



AGENDA

WEBER STATE UNIVERSITY BOARD OF TRUSTEES

November 18, 2020 – 9:30 a.m.

WSU Ogden Campus – 3850 Dixon Parkway, Ogden UT

Miller Administration Building – Betty Lampros Boardroom – Room 319

Online Zoom Format Offered

I. Welcome – Chair Nolan Karras

II. Full Board Agenda Items

A. Action Items

1. Approval of [October 21, 2020 Meeting Minutes](#)
2. [PPM 1-20, Policy Governing Policies](#)

B. Information Items

1. Board of Trustees College Liaison Report
2. [Special Topic](#) – Strategic Enrollment Plan, Academic Affairs – Dr. Bruce Bowen, Associate Provost for Enrollment Services
3. [Faculty Presentation](#) – Dr. Pepper Glass, Associate Professor/Sociology, College of Social & Behavioral Sciences – “*Misplacing Ogden Utah*”
4. Written Reports – [WSUSA](#), [President](#), [Alumni Association](#), [Staff Advisory Council](#)
5. [Upcoming Events](#) Calendar – November 2020

III. Personnel and Academic Policy Committee – Chair Karla Bergeson ([Agenda](#))

A. Action Items

1. PPM 3-15, Personnel Relations ([Redlined](#) and [Clean](#) Copies)
2. College of Social & Behavioral Sciences Tenure Document ([Redlined](#) and [Clean](#) Copies)
3. [Radiologic Sciences](#), Advanced (BS) - Radiologist Assistant Emphasis Program Discontinuance

B. Consent Calendar

1. Early Retirement Requests
 - a. [Julianne K. McCulley](#), Manufacturing & Systems Engineering, Full Retirement, 6/30/21
 - b. [Peter M. Jackson](#), Online & Continuing Education, Full Retirement, 4/1/21

- c. [Richard Lee Ford](#), Earth & Environmental Sciences, Full Retirement, 6/30/21
- d. [Robert Law](#), Custodial, Full Retirement, 3/9/21
- e. [Toni Thompson](#), Accounting Services, Full Retirement, 6/30/21

2. Personnel Reports – [October](#) 2020

C. Information Items

- 1. Oct. 21, 2020 [Personnel & Academic Policy Committee Meeting Minutes](#)
- 2. WSUSA Policy Issues
- 3. [Office of Academic Affairs Organization](#)

IV. **Business Committee** – Chair Karen Fairbanks ([Agenda](#))

A. Action Items

- 1. [WSU Auxiliary Enterprises Annual Report](#) for Year Ended 6/30/20
- 2. [WSU Housing Services Proposed Rates](#) for June 2020 – May 2021

B. Consent Calendar Items

- 1. [Financial Report \(Sept. 2020\)](#)
- 2. [Monthly Investment Report \(Sept. 2020\)](#)
- 3. Annual Report of the [WSU Retirement Plan Executive Committee](#)

C. Information Items

- 1. October 21, 2020 [Business Committee Meeting Minutes](#)
- 2. [Fringe Benefits Overview and Discussion](#)
- 3. [FY22 Budget Guiding Principles](#)

V. **Closed Meeting Session**

A Closed Meeting may be held to discuss any one of the matters allowed by Utah Code § 52-4-205, including: (1) discussion of the character, professional competence, or physical or mental health of an individual; (2) strategy sessions to discuss pending or reasonably imminent litigation; (3) strategy sessions to discuss the purchase, exchange, lease, or sale of real property, including water rights or shares; (4) discussion regarding deployment of security personnel, devices, or systems; or (5) investigative proceedings regarding allegations of criminal misconduct.

VI. **Other**

VII. **Adjourn**

Meeting Minutes
Weber State University Board of Trustees Planning Retreat
October 21, 2020 – 9:30 am
WSU Ogden Campus
Online Forum – Zoom Meeting

Trustee Members:

Mr. Nolan Karras (Chair)

Ms. Kearston Cutrubs (Vice Chair)

Ms. Karla Bergeson

Mr. Marty Carpenter

Mr. Clint Costley

Ms. Amanda Covington

Ms. Louenda Downs

Ms. Karen Fairbanks

Mr. Ben Ferney

Excused:

Mr. Don Salazar

Weber State University Representatives:

Dr. Brad Mortensen, President

Dr. Bret Ellis, Vice President for Information Technology

Dr. Ravi Krovi, Provost

Dr. Betsy Mennell, Vice President for University Advancement

Dr. Brett Perozzi, Vice President for Student Affairs

Dr. Norm Tarbox, Vice President for Administrative Affairs

Ms. Adrienne Andrews, Assistant Vice President of Diversity & Chief Diversity Officer

Ms. Sherri Cox, Secretary to the Board

Mr. Steven Richardson, Director of Strategic Initiatives

Dr. Tim Herzog, Faculty Senate Chair/Professor of Chemistry

Mr. Luke Jenkins, Chair, Staff Advisory Council / Senior Network Engineer

Ms. Stephanie Hollist, Deputy General Counsel

Mr. Bryce Barker, Director of Internal Audit

Ms. Amy Hajdas, Marketing Strategist

Mr. John Kowalewski, Executive Director, Marketing and Communications

Dr. Sarah Steimel, Associate Professor of Communications/Director MPC Program

Public Attendees:

Ms. Jesselie Anderson, Utah State Board of Higher Education

Press:

Ms. Emily Anderson, Standard-Examiner

DRAFT

	<p>The meeting of the Board of Trustees convened at 9:30 a.m. via Zoom digital platform with President Brad Mortensen at the WSU Ogden Campus and other participants joining electronically.</p>
Welcome	<p>I. Vice Chair, Ms. Kearston Cutrubus, welcomed those in attendance.</p>
Approval of Meeting Minutes (Sept. 15, 2020)	<p>II. Upon a motion from Ms. Karen Fairbanks, with a second by Ms. Louenda Downs, the Board of Trustees unanimously approved the meeting minutes from September 15, 2020.</p>
Board of Trustees College Liaison Report	<p>III. Chair Nolan Karras discussed College Liaison Reports that will be given by the Trustees during the year. He gave a report on the Stewart Library which has been impacted by COVID-19. The library is virtually empty but is offering checkout of laptops for student use. One source of cost savings is the use of digital textbooks. The library has suffered budget cuts, which is a state-wide problem.</p>
Shared WSU/Tech College Trustee Report	<p>IV. Ms. Amanda Covington gave a Shared WSU/Tech College Trustee report. Ms. Covington, Ms. Cutrubus, Mr. Karras, and President Mortensen attended a shared meeting with Ogden-Weber Technical College President, Jim Taggart, Davis Technical College President, Darin Brush, their trustee chairs, Matt Wardle from Ogden-Weber, and Troy Wood from Davis Tech. Discussion stemmed around articulation agreements, which is a top priority. Davis Tech and Ogden-Weber Tech are the largest two technical colleges of the eight in Utah. Programs have been created to assist the underserved population. The ability for students to move between colleges is very easy as these colleges work together for this cause. Marketing opportunities to raise awareness will take place moving forward, along with open houses. They agreed that the trustee chairs would meet quarterly. Discussions are ongoing with the Presidents at regular meetings that also include the superintendents of the school districts and with Julie Snowball. Discussion is moving forward concerning registering students at Tech Colleges at Weber State also, similar to concurrent enrollment students for courses that articulate.</p>
Special Topic – Strategic Marketing & Communications Plan	<p>V. A presentation on Strategic Marketing & Communications Plan was given by Mr. John Kowalewski, Executive Director, Marketing and Communications, and Ms. Amy Hajdas, Marketing Strategist. Their presentation included: A commercial made by Marketing and a plan overview for the:</p>

