weber State University and eager about the potential that I recognized in the College of Science (COS) during the interview process. At a time when science is called into question and/or ignored while domestic and global issues that rely on the sciences for resolution are escalating, I remain inspired to be the dean of a college that is focused solely on the sciences and mathematics. Four years in, I remain enthusiastic, optimistic and grateful to work at this university, in this college with these administrators, faculty and staff. My leadership philosophy has been to be straightforward, transparent, ethical, and inclusive and is driven by a desire to empower others to achieve their potential. I came to WSU believing that a progressive leader listens fully and understands that brilliant ideas come from every quarter across the college, that everyone needs the opportunity to bring their ideas to the table. Four years ago, I aspired to a “relational leadership” model thinking, that this model defined succinctly what I had been striving for as a leader in higher education. This is, “...a model of shared leadership focused on developing relational skills at the individual level and across teams. It is grounded in the premise that all team members should grow and develop as leaders, working together interdependently towards a common vision.” I remain convinced that this strategy has lifted morale and allowed significant progress in the COS.

I continue to empower the department chairs, individual faculty members and the staff while at the same time facilitate, “...working together towards a common vision”. I believe the COS is more purposeful and empowered as a unit under this leadership strategy and hence, have made great strides in achieving the strategic aspirations that we have defined as a team. I hope that you will appreciate the following table which is a review of the status of the college and the professional activities of the dean as required by PPM. This table captures goals, accomplishments and aspirations of the COS over the last four years. The table is limited in that it does not capture the many daily activities of a dean, the student and faculty issues, budgetary oversight, engagement with the university legal team (I do have Stephanie Hollist and Patrick Thomas on speed dial), and the camaraderie and collaborative working relationships with the other deans, the provost and other administrators across campus. This table is also limited in that it is unable to capture the positive mood one feels walking through Tracy Hall Science Center (THSC), the back-and-forth conversations that occurred on a daily basis (pre-Covid and post-Covid) with students, faculty and staff, and the feeling that we are moving together with common purpose.

The last 2+ years of this 4-year summary have been driven by the constraints, difficulties, and overbearing presence of Covid. Covid prevented a well-planned, faculty-led ornithological field research trip for students and community members to Lake Baikal, Siberia in May of 2020 and again in May of 2021. And, of course that field trip was cancelled for a third time in May of 2022. So, there have been disappointments. However, if we have achieved nothing more since March of 2020, I believe that we have retained a sense of community and common vision and that we (COS faculty, staff, administration, and students) have been resilient.


There is much that has occurred in the COS over the last four years for which I cannot take direct credit. I am deeply indebted to all of the COS faculty and staff, but perhaps especially to those who have been members of the COS Leadership Team (Dr. Barb Trask, Dr. Michele Paustenbaugh, Dr. Rick Ford, Dr. Colin Inglefield, Dr. Laine Berghout, Dr. Sandra Fital-Akelbek, Dr. Sue Harley, Dr. Matt Domek, Dr. Ron Meyers, Dr. Marek Matyjasik, Dr. Kathryn Van Wagoner, Dr. Michele Culumber, Dr. Christopher Hoagstrom, Dr. Paul Talaga, Mrs. Donna Wollman, and Ms. Heather O’Donnell) who have joined me in a collaborative venture to raise the profile of the COS and whose support and wise counsel cannot be understated. I have provided resources and have advocated strongly for the COS staff and faculty. Even given Covid, I have relished my third and fourth years as dean of the COS and I look forward to the upcoming years. My emphasis has been, and will continue

to be, to play to our strengths while also responding to local, regional and global issues and demands. I remain inspired by the mission, vision and goals of WSU which reflect my own so well. I recognize and support fully the strategic planning efforts and focus of the university and my college on the goals of open access, equity, diversity, inclusion, and student success. Professionally, I have been focused throughout my career on increasing the numbers of women and members of underrepresented minority groups in STEM fields. Empowering the voices of these students and helping them navigate to successful careers in STEM remains a passion for me.

Goals/Activities	Accomplishments/Progress	Future Goals
<p>Establish and maintain dean's office team: dean, assoc. dean (Barb Trask) and admin associate (Donna Wollman). Added a second assoc. dean (Laine Berghout) in July of 2022 and a second admin assistant (Heather O'Donnell) in 2020.</p>	<p>Dean's office team deals with all of the many and diverse issues that come into the dean's office, while also pursuing college goals efficiently and economically. We have established process timelines, divided responsibilities, determined training needs, tackled the budget and created an annual calendar with all departmental, college-wide and university-wide deadlines etc. for chairs and deans.</p>	<p>Two of us were new to the COS (one new to Weber) in 2018, yet this has been and continues to be a very high functioning team. We intend to continue on this track.</p>
<p>Empower department chairs. Promote and facilitate working as a collaborative unit.</p>	<p>Established the COS Leadership Team (COSLT) which includes the associate deans, all department chairs and the director of Developmental Mathematics (Dev Math). We meet every other week for 2 hours and hold a 1 ½ day retreat each spring. This has been and remains the "dream team".</p>	<p>Continue on this track.</p>
<p>Open/facilitate lines of communication across the college, with a focus on communication between the dean's office and the faculty and staff.</p>	<p>As the new dean, I held 1 on 1 sessions with faculty members to get to know them and to capture their input for the initial stages of strategic planning in 2019. I asked: 1) What are your aspirations for your department? 2) What are your aspirations for our college? 3) How can we expand the COS footprint locally, regionally and beyond? 4) What are the hurdles that you recognize that might prevent us from achieving those goals? Post-Covid, I initiated, "Lunching with the Leadership" forums to strengthen communication lines via face-to-face gatherings with the faculty and staff. We attempted a newsletter, but very few read it. We are now going to create "Notes from the Dean", a one-page summary produced 2+ times during fall and spring terms.</p>	<p>Continue "Lunching with the Leadership" for faculty and staff. Continue tradition of the faculty and staff retreat in August of each year. The first half of that retreat is collective. The second half of that retreat, faculty and staff work separately focusing on specific issues related to their work.</p>
<p>Strengthen channels of communication across the college, with a focus on facilitating connections between the dean's office and the admin staff and the lab managers.</p>	<p>Dean's admin associate (Donna Wollman) began meeting with the departmental admins once per month in 2019. In addition, during the hectic first week of classes each term, all COS admins receive little daily "gifts" to express our appreciation of their hard work. The COS associate dean (Barb Trask) began meeting with the COS lab managers on a regular basis in 2020. These strategies continue with the intent to be proactive in terms of identifying and handling any issues that these valuable staff might be encountering.</p>	<p>Continue with these meetings. Continue with staff luncheons and first week of the term gifts of appreciation for the admins. Continue "Lunching with the Leadership".</p>
<p>Budget</p>	<p>When I joined the COS in August of 2018, Donna Wollman (admin associate) was working on understanding the COS budget. She and I have tackled this task together (thank you Betty Kusnierz for all of your assistance!). We feel that we have a good grip on our budget and a fair grip on the WSU budgeting process.</p>	<p>Given significant post-Covid budget cuts, the COS budget is tight. We are striving to support our faculty and staff needs while keeping our budget in the black.</p>