	<p>1-Ever Upward Campaign. 2- President’s Priorities. 3- Proactively Lead & Guide. 4- Analyze & Optimize. Goals included: 1- Raising WSU’s profile and reputation among peers, partners, students and alumni. 2- Unifying WSU’s communication channels with MarCom as the lead and guide. 3- Implementing <i>Ever Upward</i> storytelling as a guiding principle of MarCom. 4- Implementing a “Life-cycle”-oriented marketing framework to increase wildcat dedication. These goals align with WSU’s strategic plan for spring 2021.</p>
Faculty Presentation	<p>VI. Dr. Sarah Steimel, Associate Professor/Director MPC Program, gave a faculty presentation on her sabbatical projects from the spring, and why they made her a better teacher and faculty member. Dr. Steimel did a project on “Challenging Conversations – Pregnancy Loss with Women in the Workforce.” Her second project was on “Communication & Conflict Management in Nonprofit Organizations.” Her third project was on “Best Practices in Online Teaching,” for which she was awarded a Fulbright Scholarship to go to Belarus to represent WSU. Unfortunately, due to COVID-19, Dr. Steimel was unable to travel and participate in this. She is teaching entirely virtually now.</p>
WSUSA Report	<p>VII. A WSUSA report was given by Mr. Ben Ferney, WSUSA President. He talked about “Ferney Wants Feedback” and how the feedback has been very positive, along with opportunities for improvement. He is also doing a program called “Bagels with Ben,” that supports Weber Dining and helps students. President Ferney also discussed WSU Homecoming and all the virtual activities associated with it. He feels he has had positive interaction with students during the pandemic.</p>
Written Reports	<p>VII. Written Reports were acknowledged and included in the agenda packet. Reports came from the President, Alumni Association and Staff Advisory Council. A COVID statement was included in the SAC report with a focus on safety and guidance for best practices for meetings, holding them remotely as much as possible. This statement was approved by SAC and Faculty Senate.</p>
Upcoming Events Calendar	<p>VIII. An Upcoming Events Calendar for October and November was included in the agenda packet for reference. President Mortensen mentioned the university’s strategic plan and the</p>

	work that is going into it. A new statute requires the Board of Trustees to approve the strategic plan in the spring. It was suggested that a meeting take place in November or December to discuss this further.
Personnel & Academic Policy Committee	IX. Ms. Karla Bergeson, chair of the Personnel & Academic Policy Committee, reported on the following action items for business:
Program Reviews	<ol style="list-style-type: none"> 1. The following Program Reviews were discussed: <ol style="list-style-type: none"> a. Communication b. Earth & Environmental Science c. Foreign Language d. Medical Laboratory Sciences e. Women and Gender Studies
ACTION	On a motion to approve the five Program Reviews by Ms. Louenda Downs, with a second by Ms. Amanda Covington, the Board of Trustees unanimously passed the motion.
Proposed Academic Calendars	2. Proposed Academic Calendars were listed as an Action Item on the agenda. Upon further review, PPM 2-19 states that President's Council has the ability to approve the Academic Calendars and approval by the Board of Trustees is unnecessary. This item was therefore reported as an Information Item.
Consent Calendar	X. The Board of Trustees had the opportunity to review the Consent Calendar items, including eight early retirement requests and personnel reports.
ACTION	On a motion to approve the Consent Calendar by Ms. Kearston Cutrbus, with a second by Ms. Louenda Downs, the motion passed unanimously.
Information Items	XI. Information items were discussed concerning a series of Personnel from the university that may be invited to attend the Personnel & Academic Policy Committee. Those mentioned included: The Office of Institutional Effectiveness, and the OIE. Presentations may also be given on retention and completion strategy, interdisciplinary programs, enrollment, and WSUSA policies.
Business Committee Report	XII. Ms. Karen Fairbanks, chair of the Business Committee, reported on the following action items for business:

Audit Committee Report	1. An Audit Committee Report was reviewed without discussion.
ACTION	On a motion to approve the Audit Committee Report made by Mr. Nolan Karras, with a second by Mr. Marty Carpenter, the motion passed unanimously.
Stewart Stadium East-side Bleacher Replacement	2. The Stewart Stadium East-side Bleacher Replacement request was discussed. This is a safety and structural concern that needs to be addressed. The committee would like this request to be moved forward to the Utah Board of Higher Education and the Legislature.
ACTION	On a motion to approve the expense of the Stewart Stadium East-side Bleacher Replacement and move it forward to the Utah board of Higher Education and the Legislature by Ms. Karen Fairbanks, with a second by Mr. Nolan Karras, the Board of Trustees unanimously approved the motion.
Proposed Sale of Net Zero Home	3. The Proposed Sale of WSU's Net-Zero Home was discussed. The couple that won the drawing are alumni.
ACTION	Upon a motion to approve the Proposed Sale of WSU Net-Zero Home by Ms. Karen Fairbanks, with a second by Louenda Downs, the motion passed unanimously.
Proposed Property Sale	4. The Proposed Property Sale of land owned by Weber State University to the Weber Basin District was brought forth by the Business Committee.
ACTION	On a motion to approve the Proposed Property Sale by Ms. Karen Fairbanks, with a second by Mr. Ben Ferney, the motion passed unanimously.
Consent Calendar	XIII. The Board of Trustees had the opportunity to review the Consent Calendar items without discussion.
ACTION	On a motion to approve the Consent Calendar by Ms. Karen Fairbanks, with a second by Mr. Marty Carpenter, the motion was unanimously approved.
Information Items	XIV. Information Items included Business Committee Meeting Minutes from Sept. 15, 2020 and All Funds Budget Overview. A recommendation was made to have Vice President Norm Tarbox report on this to the Board of

Other

Trustees in the future.

Meeting
Adjourned

XV. No additional items were brought forth for discussion.

XVI. With no further items to discuss and upon a motion to adjourn by Ms. Karen Fairbanks, with a second by Ms. Amanda Covington, the meeting came to a close.

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**WEBER STATE
UNIVERSITY**

PPM 1-20, Policy Governing Policies

Responsible Office: University Legal Counsel/Policy Office

1.0 PURPOSE

This policy describes the process, structure, and requirements for policy creation, revision and deletion for Weber State University (the “University”), in an effort to provide clarity, efficiency, continuity, transparency, and coordination of policies. Policy-making should be guided by the values of communication, mutual trust, and respect for all University constituents, in accordance with principles of shared governance and in compliance with state law and Utah Board of Higher Education policy.

2.0 REFERENCES

- 2.1 PPM 1-9, Administrative Bodies
- 2.2 PPM 1-13, Faculty Senate Constitution and Bylaws
- 2.3 PPM 3-38b, Staff Advisory Council
- 2.4 PPM 6-22, Student Code
- 2.5 Utah Board of Higher Education R220
- 2.6 Utah Code Ann. § 53B-2-106

3.0 DEFINITIONS

- 3.1 **Responsible Office** – The position or office designated as the contact official for a policy, to serve as a resource to provide information regarding the background, purpose, and requirements of the policy. The employee or office is responsible for maintaining the policy for accuracy and relevance. The Responsible Office will typically be a position or office reporting to the President or a Vice President, but may be any other position or office to whom the President or a Vice President has delegated such authority for a specified area of University operations. Each policy created or revised after the implementation of this policy shall be assigned a Responsible Office, approved by the President. Notation of the Responsible Office shall be included in the PPM.
- 3.2 **Policy Office** – The office responsible for obligations identified in this policy or other duties as assigned by the President.
- 3.3 **Policy Proposal** – A recommendation to create, revise, or delete a policy in the PPM.

- 3.4 Policy Sponsor - The President or Vice Presidents. A Policy Sponsor may designate another individual to assume responsibilities only in their absence or as permitted herein.
- 3.5 Policies and Procedures Manual (“PPM”) – The compilation of all University level policies in one location made available to the public.
- 3.6 Substantive revision - Changes to policies that alter the intent, scope, meaning, or applicability of a University policy.
- 3.7 Supplementary documents - Appendices, schedules, or other procedural documents.
- 3.8 University Entities – Faculty Senate, Staff Advisory Council, and Weber State University Student Association (“WSUSA”).

4.0 **POLICY**

4.1 **General**

4.1.1 All University policies are subordinate to State of Utah statutes and the Utah Board of Higher Education policies. They are created under the authority of the Board of Trustees and the President. They supersede all previous University policies and procedures, and take precedence over any executive memoranda, rules, or procedures not adopted in the PPM. This policy applies to the creation, revision, or deletion of all University policies after the enactment of this policy and supersedes all other University policies, except as specified herein. All policies in the PPM are binding on University employees, students, and persons visiting or using University facilities or resources.

4.1.2 The Policy Office will do the following:

- Compile and maintain all University policies in the PPM, which shall be made publicly available;
- Maintain an archive of University policy revisions;
- Facilitate compliance with this policy, including tracking of review and approval requirements outlined in this policy, creating checklists, templates, or forms that may be required to be used, and working to make the policy process accessible; and
- Review all policies prior to approval by the President in order to make recommendations regarding consistency with other policies, conformance with formatting and style standards of the University, or other pertinent recommendations.

4.2 **Policy Sponsor Stage**

- 4.2.1** Any University faculty, staff, or student may make recommendations regarding University policies to a Policy Sponsor.
- 4.2.2** If the Policy Sponsor supports the recommendation, the Policy Sponsor must submit notice to the Policy Office, on forms created by that office, so that the Policy Office may facilitate tracking of policy creation and review, provide templates, and otherwise assist in coordination efforts. The Policy Sponsor is responsible for identifying and engaging interested stakeholders who should provide input or take part in the drafting of the Policy Proposal. In instances where the Policy Sponsor seeks input from one of the University Entities, the Policy Sponsor should consult with the executive body of the respective University Entity regarding selection of a representative member.
- 4.2.3** Once a Policy Sponsor deems the Policy Proposal ready to move forward, the Policy Sponsor, or designee, must present the Policy Proposal to the University Entities as identified in Section 4.3, as applicable. Upon receipt of the Policy Proposal, the applicable University Entity identified in Section 4.3 must allow the Policy Sponsor, or designee to present the policy at the next scheduled meeting of that body, unless a different meeting is requested by the Policy Sponsor.
- 4.2.4** All new policies or revisions must be presented in the format created and made available by the Policy Office prior to being sent to the President for approval.
- 4.2.5** For all new policies, or policies without a currently assigned Policy Owner, the Policy Proposal must include a recommended Responsible Office.
- 4.2.6** Policy Proposals must contain the policy in its entirety. Policy Proposals should be clear in terms of the changes that are proposed. Policy Proposals must include strikethrough for deletion of existing language and underline of additions. Policy Proposals should include supporting documentation to aid individuals and entities reviewing the Policy Proposal.
- 4.2.7** The Policy Sponsor, or designee, should be prepared to discuss the background of, justification for, and likely impact of the Policy Proposal.
- 4.2.8** Prior to being submitted for the approval of the President and before being submitted for the approval of the Board of Trustees, University Legal Counsel shall review all Policy Proposals for legal concerns. University Legal Counsel may be consulted at any time in the process.

4.3 University Entity Review Stage

- 4.3.1 General.** Except as outlined in Sections 4.8 (Expedited Review) and 4.9 (Interim Emergency Approval Process), Policy Proposals must go through

the review process described in this Section 4.3 prior to presenting it to the President for approval. The Policy Sponsor or the President may add additional internal approval authorities other than those required in this Section 4.3. Policy Sponsors may recommend additional approval authorities. The President may require Policy Proposals be sent to any additional review committees or entities as information items. Any review described in this Section 4.3 may run concurrently.

4.3.2 Faculty Review

4.3.2.1 Faculty Senate shall formulate policies described in PPM 1-13, Article C-II., 2.1.1 through 2.1.8. Policy Sponsors may recommend Policy Proposals that effect policies in those areas, which must go through the process described in Section 4.3.2.5.

4.3.2.2 The policies that are included within the scope of PPM 1-13, Article C-II, 2.1.1 through 2.1.8 shall be as designated in Appendix A to this policy. The President shall approve any proposed changes to Appendix A after review with the Provost and the Chair of the Faculty Senate, with at least 45 calendar days for those individuals to provide feedback. Changes may include determining when new policies should be included in Appendix A.

4.3.2.3 Faculty Senate may recommend changes to other policies, particularly those described in PPM 1-13, Article C-II, 2.1.10 through 2.1.13.

4.3.2.4 After Faculty Senate formulates or recommends a Policy Proposal, the Chair of the Faculty Senate, or designee, must submit the Policy Proposal to the Provost, or designee, who will share them with other University Entities for review, as applicable, in accordance with Sections 4.3.3, 4.3.4, and 4.3.5 prior to presenting it to the President for approval in accordance with Section 4.4.

4.3.2.5 When a Policy Sponsor, or designee, brings a Policy Proposal to Faculty Senate that is included in Appendix A, the Policy Sponsor, or designee, must present the Policy Proposal to Faculty Executive Committee. Faculty Executive Committee may engage its committees in reviewing Policy Proposals, but action must be taken by Faculty Senate within 45 calendar days of the Policy Proposal being presented to Faculty Executive Committee, unless an extension is made by the Policy Sponsor. Action by Faculty Senate may be to support the Policy Proposal, provide conditional support subject to specific amendments, or not support the Policy Proposal with a description of the reasons. In the event a Policy Proposal is not supported by the Faculty Senate, the lack of support

and reasons therefore must be reported to the President and the Board of Trustees as they consider final approval. Failure of Faculty Senate to take an action within the timeframe will be deemed an approval of the Policy Proposal. A Policy Sponsor may withdraw a Policy Proposal at any time.

4.3.3 Staff Review

All Policy Proposals affecting policies described in Section 3 of the PPM Manual must be presented for the information of the Staff Advisory Council, which body may make recommendations to the Policy Sponsor regarding any such policy within 45 calendar days of its presentation to Staff Advisory Council.

4.3.4 Student Review

Amendments to the Student Code must follow the process outlined in PPM 6-22, Student Code.

4.3.5 General Review

4.3.5.1 Notwithstanding the specific reviews described in Sections 4.3.2, 4.3.3, and 4.3.4, the Policy Sponsor must provide notice of every Policy Proposal and must make the Policy Proposal accessible to all University Entities prior to the Policy Sponsor presenting the Policy Proposal to the President for approval. University Entities must have at least 30 calendar days from the time the Policy Proposal is submitted to the University Entities to provide feedback. The Policy Sponsor must provide the President all written feedback given by those University Entities prior to approving a policy.

4.3.5.2 All Policy Proposals must be made accessible for faculty, staff, and students (or external stakeholders at the request of the President) to review and comment for a period of at least seven calendar days before the Policy Proposal may be approved by the President. The Policy Office will facilitate a method by which those individuals can submit comments regarding the Policy Proposal to the University during that time. The President must review all feedback provided prior to approving a policy.

4.4 President Approval Process

4.4.1 After a Policy Proposal has gone through an appropriate approval process described herein, the Policy Sponsor must present the Policy Proposal to the President. The President must review the Policy Proposal, taking into consideration factors such as content, need, conflict with existing policies, and any comments submitted. The President must consult with the Vice Presidents, the Chair of the Faculty Senate, and the Chair of the Staff

Advisory Council, and may consult with others for advice or recommendations regarding approval of Policy Proposals. After reviewing the Policy Proposal, the President may:

- Approve the Policy Proposal for recommendation to the Board of Trustees;
- Make revisions to the Policy Proposal prior to approving a policy for recommendation to the Board of Trustees; the Board of Trustees must be notified of any substantive revisions made to a Policy Proposal after it has gone through the approval process identified in Section 4.3, as applicable;
- Remand the Policy Proposal to the Policy Sponsor and to an appropriate stage of the approval process with recommendations for further review or development; or
- Dismiss the Policy Proposal, with reasons identified for dismissal.

4.4.2 Where a new policy has non-substantive implications for other policies, the Policy Office may make those revisions that are not substantive to other policies without going through a review process described herein.

4.4.3 A record of all decisions regarding Policy Proposals shall be kept by the Policy Office.

4.5 Board of Trustees Approval Process

4.5.1 Policy Proposals approved by the President shall be submitted to the Board of Trustees for review and approval no later than at their next regularly scheduled meeting. The Board of Trustees reviews policies in accordance with the Bylaws of the Board of Trustees. The Board of Trustees must approve or disapprove of Policy Proposals.

4.5.2 If the Board of Trustees disapproves a Policy Proposal that would likely be approved with non-substantive revisions, the President, or designee, may make the non-substantive revisions and request approval of the revised policy by the Board of Trustees.

4.5.3 If the Board of Trustees disapproves a Policy Proposal that would likely be approved with substantive revisions, the Board of Trustees may provide such advice and counsel to the President. Any substantive revisions recommended by the Board of Trustees must go through the applicable review process.

4.5.4 The actions of the Board of Trustees will be recorded in the minutes of the meetings of that body.

4.6 Post Approval Process

4.6.1 New policies and revisions to policies go into effect immediately upon approval by the Board of Trustees, unless another enactment date is otherwise expressly approved by the Board of Trustees.

4.6.2 Once a Policy Proposal has been approved by the Board of Trustees, the Policy Office shall notify faculty, staff, and students in a timely fashion of any changes to policy. Notification may take place by posting to a designated University webpage or another webpage where public notices are generally given.

4.6.3 The Policy Office shall update policies in the PPM, which shall be posted online, and keep a record of all past policies in an archive that will be made available to the public upon request. If required by the Utah Board of Higher Education, a copy of the new or revised policy shall be sent to the Utah Board of Higher Education.

4.7 Expedited Review

4.7.1 The expedited review process is appropriate for Policy Proposals which do not contain substantive revisions of existing University policies.

4.7.2 Expedited Policy Proposals must follow the process outlined in Sections 4.4, 4.5, and 4.6. The President may add additional approval authorities, as deemed appropriate. Vice Presidents may recommend additional approval authorities. The President may require Policy Proposals be sent to review committees or entities as information items.

4.7.3 Notwithstanding anything herein, the Policy Office is authorized to make corrections, e.g. fix typos or incorrect references, revise formatting, rectify oversights, or make similar editorial revisions at any time without further approval.

4.8 Interim Emergency Approval Process

4.8.1 The interim emergency approval process is reserved for circumstances under which the President deems the Policy Proposal to be crucial and must be processed in a shorter time period than is possible through the regular review process. Policy Proposals related to tenure and rank and PPM 1-13 may not be processed in the interim emergency approval process, unless the President determines there is a necessary legal requirement to do so.

- 4.8.2** Interim emergency Policy Proposals need not go through the regular review processes described in Sections 4.3 or 4.4. However, the Vice Presidents, the Chair of the Faculty Senate, and the Chair of the Staff Advisory Council must have at least five calendar days to review the policy and provide feedback to the President prior to the President approving a temporary emergency Policy Proposal. All feedback or concerns must be recorded and made available upon request by any interested party. Interim emergency policies go into effect immediately, but the Board of Trustees must have an opportunity to review the policy at the next regular Board of Trustees meeting. The regular review process described in Sections 4.3 and 4.4 must be engaged at the next reasonable opportunity.
- 4.8.3** Interim emergency policies remain in effect for a specified period of time not to exceed one year and cannot be renewed without going through the regular review process. Such policies shall clearly be identified as interim policies with an expiration date posted on the policy. If a policy is suspended under the interim emergency policy process, the policy shall continue to be included in the PPM but identified as suspended with an expiration date for the suspension.