<p>Capital Funding:</p> <p>In May of 2019, the COS wrote proposals to receive R&R capital funding for FY20.</p> <p>Davis Campus Greenhouse shared with Moyes College of Education (MCOE) and Continuing Education (CE)</p>	<p>Received \$217,000 to replace the natural history museum in Lind Lecture (LL) with two active learning computer classroom spaces. LL 101 was outfitted with furniture and technology that accommodates many physics, geoscience, chemistry, microbiology, and mathematics classes. Due to high demand for this type of teaching space, the College of Science more recently renovated room 127 in Tracy Hall (TY) to mirror LL 101. Together, LL 101 and TY 127 allow the scheduling of many semester-long classes that require frequent use of technology in an active learning setting. We also received funds to refurbish a space in TY to support a medical microbiology research lab. The COS matched these generous funds with \$100,000+. In addition, we received capital funds of \$30,000 for relocation of the greenhouse at Davis campus. We share the greenhouse with MCOE and CE. we shared in the \$30,000 match with that college.</p>	<p>Establish new building priorities (including priorities for Davis Campus), prepare proposals and apply for funding as it comes available.</p>
<p>Capital funding for Fall 2020 – Spring 2024.</p>	<p>LL 101 and TY 127 (see above) provide spaces for classes that use technology for laboratory and/or modeling exercises. Examples include multi-generational population modeling in Genetics and Evolution courses, 3D molecular modeling and searching of genomic and proteomic databases in Cell Biology and Virology classes, and statistical analyses. In 2021, we requested and received additional capital funds (\$95,000 of the total project cost of \$132,418) to outfit LL 102 with furniture and technology to match LL 101. When not being used for class activities, the space is used as an open computer lab by students needing proprietary software that is not available via the Citrix Virtual Lab (e.g., AquaChem, Aquifer Test, AstrolmageJ, GeoGebra, Igp2019, Logger Pro, Stellarium, and Visual Modflow). This project is finished.</p>	<p>We would like to pursue a major remodel of the Davis Campus Science labs to enable the COS to offer the entire AS Biology degree on the Davis Campus.</p> <p>To remodel and outfit these labs for Chemistry, Physics, and Microbiology could cost as much as \$1,500,000.</p>
<p>Additional major construction projects funded by the COS.</p> <p>Center for Science and Math Education (CSME) remodel</p> <p>Dean’s suite remodel</p>	<p>CSME remodel: We completed a partial remodel of our TY CSME area that included one additional office for a shared administrative associate (shared between CSME and our environmental sciences program), altered the front area to provide a more welcoming approach to the CSME, and also included the creation of a major’s room for our ever-increasing group of environmental sciences majors.</p>	
<p>HEERF funds for construction projects</p> <p>HEERF funds for lab equipment and math instructors</p>	<p>Received funds of \$10,000 to partially fund creation of a room (LL 006) to be permanently set up as a lab recording "studio" with the equipment needed to record laboratory/mechanics demonstrations. Project in progress. Received \$125,000 to standardize equipment in all microbiology labs. Received \$65,000 for two math instructors. Received additional HEERF funds to equip 15 TY and 4 LL spaces with cameras and microphones. Received funding to replace about half of the instructor stations in TY and funding to install large Zoom monitors in 2 rooms in TY.</p>	
<p>COS Equipment: Inventory</p> <p>All college audit completed in 2022.</p>	<p>We have equipment in the COS that is expensive, high powered, and sensitive and should be monitored and maintained by an instrument technician. We have now hired a very capable instrument technician (in 2021).</p> <p>Completed an all-college audit 2021-2022. Inventoried all equipment in COS facilities.</p>	<p>Continue to track all equipment in the COS.</p>
<p>COS Advisory Council (AC)</p>	<p>Worked with development officer(s) to re-establish connections with the old COS AC, revised the membership, scheduled meetings and began meeting again (2x per year).</p>	<p>Stay on track.</p>

	The new COS AC has re-worked the mission statement and goals and established succession plans for members. In 2021, the COS AC established two monetary service awards to be granted (from the COS AC) to a faculty member and a staff member each year.	
Develop a priority list for all faculty and staff hires	Generated priority list for all faculty and staff hires through discussion and consensus by the COSLT. For staff, this has resulted in new positions and successful hires for the following: Instrument Technician, COS Safety Officer and Science Stores Manager, Community Outreach Coordinator, Concurrent Enrollment Math Coordinator, and a part-time Research Scientist faculty member shared with OSP.	Continue this effective prioritization strategy for COS hires.
Re-initiate strategic planning in the COS: 2019-2020 Revise original COS strategic plan: 2021-2022	The COSLT completed a strategic plan in April 2019. Tag lines: "Leading the Field" and "Discovering the Solutions" College of Science Strategic Planning Platform - Leading the Field Faculty and staff were provided opportunities for anonymous comment. In 2021, the strategic plan was revised by the COSLT, to reflect the success and completion of 2019 strategic initiatives and to tie more directly to the WSU strategic plan. https://www.icloud.com/icloudrive/023_I-VsYOW9YkwnfKIW8MfkQ#SPR2022currentAEP08012022 Faculty and staff engaged in this strategic planning effort during our August COS retreat and were provided additional and ongoing opportunities for anonymous comment.	Continue working towards identified strategic initiatives.
COS strategic planning 2019-2020: we identified four strategic initiatives (dated and in bold below) COS strategic planning 2021: we replaced or revised the four original 2019 strategic initiatives (dated, in bold, and italicized below) 2019: Environmental Sciences (Strategic Initiative 1 – Access, Growth and Affordability) 2021: Removed this initiative from COS strategic plan. Status: Accomplished. Replaced this initiative with, <i>"Engaged/Experiential Learning: Field Station and Labs"</i>	2019-2020: BS in Environmental Sciences: collaborative effort by all 7 departments in the COS. This degree launched in Fall 2020, with a goal of realizing 25 declared majors by December of 2020. We realized 37 declared majors by mid-August 2020 (pre-launch), 35 of whom were new to the COS and at least 16 of whom were new to WSU. 2021-2022: Selected co-directors (1 physical science faculty member and 1 life science). Facilitated a student club, hired an admin, and constructed a major's room. Multiple faculty members across the COS have added course-based undergraduate research experiences (CURES) into their courses. We have established a task force in the COS to develop, "Research through the COS curriculum." The intention is to embed research components into the COS curriculum (freshmen – senior-level courses) so that students will experience and understand the research process. Toured field station facilities owned by other universities in Utah. Progress was halted with the advent of COVID-19. Presented an overview of the COS to the WSU Board of Trustees and included mention of this aspiration. The Vice President of Administrative Services expressed interest. The field station is now a top three COS capital campaign priority as selected by the VP of Development, Betsy Mennell, Provost Krovi and President Mortensen in 2022.	Continue marketing and recruitment efforts. Develop an advisory board and continue to facilitate student internships. Support the development of additional CURES with a focus on increasing undergraduate research experiences earlier in the careers of our students. Continue to move forward with, "Research through the COS curriculum". Continue to move forward with plans and fund-raising for the Yellowstone/Teton Field Station.