4.9 Miscellaneous

- 4.9.1** Policies may include reference to, or have attached to them, supplementary documents. Supplementary documents must be consistent with the letter and intent of the policy. Changes to supplementary documents do not need to go through the formal policy approval process unless required by language in the policy. Supplementary documents must be approved by the Vice President with authority over the area, subject to review and revision by the President.
- 4.9.2** Academic and administrative units may promulgate procedures to implement University Policies as well as school or unit-level rules or procedures, provided these rules or procedures are consistent with the letter and intent of the policy.
- 4.9.3** Individual exceptions to policies may be made on a case-by-case basis with the approval of the President in consultation with the Vice President with authority over the area and University Legal Counsel, unless otherwise specified in the policy. Approval of such exceptions shall be documented and kept on file in the President's office.
- 4.9.4** Except for the time frame established in Section 4.8, time frames for review processes are suspended on the last day of spring semester and will resume the first day of fall semester, unless agreed upon by the Policy Sponsor, executive body of the applicable University Entity needed to conduct a specific review, and the President. The time frames for review processes established herein supersede any other time frames established

in other University policies.

- 4.9.5** Oversights or departures from this policy shall not negate policy approval by any approving body. However, upon discovery of any material departure, the Board of Trustees or President shall review the departure and take steps to correct or seek appropriate ratification of the departure, as needed.

Revision History
Creation Date:
Amended:

DRAFT

WSU's RECRUITMENT, RETENTION, AND GRADUATION INITIATIVES

A BRIEF SUMMARY

Bruce Bowen, Associate Provost for Enrollment Services

Presentation Covers Three Areas

- Recruitment
- Retention
- Graduation

RECRUITMENT

1) Primary Market

- New Freshman – 17 feeder high schools
- Concurrent Enrollment
- Early College/NUAMES
- Transfer – Community colleges and applied tech colleges

RECRUITMENT

2) Secondary Market

- Rest of State
- Non-resident
- International

RECRUITMENT

3) Reducing the “Melt”

- New Student Orientation
- Targeted communication for admitted but not registered
- Creative outreach from academic colleges
- Purple Carpet events

RECRUITMENT/RETENTION

4) Re-recruiting Stop-outs

- ReUp Success Coaches (away from WSU between 3 and 10 yrs)
- Pre ReUp (away from WSU between 2 sem and 3 yrs)

RECRUITMENT/RETENTION

5) Scholarships

- 4-year academic awards
- Dream Weber program
- Concurrent Enrollment EDGE

RETENTION

- 1) STARFISH “Progress Surveys”
- 2) STARFISH - preventing drop-outs . . . semester to semester retention
- 3) Registrar’s Consulting Services
- 4) High Impact Educational Experiences (HIEE)

GRADUATION

1) Helping students close to graduation

- Students outreach (90 hrs for bachelors & 50 hrs for associate)
- Student outreach (98% completed in CatTracks)

2) Catapult scholarship for those who are close to graduation but ran out of funds

QUESTIONS...

COMMENTS...

Misplacing Ogden, Utah

Race, Class, Immigration, and the Construction of Urban Reputations

Pepper Glass
Weber State University
pepperglass@weber.edu

MISPLACING
O G D E N
UTAH



RACE, CLASS, IMMIGRATION,
and THE CONSTRUCTION *of*
URBAN REPUTATIONS



How do we draw the lines between "good" and "bad" neighborhoods? How do we know "ghettos"?

Methods

“Go Along” interviews

- **Native residents: 29 white, 15 Latino, 4 black, 3 Asian**
- **Latino immigrants: 13**
- **Discussed the six main neighborhoods while immersed in them**

Additional data

- **Local histories, census data, media reports**

I've dated a girl for a while that lived in North Ogden. It was only just ten minutes from her place to mine, and North Ogden is a much different demographic from Ogden proper. It's much wealthier and pretty much predominantly Mormon. But even her, going up to Weber High, "Oh you know, is it as bad as they say?" What do you mean, is it as bad as they say? "You know, like people get shot, stabbed and what not." No, no, it's not that bad.
(27-year-old white male)

So, I think that the city of Ogden has worked a lot in maintaining the serenity and security of people, of the families, of the children Because in comparison to other cities like Midvale [or] Salt Lake, you hear it in the news a lot that they steal or assault. Thank goodness we do not see that here.

(48-year-old immigrant Latina)

Harrison [blvd] is kind of the divide. If you live that way of Harrison, you're in a less good neighborhood. If you live that way of Harrison, you're in a good neighborhood. Not exactly sure how that works out, but that's the way it works out.

(32-year-old white male)

	Appraisal of the city	Proximity of residence	Status
Outsiders	Negative	Peripheral	Mid to high
Native residents	Positive/ Varying	Within the city	Mid to low
Latino immigrant residents	Positive	Central city	Low

In conclusion

Urban reputations are not the result of features like blight and crime

They are collective attempts to gain or maintain status

- Higher status groups benefit from separation**
- Lower status groups benefit from unification**

Questions?

pepperglass@weber.edu

WSUSA Board of Trustees Report November 2020

WSUSA President: Ben Ferney

- GROWL Conference held virtually
- Activities
 - Pumpkin Paint Night
 - Virtual Bingo Night
- Outreach
 - Ferney wants Feedback and Bagel on Ben are going great. Taking a two-week break from in-person aspects while COVID-19 cases are high in Utah.



**President's Report
WSU Board of Trustees
November 18, 2020**

Students

1. **New Student Areas** | The university expanded two critical student-serving areas inside the Student Services Center (SSC). New areas included expanding the Counseling and Psychological Services Center from four to five new offices to better serve students. Access and Diversity also added a multi-use student lounge that will allow students to gather informally for study sessions, club meetings, or programming events.
2. **Utah Campus Cup - Student Voter Participation** | Utah's lieutenant governor's office sponsors a statewide voter registration challenge for the state's universities and colleges. The challenge helps increase student voter participation. At stake is a Campus Cup trophy, prizes, bragging rights, and a meeting with the lieutenant governor. As of October 26, 2020, Weber State was in the [lead](#). Final results are pending.

Faculty

1. **Yang Receives National Award** | After evaluating finalists from all 50 states, the Music Teachers National Association (MTNA) selected WSU director of keyboard studies and Brady Presidential Distinguished Professor Yu-Jane Yang as the organization's Teacher of the Year for 2020. This is the first time the prestigious national teaching award has been awarded to a teacher from Utah in its 20-year history. Yang was recognized for her passion for teaching and dedication to student success. The award recognizes an individual teacher who has made a difference in their students' lives, has contributed to the advancement of music in their community and is an example of a professional music educator each year. MTNA has over 22,000 members across the U.S., primarily university music professors and independent studio teachers.
2. **Steimel Earns Fulbright Honor** | After an extensive application and review process, the J. William Fulbright Foreign Scholarship Board selected communication professor Sarah Steimel as a Fulbright Specialist for work in late spring/early summer 2020. Her project, "Technology for Education: Online Education," was planned at Polotsk State University in Belarus to help expand higher-education opportunities to more citizens through quality online programs. Steimel spent three months coordinating plane tickets, visas and other details with the State Department before COVID forced a sudden cancelation. "Of course, I am incredibly disappointed," Steimel said. "I would have loved the opportunity to collaborate and share my passion for online and international education with Belarusian colleagues. I also wanted to study their teaching practices to bring ideas back to WSU." Steimel is hopeful the Fulbright Board will be able to reschedule once it is safe to do so. Steimel is the 12th Weber State Fulbright recipient since 1999.

Staff

1. **Social Media Training** | On Monday, December 7, from 2:00 p.m. to 3:00 p.m., Student Affairs' Dani McKean will lead a training on optimizing social media for students. The Student Affairs Virtual Optimization Task Force has identified this training as an area that will help our division provide services to our students at an even higher level. [Join Dani McKean from SA Marketing](#) to learn more about how we can best use social media within our area/departments.
2. **Bladen Elected Chair of UWHEM** | Teri L. Bladen, director of Campus Recreation, was elected to serve as chair-elect for the Utah Women in Higher Education Network (UWHEM) Board of Directors and will become chair in July 2021. She also served as chair of NIRSA-Leaders in Collegiate Recreation, National Directors Institute.