<p>2019: Revitalize Secondary Education Degrees (Strategic Initiative 2 - Access, Growth and Affordability)</p> <p>We are not meeting the demand for secondary science and mathematics teachers in our region by a factor of approximately 5.</p> <p>2021: Broadened and renamed this initiative. “Program Development and Revitalization.”</p>	<p>The COS sees covering the unmet needs for secondary science and mathematics teachers as a part of our core mission and an important part of our obligation to the community and the scientific and quantitative literacy of our region.</p> <p>In the Spring of 2019, we received full support from Provost Miner, through the strategic planning process for the hire of Dr. Alees Lee (mathematics education). I also filled the open Life Sciences Education line with Dr. Ezgi Yesilyurt.</p> <p>Faculty from PHYS and MATH applied for and received a 2021 Noyce grant (1.2 million) which will further support community needs for additional science and math secondary teachers.</p>	<p>Leading edge driver: Develop Master’s degree programs in Secondary Math and Science Teaching.</p>
<p>2019: Workforce Readiness (Strategic Initiative 3 – Access and Growth)</p> <p>Curriculum Development – in response to student demand, identified needs of industry and recent program reviews.</p> <p>2021: Retained this initiative. Renamed: “Workforce Readiness and Career Preparation”</p>	<p>BTNY: Institutional certificate in field botany. This certification provides students with the skills necessary to meet federal requirements for botany, ecology, natural resources GS4 positions.</p> <p>CHEM: Chem Tech program is hugely successful.</p> <p>EES: GeoTech curriculum, including a revised Geospatial Analysis Certificate of Proficiency and a Geospatial Minor were approved and rolled out in the Fall of 2019.</p> <p>MATH: BS degree: Computational Statistics and Big Data</p> <p>MICRO: Public & Environmental Health; Medical Microbiology; Industrial Microbiology and Biotechnology emphases</p> <p>PHYS: Materials Science Minor (in curriculum process)</p> <p>ZOOL: Piloting courses that combine lecture and labs</p>	<p>We will continue to be flexible and adaptable with our curriculum in response to student demand, program reviews and local and regional needs. This includes development of additional stackable credentials and certificates. CHEM will assess industry need for additional certifications.</p>
<p>2019: Educational Excellence (Strategic Initiative 4 – Access and Growth)</p> <p>2021: Moved this initiative to: “Strategies: How we are going to get there...”</p> <p>Replaced this initiative with: “Diversity, Equity, & Inclusion”</p>	<p>Completely revised the COS tenure and post-tenure documents which had not been revised since 2003. Accepted by the Board of Trustees in March of 2021. Added the first college DEI statement to our newly revised tenure document.</p> <p>COS is currently working on a collaborative NSF grant proposal: “Racial Equity in STEM”.</p>	<p>Continue to work on collaborative COS and university-wide proposals to facilitate racial equity in STEM. This includes work on course scheduling and pedagogical revisions.</p>
<p>Interdisciplinary Curriculum</p> 	<p>BS in Environmental Sciences: Interdisciplinary effort across the entire COS (as noted above). Launched in Fall of 2020: 211 declared majors</p> <p>Associate degree (AS) in Biology is a collaborative effort by the Life Sciences departments: Botany & Plant Ecology (BTNY), Microbiology (MICR) and Zoology (ZOOL). Launched in Fall of 2019: 168 declared students.</p> <p>Physical sciences AAS degree is a collaborative effort by the Physical Sciences departments of Earth & Environmental Sciences (EES), Physics & Astronomy (PHYS), and Chemistry & Biochemistry (CHEM). Launched in the fall of 2021.</p>	
<p>Program Reviews</p>	<p>The COS has undergone 7 successful program reviews one in each department over the last 4 years.</p>	<p>We are looking ahead to Developmental Mathematics and Zoology in 2022-2023.</p>

<p>Science on Display in the Tracy Hall Science Center (THSC)</p> <p>Note: Tracy Hall Science Center (THSC) is the same building as Tracy Hall (TY)</p>	<p>With the dismantling of the LL museum, several museum items have been moved over to THSC, where they have been installed throughout the building. These items support of our THSC theme of “Science on Display”. In further support of this theme, the COS has received external funding and has completed a project with CHEM for a large, interactive periodic table which has been installed in the hallway outside of the chemistry department. This interactive periodic table is available for use by school groups, WSU students, faculty, etc. ZOOL submitted a 2020-2021 proposal and has also received external funding for their interactive display.</p>	<p>Our intention is to create an interactive project/ installation with each department facilitated through external funding. The current and ongoing project is an interactive display for ZOOL which will focus on regional animals/wildlife and their habitats, food resources, predators, prey etc.</p>
<p>Across College and University Collaborations and Service</p>	<p>COS (MATH) & EAST – Calculus for Engineering and Computer Science COS (MATH) & GSBE – Algebra course designed specifically for GSBE majors MATH & LCAH – Math/Dance teaching and learning COS (BTNY) & MCOE (Nutrition), Continuing Education (CE) collaborative effort with the greenhouse and labs at Davis COS & CSBS – First shared faculty line on the WSU campus COS & DCHP & CSBS – Program in Neuroscience COS, MCOE, CSBS: Racial Equity in STEM – NSF grant prop.</p> <p>Agreement to fund a permanent lab tech position on the Davis campus split between the COS, MCOE, CE and the Provost’s office was signed and a lab tech was hired.</p> <p>Keynote speaker at the WSU Internship Conference. Presented at the “Learning Communities Kickoff”</p> <p>Collaborated with Julie Rich and led HEA workshops on “What is an Educated Person”, annually from 2018-2021.</p> <p>Regularly participate in the “New Faculty Retreat.”</p> <p>Hetchy-Hetchy University Team – recognize the 100th anniversary of the O’Shaughnessy Dam in the Hetch-Hetchy Valley of Yosemite NP.</p> <p>Antelope Island Education Center (AIEC) – working with AIEC Advisory/Friends Board to establish a WSU research and education space in the “to be” remodeled and expanded Antelope Island Education Center. We sent a packet (to be used during the legislative session) that included the many COS research efforts focused on the Great Salt Lake (GSL). Legislature set aside 12 million for the project.</p> <p>John Armstrong (PHYS) led the COS initiative and university-wide task force to develop an interdisciplinary BA/BS in Science Communication. Successfully completed.</p>	<p>Continue to develop new collaborative efforts across our campus and support those already in place.</p>

General Education	All departments in the COS offer several Gen Ed courses in both the Life and Physical Sciences and the Departments of Math and Dev Math offer the QL courses. Several WSU courses are also offered by COS in collaboration with another college including the very popular: <i>Microbes Rule: Impact of Disease on History</i> (Craig Oberg (COS-retired) and Gene Sessions (CSBS-retired).	Continue ongoing assessment of the quantity, quality, and breadth of COS General Education courses across all departments.
Continuing Education (CE)	COSLT has agreed that teaching additional lower-level classes on the Davis campus would be a great way to recruit students into our majors. We would ideally like to offer the full AS in Biology on that campus.	Continue conversation/negotiations re: remodel of the science labs on the Davis campus.
Concurrent Enrollment (CCE)	We have an exceptionally strong Concurrent Enrollment (CCE), program in Math (1010, 1030, and 1050) and also have participation from CHEM, PHYS and EES. Interim CCE Math director finished her doctoral degree (in math education) while maintaining the high-level COS CCE program. She has been hired on a 2-year contract.	Support and maintain the COS CCE programs into the future. Negotiate a permanent position for our CCE Math Coordinator.
COS Growth Rate (2013-2022) COS Degrees Earned (Fall 2013 – Fall 2022) COS Retention Rate (Fall to Fall)	Average annual growth rate (FTE) of -0.6% All majors and concentrations = -0.4% All minors = +1.9% Overall average annual growth in degrees awarded is up 4.3% Baccalaureate degree awards are up 8%. Associate degree awards are down 1.9%. Undergraduate certificates are up 18.9% Retention of COS students for fall 2020 was 59.9% (WSU was 57.1%).	Increase fall to fall retention rates with a focus on retention rates of first time to college and URM students. Examine “gate-keeper” courses for ways to improve retention rates.
College Level Teaching Goals	Supported the attendance of several faculty members to conferences focused on pedagogical strategies that actively engage students and improve student success. Support increased HIEEs and CURES in COS courses.	Continue to support faculty efforts to improve teaching. Stay on track re: increasing HIEEs and CURES in COS courses.
Rank and Tenure (R&T)	The COSLT formalized new tenure and post-tenure documents that were approved by the Board of Trustees in March of 2021.	Continue to make changes to these documents as needed.
Workload	The COSLT has reviewed and revised the faculty workload requirements to reflect accurately the number of teaching contact hours. Our intent is to provide equity for all COS faculty given that the majority of labs are intensive and hands-on and take full faculty attention and time. Prepared a one-page document which accurately captured our COSLT discussions. Document was approved by Chairs.	Continue to ensure equitable workloads for all of our faculty members.
Fund-raising and Development (F&D) Comprehensive Campaign	The COS has not had a continuous, full-time Development Director since the end of my first year as dean. We recently shared a part-time development director with Academic Affairs (including the Stewart Library) who has announced her departure from WSU. This lack of continuity of Development Directors has surely impacted our achievements in this area and potentially impacted donor confidence. Nevertheless, we Have had some success. Fund raising totals: 2020-2021 \$1,272,882 2021-2022 \$1,487,141 (2022 alone is \$1,053,642) Comprehensive Campaign: The COS sent in 8 proposals to be considered for the “COS top 3 comprehensive campaign	I will attend a CASE fund-raising conference Fall 2022. Plenty of opportunity for naming spaces in the COS. Looking ahead to donor visits in Washington, Oregon, California and Colorado in 2022-2023.