University wide

1. **Campus-wide COVID-19 Testing** | After Governor Gary Herbert issued a State of Emergency on the state's COVID crisis, Weber State was the first university to start large scale student surveillance testing. On Sunday evening, November 8, Gov. Herbert ordered all higher education institutions to implement weekly testing of all students who study, live, or work on campus by no later than January 1. Building upon our protocols for administering symptomatic testing since October 13, and with the support of rapid antigen tests provided by the federal government through the Utah Department of Health, Weber State was able to act quickly on Gov. Herbert's order. We expect to test all students on-campus before the Thanksgiving break. Over 300 faculty, staff, and students volunteered within the first 24 hours to assist with administering the increased testing. Results of our testing and positive COVID cases can be tracked on this [dashboard](#).
2. **Hispanic Heritage Month** | WSU celebrated Hispanic Heritage Month, September 15 – October 15. [This year's Hispanic Heritage Month](#) centered on how Hispanic Americans have had a history of serving our nation in both the present and future. The Casasola and the Mexican Revolution art exhibit featured Agustín Víctor Casasola and highlighted art, culture, and history of the Hispanic/Latino, Chicano and immigrant community. Other events included: WSU Ballet Folklorico students virtually teaching basic folk steps each Tuesday; Sessions on the Ledge highlighting Latin America independence days; workshop with Viviana Felix from Ogden City to discuss how past activists can inspire present action; Q&A with Justice Montoya-Lewis on her journey to the Washington State Supreme Court; and a broadcast of "El Grito." Students also had the opportunity to participate in a virtual cooking class. The keynote speaker, Dr. Hugo Caicedo, spoke on "The Other Latins: How African Heritage has Shaped Latin Culture and its Impact in the US."
3. **Homecoming 2020** | Weber State University held its annual homecoming celebrations, Oct. 2-10. While there was not a football game, the campus community celebrated "Stay-at-Homecoming" with a variety of virtual and socially distanced events.

Monday, October 5, 2020:

The annual pep rally at Waterfall Plaza was held. The rally kicked off with cheers led by the Cheer Squad, Dance Team, and Waldo. The Homecoming 2020 Royalty Court also was announced, and Coach Hill engaged in trivia with various students at the pep rally. Homecoming 2020 shirts were passed out to students at the event, which was estimated to be about 40 students. Mask wearing and social distancing were enforced.

During the day, 200 "Light the W" gift bags were given out to students on campus, which included WSUSA flashlights and holospex glasses. On Monday evening, through the virtual platforms of Zoom and Instagram, students, community members and even alumni, such as Damian Lilliard, waited as the "W" was lit and the WSU Fight Song played.

Tuesday, October 6, 2020:

Casino Night had 53 people in virtual attendance. Two hundred dollars in Amazon gift cards were given out and an additional \$130.00 in gift cards to various places. One hundred dollars in club funding through Student Involvement and Leadership also were given out (after the fact) through a drawing of attendees at the event.

Wednesday, October 7, 2020:

The Service Day of Remembrance (held virtually this year) honors those who embody service in the community or those who passed away. This year, the service opportunities benefited the American Red Cross and the Ogden Weber Community Action Partnership (OWCAP). Last year 145 people volunteered. This year the number increased to 218.

Thursday, October 8, 2020:

Student Involvement and Leadership at Davis Campus hosted a virtual @Homecoming Movie Bingo Night featuring the movies *Coco* and *The Pirates Band of Misfits*. During the day, students registered to watch a certain movie and were sent a specific virtual bingo card related to the movie of their choice. In all, 89 students participated in @Homecoming Movie Bingo Night.

Friday, October 9, 2020:

For Homecoming Movie Night at Stewart Stadium, students were able to reserve their tickets (limit of 50 total for the event) the previous Thursday, October 1. By the afternoon of Friday, October 2, all tickets had been reserved. The WSUSA Activities Team hosted the event, in collaboration with Sodexo, and provided attendees unique, individually-boxed dinners related to the 1920s since the movie was *The Great Gatsby*.

Once the movie started, students could move down to their designated spots on the field where they received a free WSUSA lawn chair. Students were extremely excited about being able to have this unique experience on the football field.

Saturday, October 10, 2020:

The short clip, featuring President Mortensen's family making purple pancakes and WSUSA President Ben Ferney, brought Homecoming 2020 to a virtual close through WSUSA and WSU social media platforms and websites. The video is available at: <https://www.weber.edu/homecoming>. Participants/viewers online could interact and post their videos or photos of making their own purple pancakes at home with the ingredients provided in the giveaway boxes on Friday.

Campus Recreation offered a virtual 5K run for Homecoming this year. The Homecoming Recycle Run was open to students, faculty, staff, alumni or anyone who wanted to participate in the community. Runners were able to run anywhere they chose between October 2-10. It was dubbed the Recycle Run because there were extra medals from previous races that couldn't be reused, so they were "recycled" for this race. Runners also were encouraged to pick up trash to promote sustainability while on their run. Thirty people participated.

The Virtual Career and Internship Fair featuring STEM employers took place on October 14 through Weber State University's (WSU) online career platform, Wildcat Handshake. This fair was held to connect WSU students and employers with each other *virtually* during this unprecedented time. Students were able to sign up and meet with employers in one-on-one video sessions for 10 minutes to learn about current job and internship opportunities. Forty employers participated, and 94 students signed up for sessions.

The Women's Center hosted the 5th annual Lunafest Film Festival on October 21. Lunafest features films by, for, and about women. Around 40 people joined virtually to watch award-winning short films and bid on prizes in the silent auction. Proceeds from Lunafest ticket donations and the virtual silent auction benefited WSU's Safe@Weber Survivor Emergency Fund. This year \$1,015 was raised.

- 4. 15th Annual Native Symposium** | On Wednesday, November 18, the Center for Multicultural Excellence at Weber State University, along with the Native American Student Association, Utah Education Network, and WSU Diversity and Inclusion Programs, will host a virtual film screening for the 15th Annual Native Symposium. [Join us](#) for a free virtual film screening of "[Sisters Rising, a powerful feature documentary](#)" about six Native American women reclaiming personal and tribal sovereignty.

On Thursday, November 19, from 5:00 p.m. to 7:00 p.m., join us for a Zoom webinar with a free screening of the short film "Navajo Nation Crisis" and [panel discussion!](#) [Pre-registration](#) is required.

*Missed the Annual Diversity Conference? View the recording at this [link](#).
For the latest on Weber State's COVID-19 response, visit the university's [website](#).*



Weber State University Alumni Association President's Report
WSU Board of Trustees
October 2020

➤ Alumni Highlights:

We are collaborating with University Marketing and Communication and are using our #EverUpward campaign to focus attention on two student stories per month. We will use news releases, videos, and social media to highlight a different student every second and fourth Tuesday of the month. We will also be featuring these stories in the monthly Alumni newsletter and on the website.

➤ Emeriti

The Council presented a Purple Paw Award to Dr. Dave Tensmeyer. At the Oct. 7, 2020, EAC meeting, we introduced the new Emeriti Alumni Lecture Series. Larry Moench Davis was our first guest speaker. We advised the lecture series to all past EAC members and Alumni. Sixteen individuals joined us via Zoom for the lecture.

➤ Regional Alumni Networks

Regional Alumni Network events: Due to the COVID-19 pandemic, all RAN events have been postponed or canceled until further notice. We are collaboratively working towards creating new virtual events and activities to start offering to our Alumni. A RAN interest survey is being sent out to all alumni this month to receive feedback and suggestions concerning their needs and wants.

➤ Young Alumni Council:

WSU Young Alumni posted photos of the Summer Clean-up project on the Young Alumni Facebook page, which reached 130 people, and had 31 engagements. We had one new member reach out personally to join the Council- an experienced leader, previously engaged in WSU Student Government (SIL). Additionally, the Young Alumni posted on Facebook about getting registered to vote, and reaching 50 people.

➤ Membership:

In lieu of our traditional Grad Finale event, WSU Alumni Relations created graduation gift bundles to be distributed through the Wildcat Store. Along with cap and gown, tassel, and honor cords distribution, the gift bundles include graduation medallions, "Weber State University Alumni" license plate frames, diploma covers and information regarding membership, license plate frames and Cat2Cat. Graduates are able pick up their gift and regalia at the main Wildcat Store in the Shepherd Union Building or request to have it delivered by mail. Ensuring that graduates receive their regalia and gift will give them the opportunity to take graduation photos wherever they choose.

Membership

Total Membership: 1,903

Lifetime: 625

Phone: 320

General: 863

Grad: 95

➤ Student Alumni:

In October, WSU students completed 245 various traditions through the Traditions Keeper App. Of these completed traditions, 47 out of 50 traditions were completed in October. The app also tracked 539 App sessions, from 161 October users, including 30 new users, and 131 return users. The highlight of October was the SAA's participation in the Expedition Vote challenge on Oct. 9, as part of the Utah's Campus Cup Challenge/program. This program is designed to get students civically engaged on Utah campuses. The SAA Team completed 32

Expedition Vote challenges, earning 550+ points for WSU. Additionally, the student alumni reached out through the App to encourage more students to register to vote (Tradition #39). The app showed that 40 people clicked the “register to vote” link- helping WSU remain in the lead for the State of Utah’s Campus Cup!