	<p>targets.” The top 3 as selected by the VP of Development, Betsy Mennell, Provost Krovi, and President Mortensen were:</p> <ol style="list-style-type: none"> 1) Naming the college - focused on racial equity in STEM 2) Equipment revitalization and maintenance fund 3) WSU Yellowstone/Teton Field Station 	
F & D: COS Scholarships – Engagement and Expressions of Thanks	<p>I have joined donors over meals at restaurants, at their homes, at basketball and football games, and attended an alumni/donor gathering in Denver. We invite donors to join us at COS financed tables at various Ogden community events including: the Fall Author Event (Ogden School Foundation), the Wildwoods Bash (Ogden Nature Center), the Boys and Girls Club of Weber-Davis annual fundraiser, and the Trails Foundation Northern Utah Author Dinner. We have developed an efficient and effective system of getting thank you cards and gifts out to our donors.</p>	<p>Continue effective engagement and fund-raising with donors. We look forward to hiring a full-time development director, who can assist us with the logistics of COS fund-raising.</p>
F&D: Focus on Funding Opportunities to Support Undergraduate Research	<ol style="list-style-type: none"> 1) Jim Bateman Science Research Fund - \$250,000 (re-purposing of funds) 2) Frantz Family Research Endowment - \$166,000 3) Carolyn & Paul Thompson Science Research Program Endowment - \$100,000 4) Ashley Austin Zoology Research Fund - \$75,000 <p>These efforts tie directly to several of our stated strategic goals and leading-edge drivers: incorporate undergraduate research experiences early, enhance undergraduate research opportunities, develop funding sources for undergraduate research opportunities (specifically stated as “resources needed” in 3 out of four of the COS strategic initiatives).</p>	<p>Continue to support the work of COS faculty who engage students in experiential, project and inquiry-based teaching and learning, including significant levels of undergraduate research.</p>
F&D: Focus on Funding Opportunities to Support Faculty and Staff Development	<p>In the spring of 2020, the COS (part-time) development officer and the dean established a COS Faculty and Staff Professional Enhancement Fund. This gift fund has been developed to “...support the professional development of faculty, instructors, adjuncts and staff within the College of Science.” This ties directly to several of our stated strategic goals and leading-edge drivers: value and support faculty professional development, focus on faculty vitality, and value and empower COS staff.</p>	<p>Continue to promote this fund to faculty and staff (as potential donors) as well as to external donors. The dean’s office hopes to match (to an as yet undetermined level), donations made to this fund by faculty & staff.</p>
F&D: Major Donors	<p>Met with President Mortensen, Mark Halverson, Anne Milner, Dave Ferro and several others for a discussion and tour of the COS and EAST with a potential major donor in 2019. The donor verbally offered the COS a 1.2 million endowed chair at this meeting. Donor also made the same offer to EAST. Donor verbally reiterated his offer for an endowed chair for the COS, to President Mortensen in 2022.</p> <p>I have met with other major donor several times over the last four years with solid success.</p>	<p>Follow-up with first donor through President Mortensen and Betsy Mennell. Follow-up with other potential major donors needed. Continue to travel to meet with donors as warranted. Continue local donor outreach.</p>
Space: Repurposing, Allocation and Utilization - Tracy Hall Science Center (THSC)	<p>Generated priority list for space repurposing, allocation and utilization through discussion and consensus by the COSLT. Hired architect (same individual who designed THSC) to design additional office space while maintaining the architectural style and beauty of THSC. Completed construction of four office cubicles in the adjunct area of THSC to accommodate our Marketing Director and Community Outreach Coordinator. This strategy released faculty offices for incoming, new COS faculty.</p>	<p>Creative space utilization and management will be ongoing as THSC faculty and staff increase.</p>

Space: Repurposing, Allocation and Utilization – Lind Lecture (LL)	Deconstructed the Natural History Museum and replaced with a large computer lab and a smaller classroom/computer lab. Many museum pieces are now viewable in THSC aligning nicely with our “science on display” theme.	Continue repurposing space in LL as necessary.
Advising: General COS Advising	We have fabulous COS advisors who have articulated pathways to COS degrees among many other accomplishments. I have supported their professional development by financing travel to NACADA. Departments are focused on improving their advising. We have stackable credentials on the books for all COS degrees and have articulated pathways for all COS degrees utilizing stackable credentials.	Continue to support advising efforts.
Advising: Pre-professional Programs Note: We are not at capacity for pre-pharmacy, pre-dental or pre-veterinary.	Associate Dean, Barb Trask took the lead on a national search and we hired Dr. James Moore (9/1/2020) as the new COS pre-professional advisor. He is replacing Jane Stout who will be retiring in December, 2020.	Capitalize on our pre-med success and focus on marketing and promotion of all pre-professional pathways in the COS.
Marketing	We have an extremely creative marketing director in Ali Miller, who has boosted our social media outreach, improved our COS website and generally improved the way that the COS tells our story and gets the word out. The new We.B.Sci. blog is a success. She created a COS newsletter, which unfortunately was not widely read. We will now create a Dean’s Notes to COS faculty and staff which will go out 2-3 times a term. MARCOMM did an exceptional job of marketing our new environmental sciences program (declared majors = 211.	Continue to fully support Ali’s marketing work in the COS.
Community Engagement	Hired the first COS Community Engagement Coordinator. Apparently, this position was the first of its kind for the university. Amanda Gentry is involved in the Ritchey Science Fair, the Physics Open House and leads Science in the Parks, Math Counts, among other outreach initiatives. Amanda also works with our Director of Marketing (Ali Miller) in outreach efforts to the regional public high schools and grade schools. We are planning a post-Covid COS faculty and alumni BBQ for the spring of 2023.	Continue to fully support Amanda’s excellent outreach efforts for the COS. Proceed with plans for the Faculty/Alumni BBQ.
Personnel: IT Staff Hires and Turnover	We have really struggled with retaining an IT specialist (through IT and Matt Caine and now through other IT leadership) in the COS. We are on our fourth IT person in three years. This has been difficult for us, but we do understand that highly qualified IT folks can easily be lured away based on salary differentials.	Work with IT leadership to resolve the issue of retention of these individuals.
Personnel: Faculty Hires and Turnover As a direct result of COS strategic planning, significant funding for new faculty and staff lines as well as replacement lines has been allocated to the COS over the last four years.	COSLT identified and prioritized faculty lines in the early fall of 2018 to support two strategic initiatives (environmental sciences and secondary education). The dean received full support from Provost Miner through the strategic planning process, for the hire of Dr. Caty Tems (climate scientist) and Dr. Ryan Frazier (Remote sensing, GPS, GIS). Dr. Frazier was hired in a joint position between the COS and the CSBS (the first such position at WSU). We filled 6 additional replacement faculty lines in the spring of 2020. In the spring of 2021, we filled four faculty lines (including a new CHEM line, and 3 replacement lines), and in 2022 we filled 7 faculty	Continue to negotiate to fill faculty and staff replacement lines and acquire new faculty and staff lines as needed. Work with the Provost’s Office to set aside/cover funds for start-up monies for additional new hires.

	lines (including a new line for MATH and 6 replacement lines). 5 tenure-track faculty searches are currently in progress.	
Personnel: Faculty Diversity	Across the college, faculty gender diversity is excellent. In our faculty hires (2019-2022), 6 are female and 7 are male. In our most recent hires (2021-2022), we hired 4/5 diverse faculty members, one from Sri Lanka, one from Columbia, a faculty member who identifies as LGBTQ+, and a female botany professor.	Continue to increase number of faculty from URM groups.
Personnel: Salaries – Compression and Equity Issues, Annual Reviews and Raises; Merit pay, and Retention bumps	Addressed salary compression issues and gender salary inequities (as identified by the Subcommittee on Salary Inversion - Salary, Benefits, Budget, and Fiscal Planning Committee) for faculty across all academic departments in the COS. Most staff received 4% increases in 2019-2020 and additional bumps in 2020-2021 to move towards parity. I provided a retention bump to a valued faculty member who had another job offer. In 2021-2022, all COS faculty and staff received a \$1,000 base increase (scaled for part-time employees), and a general salary increase for cost of living of 2.5%. Faculty and staff also received various amounts of merit pay up to 1.5%, based on annual reports and chair and dean evaluations. A small amount for salary equity of .5% was approved for faculty and staff and was distributed to the COS faculty instructors who were the farthest behind CUPA. HR brought staff up closer to parity. In addition, I have been able to give significant equity bumps to several staff including: the dean's admin assoc., our instrument tech, our marketing director, our community engagement coordinator, our academic advisors and our pre-med advisor.	Monitor salary compression and inequities for both faculty and staff. Keep compression issues in mind when setting salaries for new hires. Continue to hold monies for retention bumps and to facilitate re-adjustment of salaries as needed. Continue to work to elevate the salaries of faculty and staff. In 2021-2022, the COS had only a single inverted faculty member. Continue on track of ensuring equity across all faculty lines.
Personnel – Awards/ Recognition University – level faculty and staff awards and recognition	<p>2019 Awards</p> <p><i>WSU Innovation Research Award</i> - John Sohl <i>Presidential Teaching Excellence Award</i> - Carie Frantz <i>Fulbright Award</i> - Marek Matyjasik <i>John S. Hinckley Teaching Award</i> - Adolph Yonkee</p> <p>2020 Awards</p> <p><i>John A. Lindquist Award</i> - Adam Johnston <i>Brady Presidential Distinguished Professor</i> - Chris Hoagstrom <i>Presidential Teaching Excellence Award</i> - Brian Chung <i>Presidential Teaching Excellence Award</i> - Brandon Burnett <i>Exemplary Collaboration Award for the WSU PREP program</i> - Jennifer Claesgens</p> <p>2021 Awards</p> <p><i>Aldous Dixon Award</i> - Ed Walker <i>Hemingway Excellence Award</i> - John Cavitt and Andrea Easter-Pilcher <i>Hemingway Excellence Award</i> – Jim Cohen <i>Hemingway Faculty Collaborative Award</i> – Tim Herzog and Jon Marshall <i>Hemingway Faculty Collaborative Award</i> – Liz Balgord and Kristin Rabosky <i>Hemingway Faculty Collaborative Award</i> – Elizabeth Sandquist <i>John A. Lindquist Award</i> – Adam Johnston <i>OSP RISE – Innovation Success Award</i> – Michele Culumber and Craig Oberg <i>OSP RISE Norsatch Entrepreneurial Spirit Award</i> – Ed Walker <i>OSP RISE – Outstanding Research Award</i> – Craig Oberg <i>OSP RISE – Outstanding Research Award</i> – Adolph Yonkee</p>	The COSLT will continue to use collaborative selection processes to identify candidates for these awards. This has been a very effective, COS community-driven strategy over the last couple of years.

	<p><i>Outstanding Mentor Award</i> – Tracy Covey <i>Presidential Award for Community engagement</i> – Amanda Gentry <i>Presidential Outstanding Staff Award</i> – Debi Larson <i>Presidential Teaching Excellence Award</i> – Liz Balgord <i>Presidential Teaching Excellence Award</i> – Craig Oberg <i>Super Staff Award</i> – Donna Wollman <i>Sustainability Research Award</i> – Heather Root 2022 Awards <i>Hemingway Excellence Award</i> – Jon Marshall <i>Hemingway Faculty Collaborative Award</i> – Chris Hoagstrom <i>Hemingway Faculty Collaborative Award</i> – Liz Balgord and Kristin Rabosky <i>Hemingway Faculty Collaborative Award</i> – Katrina Twing and Jim Cohen <i>Gwen Williams Prize</i> – Liz Balgord and Kristin Rabosky <i>OSP RISE – Outstanding Research Award</i> – Julian Chan <i>Outstanding Mentor Award</i> – Carie Frantz <i>Presidential Outstanding Staff Award</i> – Colleen Boam <i>Presidential Teaching Excellence Award</i> – Jon Marshall <i>Brady Presidential Distinguished Professor</i> – Mike Hernandez <i>John S. Hinckley Fellow Award</i> – Matt Ondrus <i>WildCATT Disability Collaboration Award</i> – Brian Chung <i>WSU Sustainability Award</i> – Mary Owen <i>WSU Sustainability Award</i> – Dept. of Botany & Plant Ecology</p>	
<p>Celebrating COS Faculty and Staff</p> <p><i>Cheers for Peers</i></p>	<p>Established a new evening of celebration and recognition, “Cheers for Peers” in 2021. During this event, we recognize all faculty promotions and tenure, and all college and university-level faculty and staff awards. We hold a silent auction at this event to raise funds for our COS students.</p>	<p>This event has been hugely successful so we will stay on track.</p>
<p>Faculty Workload and Mentoring</p>	<p>I received a letter from 8 new faculty (hired by the previous dean), during my first year as dean, which outlined serious workload issues for them as tenure-track faculty who also acquire large research grants. In response, the COSLT examined and revised workload policy to address the heavy and inequitable burden placed on young tenure-track faculty who bring in sizeable grants. The dean also secured a senior faculty “guide/advisor” to assist and support young tenure-track faculty who bring in large grants to the COS.</p>	<p>We believe that these new strategies have had a positive impact on our young, tenure-track, research-oriented faculty. We will continue to monitor the situation and address workload issues as needed.</p>
<p>Succession Planning</p>	<p>Rotated chairs, who had an interest in upper administration, through one-year acting associate dean slots. In 2022, hired a permanent second associate dean.</p>	
<p>Students: Recruitment, Retention and Diversity</p>	<p>Re-think how and from where we recruit students into the COS. We can do better and we have creative ideas. The success of these ideas will be measured over the next few years. Several COS faculty members are involved in the proposal for an NSF Racial Equity in STEM grant which addresses these issues for URM students.</p>	<p>Implement innovative strategies for recruiting students (especially URM students) from Weber, Box Elder, and Davis counties.</p>
<p>Students: Student Clubs and Events</p>	<p>I have continued to support student clubs financially as needed and by being present. During the student clubs “block party”, the dean’s office covers all national club registration fees for all students attending the block party.</p>	<p>I look forward to once again being able to support and attend and/or present at student events.</p>
<p>Students: New Contest/ Holiday fun</p>	<p>Students make handmade ornaments representing their departments and disciplines, to hang on a holiday tree outside the dean’s office. They may win a prize including the coveted Golden Ornament award for their department.</p>	<p>Continue this tradition as the students enjoy it and the ornaments are great!</p>