➤ Phonathon Fulfillment:

The Fall 2020 Phonathon began on Sept. 12 and end on Oct. 20, 2020. Due to Covid-19 constraints, the phonathon was a remote working environment for 25 WSU student callers. Caller's primary ask is structured around the CATapult scholarship initiative. As of Nov. 5, 2020, \$11,103.38 has been raised through phonathon student workers.

Through the phonation blended membership ask, 45 WSUAA memberships have been acquired totaling \$1,815.

➤ Annual Fund Direct Mail Solicitation

The WSU Alumni Relations office will be distributing the Calender Year End Annual Fund direct mail solicitation, consisting of approximately 6,000+ letters to WSU constituents. Letters will be arriving to homes during the second week of December. In addition a e-solicitation letter will be utilized and used as reminders highlighting that donations can be made online through the weber.edu/give website

Save the date: The WSU Alumni Golf Classic will be held on June 4, 2021.

Nothing New to Report from Staff Advisory Council – November 2020

Calendar of Events: November 2020

Wednesday (Nov. 18): Cookie Decorating with Chef Trek. Join Weber Dining's Head Chef, Trek Kryger in a Zoom Cookie Decorating class! You'll pick up your cookie kits from SU 326 and be able to learn some top tips on decorating before all your holiday events! 5:30 – 8:00 pm, Register through SIL

Thursday (Nov. 19): WSU Ballet Folklorico invites you to: PP through the Pandemia, Join The WSU Ballet Folklórico Leaders and members with Peer to Peer through the pandemia, participate in academic subjects for first generation college students. Know resources available and study together! 4:00-5:30 pm, <https://weber.zoom.us/j/8332236639>

Tuesday (Nov. 24): *Wildcat Conversations: Racism* is a video podcast series for all WSU students, staff, and faculty to learn and explore racism in ourselves, our society, and at WSU. Event Url: <https://www.weber.edu/wildcatconversations/>
Link: <http://calendar.weber.edu/MasterCalendar/EventDetails.aspx?EventDetailId=67705>

Tuesday (Nov. 24): Virtual: Tuesdays of Zapateo and Faldeo with WSU Ballet Folklorico, Learn how to Zapater and Faldear, the authentic Mexican Folk/ Disfrute y aprenda cómo Zapatear y Falderar, el Auténtico Folklore Mexicano, 4:00 – 6:00 pm, <https://weber.zoom.us/j/8332236639>

Thursday and Friday (Nov. 26-27): Thanksgiving Break

**Weber State University Board of Trustees
 Personnel and Academic Policy Committee
 November 18, 2020
 8:00 AM • via [Zoom](#)
 Meeting ID: 966 6686 0274
 Passcode: 013229**

1. October 2020 Meeting Minutes Approval	Committee Action Only
2. Proposed PPM Changes	Recommend to Full Board
PPM 3-15, Personnel Relations (Redlined, Clean Copy)	
3. Tenure Documents	Recommend to Full Board
College of Social & Behavioral Sciences Tenure Document (Redlined, Clean Copy)	
4. Curriculum	Recommend to Full Board
Radiologic Sciences, Advanced (BS) - Radiologist Assistant Emphasis Program Discontinuance	
5. Consent Calendar	Recommend to Full Board
<i>Early Retirement Requests:</i>	
<ul style="list-style-type: none"> • Richard Lee Ford, Earth & Environmental Sciences, Full Retirement, 6/30/21 • Peter M. Jackson, Online & Continuing Education, Full Retirement, 4/1/21 • Robert Law, Custodial, Full Retirement, 3/9/21 • Julianne K. McCulley, Manufacturing & Systems Engineering, Full Retirement, 6/30/21 • Toni Thompson, Accounting Services, Full Retirement, 6/30/21 	
Personnel Report: October 2020	
6. WSUSA Policy Issues	Information Only
7. Office of Academic Affairs Organization	Information Only



PPM 3-15, Personnel Relations Abusive Conduct and Respectful Work Conditions

Responsible Office: Human Resources

1.0 PURPOSE

Weber State University strives to provide a respectful work environment that fosters collaborative relationships free from abusive conduct.

2.0 REFERENCES

- 2.1** PPM 3-31, Staff Employee Grievances (With Provisions for Certain Hourly Employees)
- 2.2** PPM 3-32, Discrimination, Harassment, and Sexual Misconduct (including Title IX)
- 2.3** PPM 3-33, Discipline (Staff Employees)
- 2.4** PPM 3-67, Violence Prevention Policy
- 2.5** PPM Section 9, Academic Freedom, Rights, Responsibilities, and Due Process
- 2.6** Utah Code Ann. § 67-26-203, Abusive conduct – Training - Policy

3.0 DEFINITIONS

- 3.1** Abusive Conduct – Verbal, nonverbal, or physical conduct of an employee to another employee that based on the severity, nature, or frequency of the conduct a reasonable person would determine: was intended to cause intimidation, humiliation, or unwarranted distress; exploits a known physical or psychological disability; or results in substantial physical or psychological harm caused by intimidation, humiliation or unwarranted distress.

The following actions due to their nature or frequency are not presumed to be abusive conduct unless they are especially severe and egregious, and would, as determined by a reasonable person, meet the criteria of abusive conduct:

- a single act;
- disciplinary or administrative actions;
- coaching or work-related feedback;
- work assignments or job reassignments;
- or differences in styles of management, communication, expression, or opinion.

- 3.2 Physical harm - impairment of an individual's physical health or bodily integrity, as established by competent evidence.
- 3.3 Psychological harm - the impairment of an individual's mental health, as established by competent evidence.

4.0 POLICY

4.1 **Abusive Conduct and Respectful Work Conditions.** The University prohibits abusive conduct, as described under this policy. ~~Under the direction of the president~~ Additionally, University administrative officers ~~strive to shall~~:

4.1.1 Establish fair and orderly procedures for administering personnel relations ~~that: which~~

4.1.1.1 Satisfy all applicable legal requirements, including but not limited to the Affirmative Action Program and non-discriminatory employment policy of the University, and

4.1.1.2 ~~Assure~~ Promote respect for the dignity of each employee and encourage interpersonal cooperation and support;:-

4.1.2 Appoint competent supervisors who are concerned for the needs and career development of the employees within their areas of responsibility;:-

4.1.3 Inform employees about the progress of the University and whenever possible give advance notice of changes that would affect their job;:-

4.1.4 Provide clear and accepted channels for the consideration of suggestions, grievances or complaints;:-

4.1.5 Provide the maximum job security which fair treatment and good planning can provide;:-

4.1.6 Provide fair and competitive compensation and benefits consistent with appropriated and available funds;:- and

4.1.7 Maintain secure working conditions.

~~Provide the opportunities and help needed by employees to advance and achieve commensurate with ability.~~

4.2 **Employee Obligations.** University employees ~~must are expected to~~:

- 4.2.1 Render satisfactory performance in their assigned positions, consistent with established job requirements and University and departmental standards;
- 4.2.2 Observe established policies, practices, and procedures in the performance of assigned responsibilities, and in the presentation of suggestions, complaints, or grievances to University supervisors and officials; ~~Whenever feasible, interviews with University officers should be arranged by appointment.~~
- 4.2.3 In carrying out their responsibilities, conduct themselves in a manner that a reasonable person would find to be professional and respectful to others in the workplace; and
- 4.2.4 Not engage in abusive conduct.

5.0 PROCEDURES

5.1 **Reporting and Resolving Abusive Conduct.** An employee who believes that they or another employee have been subjected to abusive conduct may report, through a written abusive conduct complaint, the abusive conduct in accordance with either:

- 5.1.1 PPM 3-31 Staff Employee Grievances (With Certain Provisions for Hourly Employees) where the employee reported to have engaged in abusive conduct is a staff employee; or
- 5.1.2 PPMs 9-11, Informal Process and Informal Conciliatory Meeting and/or 9-12, Formal Hearing where the employee reported to have engaged in abusive conduct is a faculty member.

The University will resolve the reports of abusive conduct consistent with those policies. Where the reported abusive conduct involves allegations of violence or potentially violent behavior, the recipient of the report should refer the report to the appropriate office consistent with PPM 3-67, Violence Prevention. Where the reported abusive conduct alleges discrimination or harassment based on a protected classification, as described in PPM 3-32, Discrimination, Harassment, and Sexual Misconduct (including Title IX), the recipient of the report must share that report with the AA/EO Office consistent with that policy.

5.2 **Abusive Conduct Prevention Training.** Human Resources must annually provide to all employees training on the prevention of abusive conduct in the workplace.

~~Questions relating to any aspect of University personnel practices and any proposals for changes therein should be addressed to the director of Human Resources.~~

Revision History
Creation Date: 8.17.77
Amended:

DRAFT



WEBER STATE
UNIVERSITY

PPM 3-15, Abusive Conduct and Respectful Work Conditions

Responsible Office: Human Resources

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The following actions due to their nature or frequency are not presumed to be abusive conduct unless they are especially severe and egregious, and would, as determined by a reasonable person, meet the criteria of abusive conduct:

- a single act;
- disciplinary or administrative actions;
- coaching or work-related feedback;
- work assignments or job reassignments;
- or differences in styles of management, communication, expression, or opinion.