<p>Faculty Scholarship: 2018-2019 – Significant Grants Awarded</p> <p>Significant grants are those over \$40,000</p>	<p>BTNY Heather Root USFS \$159,079 CHEM Tracey Covey NSF \$647,943 EES Elizabeth Balgord NSF \$324,640 PHYS John Armstrong NASA \$68,083 PHYS John Sohl STR (UT) \$194,743 Plus, numerous smaller grants including from ZOOL. Grand Total = \$1,472,582</p>	<p>Continue to support the many faculty who are writing and securing federal, state and non-governmental (NGO) grants in the COS.</p>
<p>Faculty Scholarship: 2019-2020 – Significant Grants Awarded</p> <p>Significant grants are those over \$40,000</p>	<p>EES Adolph Yankee NSF \$135,647 EES Adolph Yankee NSF \$80,798 EES Carie Frantz NSF \$110,594 EES Mike Hernandez NSF \$183,336 CSME Jennifer Claesgens NSF \$161,936 PHYS John Sohl STEM A.C. (UT) \$ 50,000 PHYS John Armstrong U of U \$ 42,000 Plus, numerous smaller grants including from BTNY, MATH, MICRO, and ZOOL. Grand Total = \$909,436</p>	<p>Supported the submission of a 2020 Noyce grant from Rachel Bachmann and Adam Johnston.</p> <p>Supported the HHMI grant effort led by Barb Trask.</p>
<p>Faculty Scholarship: 2020-2021</p>	<p>PHYS John Sohl U of U \$ 41,903 Plus numerous smaller grants including from BTNY. Grand Total = \$86,334</p>	
<p>Faculty Scholarship: 2021-2022</p>	<p>BTNY Bridget Hilbig NSF \$297,407 PHYS/MATH Johnston & Bachman NSF -Propel \$1,199,498 ZOOL Ezgi Yesilyurt NSF \$202,253 ZOOL Michele Skopec NSF \$329,580 ZOOL Michele Skopec NSF \$400,761 Plus numerous other smaller grants including from CHEM, and EES. Grand Total = \$2,491,473</p>	<p>This was a banner year for the COS in terms of the variety of projects and amount of research dollars awarded.</p>
<p>Support for University – wide Events</p>	<p>The COS has supported an array of university-wide projects/events with funds and/or participation on committees. Including: Bill Nye the Science Guy Ogden CAN Net-Zero Home Bloomington Canyon Weather Station American Indian Council at Weber State University-Annual Indigenous Voices Pow-Wow International Student Banquet Intermountain Sustainability Summit</p>	<p>Continue to support these and other campus-wide projects and events as the COS budget allows.</p>
<p>Center for Science and Mathematics (CSME)</p>	<p>Provides online teaching resources, STEM workshops for high school teachers, science and math kits for the classroom etc. This is our outreach portal for promoting and facilitating STEM in the high school, middle school and grade school classrooms of the surrounding counties. CSME has been an area of focus for me over the last two years (see construction projects above). In August of 2021, I appointed Adam Johnston to the CSME Director position to replace Jennifer Claesgens who had retired. Adam is doing an exceptional job in this position including increasing outreach to our public schools and leading the efforts to increase our COS output of secondary science and math teachers to our local school districts (see NSF Propel grant above).</p>	<p>Continue to support Adam and the CSME in their efforts for improved outreach and support to our local school districts.</p>
<p>Hill Air Force Base (HAFB)</p>	<p>HAFB retired OO-ALC Director of Staff and Squadron Director - Education, Dr. Yoon-Mi Hamrick is a WSU Chemistry graduate and a new member of our COS Advisory Council.</p> <p>Previous discussions with HAFB identified a need for late afternoon and evening classes on the Davis campus in support of military personnel and their families.</p>	<p>Survey of HAFB personnel and families to ascertain what kinds of classes we could offer at the Davis campus that fits the needs of military families. We will continue to pursue this initiative.</p>

<p>Miller Advanced Research and Solutions Center (MARS)</p>	<p>I am a member of the Advisory Board for this Center which, “will facilitate applied research; linking Hill Air Force Base with academic, government and corporate entities, creating opportunities for student learning and producing innovative solutions for real-world critical problems to support economic vitality and national defense.” I have appointed new associate dean, Laine Berghout to be our liaison with this effort.</p>	<p>The COS will continue to engage as a collaborative member of the Advisory Board as this Center moves forward.</p>
<p>Rocky Mountain Center for Occupational and Environmental Health (RMCOEH)</p>	<p>I am on the Advisory Board for the RMCOEH. The initial focus for this collaborative effort is occupational nursing. However, there is also interest in building an undergraduate degree in occupational and environmental health. Microbiology is interested in an industrial hygiene degree. I have appointed Michele Culumber to be our liaison with this effort.</p>	<p>The COS will continue to engage with this effort and will focus on the undergraduate degree when the time is right to move it forward.</p>
<p>Establish International Affiliations/MOUs with International Universities and/or Colleagues/Research Collaborators</p> <p>Establish domestic affiliations as well.</p>	<p>Many faculty members in the COS are interested in increasing international experiences for undergraduate students. We are now “past” Covid, and attempting to re-activate international affiliations.</p> <p>Established an ornithological research study abroad in Lake Baikal, Russia which was to be led by Dr. John Cavitt. Unable to activate the Lake Baikal study abroad due to Covid-19 travel restrictions in 2020 and 2021, and intended to pursue now that travel restrictions are lifted. However, travel to Russia is now not possible because of the war in Ukraine. We have shelved this study abroad into the foreseeable future.</p> <p>Established a 2+2 MOU and affiliation with Southwest University, a public university in Chongqing, P.R. China (all has been agreed, but needs to be signed—delayed due to Covid)</p> <p>We are currently working on an MOU with St. George’s University (SGU) in the Caribbean (Grenada, West Indies) for study abroad/student exchange opportunities for our students and for their students. Eventually, we would like to encourage/support faculty exchanges as well.</p> <p>Sent our pre-med advisor to the SGU Medical School Advisors weekend retreat and informational sessions. We see SGU as a potential pipeline for WSU pre-med students hoping to attend medical school.</p> <p>Established an affiliation with Paul Allen Cox and Brain Chemistry Labs in Jackson Hole, WY in 2022.</p>	<p>Continue working on an MOU with St. George’s University (SGU) in Grenada, West Indies, to support faculty and student exchanges. These would generally be in the life sciences, with a focus to provide opportunities for students interested in marine science (of which we have several).</p> <p>Establish an affiliation with the University of the West Indies at St. Augustine, Trinidad and Tobago through connections that I have there.</p> <p>Establish affiliation with University of Warsaw and/or the University of Science and Technology, AGH, Krakow, Poland through Dr. Matyjasik’s Fulbright work there.</p> <p>Work with Paul Allen Cox to facilitate faculty research at his facility as well as student internships.</p>

General Concerns Across the College	While departmental budgets have remained flat for many years, the costs associated with field trips, lab consumables, software licenses and conference travel have not. In addition, the university, the COS and all COS departments are committed to providing experiential, hands-on, inquiry-based HIEE practices for our students. We know that these types of pedagogical practices increase student engagement which in turn, increases student retention. These methods of teaching and learning are more costly than lecturing.	Work to establish course fees and/or university/college funding that offset the real costs above those of “traditional” lecture courses.
AEP Scholarship Goals: Staying Engaged with My Discipline	Member on M.Sc. and Ph.D. Examining Committees: Ezra Campbell: Successfully defended M.Sc.– University of Manitoba, April, 2020 Stephen Nimrod: Successfully defended Ph.D. – University of the West Indies-Mona campus – July 2020	Continue to participate on these examining committees as requested.
Research papers	<i>Title: Status and Distribution of the Critically Endangered Grenada Hook-Billed Kite (Chondrohierax uncinatus mirus) and Antillean Broad-Winged Hawk (Buteo platypterus antillarum) on the island of Grenada</i> Manuscript Type: Research Paper Authors: Ezra Campbell, Jody Daniel, Andrea Easter-Pilcher, Nicola Koper Accepted for publication in the peer-reviewed: Journal of Caribbean Ornithology. 2022 <i>Title: An assessment of rugosity and refuge abundance as indicators of habitat complexity for Diadema antillarum on coral reefs in Grenada and Jamaica.</i> Manuscript Type: Research Paper Authors: S. Nimrod, A. Easter-Pilcher, K. Aiken, D. Buddo, C. Franco.	Continue support of ongoing research for the second paper.
Invited to be a member of the IFAW team to the International Union of the Conservation of Nature (IUCN) Congress 2020.	The IUCN 2020 Congress was postponed due to COVID-19.	Participate as an IFAW team member IUCN Congress in the future if the opportunity arises.
Invited to sit on the Scientific Advisory Committee (SAC) for the Khumbu Research Center (KRC), now renamed to the Himalayan Climate and Science Institute (HCSI) in Phortse, Nepal.	Agreed to be a member on the SAC for the KRC, now HCSI and have engaged in strategic planning for this new, as yet unconstructed field station in the Khumbu (Mt. Everest) region of Nepal. Progress has been slow due to Covid restrictions, but activities are ramping up at this point. www.hcsi-nepal.org	Participate in design of HCSI field station. Develop avenues for COS faculty to pursue research at this high elevation field station. Faculty exchanges, faculty speakers, support for mentored undergraduate research as well as research study abroad are all future goals.
AEP Teaching Goals:	Taught for the last three years in the Higher Education Academy (HEA) for WSU. Taught my first Honors course (1 credit) in Spring 2020 Honors 2920 -- Making Sense of the News: Reading and Discussing the New York Times Loved it!	Continue teaching for Honors as time permits.

AEP Local Community Engagement:	Accepted an invitation to become a member of the Board of Directors for the Ogden Nature Center. I attended and supported (purchased tables) at several community events in the first year and a half (pre-Covid) that I was dean.	Continue to engage in the community by attending and/or supporting those events noted in this document.
AEP Committee and Task Force Membership:	<p>Search committees including: Provost Search Committee Co-Chair of the Search Committee for the VP for Development Director of Interdisciplinary Programs Chief Data Officer - ongoing</p> <p>External program review team member for: WSU Honors, Department of English, and SPARC (in progress)</p> <p>Appointed Responsible Administrator (2021-2022) by Provost Krovi for another college.</p> <p>Participation on multiple committees, councils, and task forces (various term lengths with some ongoing) including: IT Advisory Council University Marketing and Branding Task Force Quantitative Literacy Task Force RMCOEH Advisory Board Advisory Board for USTAR now MARS WSU Research Foundation Course Fees Task Force Dean’s Council Small Dean’s Council (now WALT) Provost’s Academic Planning Task Force APAFT-Student Evaluation Task Force RS&PG SBBFP Environmental Issues OSP Board of Directors Teaching and Learning Committee Covid Task Force – Policies WSU Strategic Planning – Various committees</p>	Continue to engage in the administration of the university through participation on various task forces and committees.
Covid-19	Covid restrictions and working from home occurred 19 months into my time at WSU. So, 2+ years of the 4-year time that this evaluation covers occurred during/under Covid restrictions. Faculty and staff in the COS were amazing in dealing with the restrictions put in place due to the virus. Having said that, many COS faculty across all departments pride themselves in the use of experiential, high-impact practices. There was significant and well-founded trepidation in the COS about the impact on enrollment and retention given the Covid-driven shift to online/virtual classes. Many of our undergraduate students work closely with and are mentored by faculty on research projects. Covid certainly impacted these proven retention practices. The majority of faculty and staff in the COS are very glad to be back to face-to-face life!	Continue to support COS faculty and staff as we recover our momentum in these post-COVID times.

Thank you so much for taking the time to read through the *State of the College of Science* over the period August 1, 2018 – June 30, 2022. I hope that you enjoyed it. I am very proud of my COS team and what we have accomplished.

If you would like to learn more about what we are doing in the College of Science, please go to this link.

<https://www.weber.edu/cos/default.html>