- 3.2 Physical harm - impairment of an individual's physical health or bodily integrity, as established by competent evidence.
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- 4.1.1 Establish fair and orderly procedures for administering personnel relations that:
 - 4.1.1.1 Satisfy all applicable legal requirements, including but not limited to the Affirmative Action Program and non-discriminatory employment policy of the University, and
 - 4.1.1.2 Promote respect for the dignity of each employee and encourage interpersonal cooperation and support;
- 4.1.2 Appoint competent supervisors who are concerned for the needs and career development of the employees within their areas of responsibility;
- 4.1.3 Inform employees about the progress of the University and whenever possible give advance notice of changes that would affect their job;
- 4.1.4 Provide clear and accepted channels for the consideration of suggestions, grievances or complaints;
- 4.1.5 Provide the maximum job security which fair treatment and good planning can provide;
- 4.1.6 Provide fair and competitive compensation and benefits consistent with appropriated and available funds; and
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Revision History
Creation Date: 8.17.77
Amended:

POLICY ON TENURE
COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES WEBER STATE UNIVERSITY

Revisions sent out for approval 8/28/2020

POLICY ON TENURE

A. PREAMBLE

This tenure document has been designed to aid in the evaluation of candidates seeking tenure in departments within the College of Social and Behavioral Sciences (COSBS). Standards are set to ensure that only those faculty members who exhibit a high overall level of performance receive a positive tenure recommendation. Diversity within the standards accommodates faculty members with different backgrounds, talents, and professional accomplishments. In the tenure process, a candidate's total professional career will be considered, including performance at other institutions of higher education. It is the candidate's responsibility to provide the committees with pertinent information related to his or her teaching, scholarship, and service to make a tenure recommendation.

B. INSTRUCTIONS TO TENURE COMMITTEES AND CANDIDATE

Department and college tenure committees are responsible for evaluating the performance of tenure candidates. A committee must provide candidates substantial evidence for, and explanation of, ratings of their teaching, scholarship, and service, and detailed recommendations for improvement. A committee may request additional information from a candidate or seek clarification of information provided by a candidate, but is not obligated to do so; candidates are responsible for ensuring the accuracy and comprehensiveness of their dossiers.

In the third-year review, committees and administrators will rate candidates in each area of evaluation (teaching, scholarship, service) according to the standards (excellent to unsatisfactory) necessary for achieving tenure, and explicate in their letters to the candidates what actions are necessary in each area of evaluation to achieve tenure according to the channels.

In the sixth-year review, committees and administrators making tenure evaluations of candidates undergoing a sixth-year review must select one of the following recommendations and address in specific terms the recommendation in a letter to candidates:

- Recommend tenure not be granted.
- Recommend tenure be granted.

C. REQUIREMENTS FOR SUCCESSFUL EVALUATION

To be recommended for tenure, the candidate must:

- have a terminal degree as outlined in the Weber State University Policy and Procedures Manual (PPM) 8.6 and 8.11,

- meet the standards of one of the tenure channels and provide evidence of appropriate performance, and
- adhere to professional standards of behavior as outlined in PPM 9.3 through 9.8.

D. CATEGORIES FOR TENURE EVALUATION

Three categories are delineated as areas of evaluation for tenure consideration: teaching, scholarship, and service. Although most activities will fall within one area or another, aspects of some activities may be described in different areas. For example, aspects of undergraduate research may be described in Teaching (mentoring activities), Scholarship (conference presentations or publications), and Service (BIS supervision). Similarly, the activities of clinical faculty may be categorized as Service to the community (seeing patients) or the discipline (clinical supervision), Teaching (using case studies), and Scholarship (conference publications or presentations). Within each area, the faculty member being considered for tenure shall be rated as excellent, good, satisfactory, or unsatisfactory. Each category for evaluation is to be rated as noted under the section on ratings.

E. TEACHING

Effective teaching or instruction is the most important duty of faculty members at Weber State University. Deficiencies in teaching cannot be compensated for by exceptional performance in the other areas. Teaching is simply defined as any transfer of relevant knowledge or skills from faculty to students, irrespective of context, medium, process, or outcomes (e.g., whether or not it results in a grade). Teaching activities include, but are not limited to: classroom instruction, laboratory sections, field work or field trips, on-line instruction, and a variety of advisory, supervisory, or sponsorship roles including service or community-based learning, undergraduate research, student clubs and organizations, events, and programs. All forms of teaching a faculty member performs, and all preparatory activities in service of teaching, will be given consideration by the Rank and Tenure Committee based on their merits. However, it is the candidate's responsibility to document the quality and effectiveness of their teaching or any related preparatory activities.

Teaching is an ongoing activity that involves the evaluation of faculty performance by students, peers, and responsible administrators. Evidence of teaching effectiveness must include, but is not limited to, Student Course Evaluations, Self Evaluation, and Peer Review. In addition, the principle of high-impact student engagement in teaching is highly valued at the University and in the College of Social and Behavioral Sciences. Candidates are strongly encouraged to provide evidence of the application of high-impact teaching practices.

Department, college, and/or university-approved student course evaluation results are an important source of evidence of faculty teaching quality. Candidates must be evaluated in all courses (including online courses, laboratory sections, field classes, and the like) every

semester. Data acquired from these student evaluations may be summarized. Other teaching assessments may also be used to assess teaching, including ones used for departmental or general education assessment. Furthermore, it is incumbent on candidates to explain how the course evaluation data reflect their teaching effectiveness.

A faculty member's own critical self-evaluation of his or her teaching in a Teaching Profile is also an important source of evidence of their teaching effectiveness. Candidates should provide evidence that they are competent in the three different elements of teaching: Subject Knowledge (evidence of the candidate's knowledge and/or skills necessary to provide up-to-date instruction for the courses they teach), Pedagogy (evidence of knowledge of the issues surrounding the pedagogical approach they choose and demonstration of the evolution of and purposes for their choices), and Assessment of Student Learning (candidates must demonstrate that they assess students' learning with valid, reliable assessment methods and tools which are tied to course and department student learning outcomes).

PPM (8-11 IV E 3) requires that at least every three years, the teaching performance of tenure-track faculty be evaluated by a peer review committee (comprised of at least three department and non-departmental members, one of which must be the department chair). The Peer Review Committee provides information about the candidate's teaching performance to the Department Tenure and Promotion Committee.

F. SCHOLARSHIP

The candidate is expected to produce scholarship. All types of scholarship will be given consideration by the Rank and Tenure Committee based on their merit. It is the candidate's responsibility to document the significance, impact, and quantity of their scholarship. Significant scholarship is judged as such by peers, and impactful scholarship influences and informs policy- and decision-making in relevant groups/institutions. A candidate producing notably significant or impactful scholarship may require fewer items to receive a given rating than would otherwise be required. Evaluation committees and candidates are encouraged to obtain independent evaluation of scholarly work from within or outside of the university to assist in establishing the relative merits of the candidate's scholarship. The following list of scholarly work is not exhaustive.

- Publication of books or articles or chapters subject to peer review and formal acceptance processes. It is the candidate's responsibility to make the case that a particular

publication is peer-reviewed, to establish the significance of the publishing forum, and to document the extent of his or her contributions to a jointly authored publication.

- Unpublished works that are currently undergoing the peer-review process.
- Peer-reviewed grants that are in and of themselves scholarly work.
- Service as editor or assistant editor of a scholarly journal that involves the production of scholarly work.
- Delivery of scholarly papers or posters at academic meetings.
- Publication of book reviews.

- Non-peer reviewed scholarly products such as unpublished manuscripts, self-published works, research reports, and publications for general audiences.
- Community-based research reports or presentations.

G. PROFESSIONAL SERVICE

The candidate is expected to provide professionally-related service. All levels of service, whether at the institutional, community, or professional levels, will be given consideration based on their merits by the committee. Service to the institution is expected of all faculty. It is the candidate's responsibility to document the quality, quantity, and significance of these activities, and any leadership roles that they may have fulfilled.

Institutional service is provided at the university, college, and departmental levels, the bulk of which typically is reflected by committee-based work. Leadership on such committees is not strictly defined as serving as chair, but as providing significant contributions in achieving service goals. Leadership will be weighted more heavily than committee membership, as will committee assignments which are more demanding. Administrative roles such as program coordinator or student club advisor also constitute university/institutional service activities.

Service to the community must be professional in nature and utilize the candidate's area(s) of academic expertise. Community service may include activities such as speech-making in the area of the candidate's expertise, membership on boards, consulting, publishing in the popular press, advising to avocational groups, and participating in seminars or workshops. Service to the community that is professional (discipline-based) in nature is highly valued and should be reflected as such in the evaluation for tenure. Likewise, the principle of high-impact student engagement and learning as a part of professional service is highly valued at the University and in the College of Social and Behavioral Sciences. Candidates are strongly encouraged to provide evidence of activities that engage students in high-impact service.

Service to the profession includes activities such as acting as a reviewer of scholarly publications, chairing sessions or acting as a discussant at scholarly meetings, serving as an officer of a professional organization, and any other activities that contribute to one's profession in a meaningful way.

H. ADHERENCE TO PROFESSIONAL ETHICS

The College of Social and Behavioral Sciences endorses the statement of "Professional Responsibilities, Ethical Principles, and Standards of Behavior" contained in PPM 9-3 through 9-8. Candidates for tenure shall be evaluated against those ethical canons and standards of behavior. A general indication of the faculty member's adherence to those ethical principles and standards of behavior shall be noted on the Tenure Evaluation Report, with a "yes" or "no" response. Letters indicating the findings of the evaluative committees, chairs, and dean shall, if necessary, indicate strengths and weaknesses in this regard.

I. DEGREE REQUIREMENTS

Minimum degree requirements are outlined in PPM 8-6 and 8-11.

J. RATINGS

Excellent

Teaching

The candidate will normally be rated excellent when evaluations by peers indicate that he/she has consistently been an outstanding teacher, there is substantial evidence that the candidate used student evaluations **and/or other student feedback** to improve teaching effectiveness, and there is evidence that the candidate has made substantial and beneficial innovations to course material and teaching methods.

Scholarship

The candidate will normally be rated excellent with the publication of one peer-reviewed book or three peer-reviewed articles/chapters, and evidence of additional, ongoing scholarly activity. Notably significant or impactful scholarship may substitute for one peer-reviewed article.

Service

The candidate will normally be rated excellent when he/she performs a variety of demanding service activities, provides leadership, and exhibits significant impact in his or her areas of service.

Good

Teaching

The candidate will normally be rated good when evaluations by peers indicate that he/she has consistently been teaching above the level of competence, there is some evidence the candidate used student evaluations **and/or other student feedback** to improve teaching effectiveness, there is evidence that the candidate has made some worthwhile innovations to course material and teaching methods, and that he/she has addressed and reduced any substantial deficiencies in teaching performance noted in a previous review.

Scholarship

The candidate will normally be rated good with the publication of two peer-reviewed articles/chapters, and evidence of ongoing scholarly activity. Notably significant or impactful scholarship may substitute for one peer-reviewed article.

Service

The candidate will normally be rated good when he/she performs a variety of service activities, provides leadership, or exhibits significant impact in his or her areas of service.

Satisfactory

Teaching

The candidate will normally be rated satisfactory when evaluations by peers indicate that he/she has consistently been teaching at a level of competence, there is little evidence that the candidate used student evaluations **and/or other student feedback** to improve teaching effectiveness, there is evidence that the candidate has made few innovations to course material or teaching methods, and that he/she has taken action to address any substantial deficiencies in teaching performance noted in a previous review.

Scholarship

The candidate will normally be rated satisfactory with the publication of one peer-reviewed article/chapter, and a record of ongoing scholarly activity. Notably significant or impactful scholarship may substitute for one peer-reviewed article.

Service

The candidate will normally be rated satisfactory when he/she provides minimal leadership and exhibits minimal impact in his or her areas of service.

Unsatisfactory

Teaching

The candidate will normally be rated unsatisfactory when evaluations by ~~students and~~ peers indicate that he/she has consistently been lacking competence as a teacher, **when there is minimal evidence that the candidate used student evaluations and/or other student feedback to improve teaching effectiveness,** when there is minimal evidence that the candidate has made innovations to course material and teaching methods, and when the candidate has neither addressed nor reduced any substantial deficiencies in teaching performance noted in a previous review.

Scholarship

The candidate will normally be rated unsatisfactory when he/she fails to meet the standards for satisfactory noted above.

Service

The candidate will normally be rated unsatisfactory when he/she fails to meet the standards for satisfactory noted above.

K. TENURE CHANNELS

Preliminary/third-year review: Candidates are evaluated according to college tenure criteria in order to ensure a positive trajectory toward tenure. However, candidates are not expected to be tenurable at third-year review. The point of the third-year review is to establish whether the candidate is making satisfactory or unsatisfactory progress toward tenure, and to identify what remedial action candidates may need to make in order to be tenured.

Tenure /sixth-year Review: Five channels exist for the candidate to follow and be considered for tenure. A candidate must meet or exceed all parts of one channel in order to meet the requirements for tenure.

CHANNEL	TEACHING	SCHOLARSHIP	SERVICE
I	Excellent	Good	Satisfactory
II	Excellent	Satisfactory	Good
III	Good	Good	Good
IV	Good	Excellent	Satisfactory
V	Good	Satisfactory	Excellent

L. TIMETABLE FOR TENURE ACTIONS

The College of Social and Behavioral Sciences will adhere to the dated guidelines for the tenure process found in PPM 8-12.

M. EFFECTIVE DATE

This revised policy on tenure will be effective for all tenure-track faculty members who begin their service after the approval of the policy by the Board of Trustees.

APPENDIX

POLICY ON POST-TENURE REVIEW COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES

Adopted December 5, 2013 WEBER STATE UNIVERSITY

I. PREAMBLE

This post-tenure review document has been designed to aid in the review of faculty after earning tenure in the departments within the College of Social and Behavioral Sciences

(COSBS). After earning tenure, faculty shall be reviewed every five years for the duration of their careers. The post-tenure review is not a re-adjudication of tenure, but an assessment only of performance during the previous five years of employment. The review shall follow the guidelines as specified in WSU PPM 8-11, Section II (Evaluation of Faculty Members, Post-Tenure Review) and Regents Policy R481(Academic Freedom, Professional Responsibility, Tenure, Termination, and Post- Tenure Review). The post-tenure review uses a process for evaluating faculty performance that differs from that used for the granting of tenure. This process recognizes the academic independence earned by the faculty member. Throughout the review process, the tenured faculty member undergoing post-tenure review shall be presumed to have ratings that are either at or above Good in teaching and Satisfactory in service and scholarship; the burden shall be on the reviewers, based on the evidence provided by the tenured faculty member, to justify the reason(s), if any, as to why the faculty member should be given a lower rating in any category.

The post-tenure review evaluates faculty in all areas of their professional activity including teaching, scholarship, service, and adherence to professional ethics. Post-tenure comes with expectations that faculty remain engaged and productive members of their disciplines and of the greater university community. In the area of service, tenured faculty are expected to be engaged department, college, university, and community citizens who use their knowledge and experience to provide leadership, to serve meaningfully on committees, to mentor colleagues, and to engage with their professional peers and with the broader public. These expectations can best be summarized with the term “good campus and community citizenship.” In addition, tenured faculty members are expected to teach well and remain actively engaged in scholarship relevant to their disciplines and areas of specialization. This policy recognizes that tenure is a necessary and vital guarantee of intellectual freedom. Tenure also functions as an investment in the future of the institution and in the common good that the institution serves. The post-tenure review process acts as a measure of the success of this investment.

II. INSTRUCTIONS TO THE REVIEWERS AND FACULTY UNDER REVIEW

Post-tenure review shall be based on the COSBS or Departmental Annual Reviews and the faculty member’s short narrative summary. The initial post-tenure review will occur five years after the faculty member has received tenure, with subsequent reviews occurring every five years thereafter and covering only the five-year period since the previous post-tenure review. For the review, the faculty member will (1) assemble his or her Annual Reviews from the preceding five years, (2) append a cover sheet (see Attachment 1), and (3) include the short narrative summary. The summary should address teaching, scholarship and service achievements. For the purposes of the post-tenure review, the faculty member must meet the requirements for a Satisfactory rating for scholarship, and service and a Good rating for teaching as specified in PPM 8-11, Section IV.I (Descriptions and Clarifications of Ratings).

All faculty members subject to post-tenure review shall be notified by the Dean by September 15 of the calendar year of the scheduled review as per the timetable outlined in Section IV

below. In the fall semester following the fifth anniversary of the original award of tenure or promotion to Full Professor, and every five years thereafter, the faculty member will submit the above documentation to his or her reviewing party and schedule a formal review. The review will follow the timetable outlined in Section IV below. Tenured faculty will fall into one of three categories:

1. Tenured but not fully promoted. The faculty member will meet with his or her department Chair for the formal review. In lieu of a review by his or her Chair, the faculty member may choose, at his or her discretion, to be reviewed by the College Ranking Tenure Evaluation Committee. Once the review is completed, the department Chair or college committee Chair will forward the results to the Dean for oversight of the review process. A faculty member who undergoes review for promotion to Full Professor during the fifth academic year of his or her post-tenure review cycle is exempt from undergoing a separate post-tenure review for that cycle. The ratings for the promotion review will substitute for the compilation of the previous five Annual Reviews. Even if a faculty member does not meet a channel for promotion, the ratings could still indicate a positive post-tenure review, using the criteria described above. If a faculty member undergoes review for promotion to Full Professor during a year in which he or she is not scheduled for a post-tenure review, that process will nevertheless be equivalent to a post-tenure review, and the faculty member's five-year post-tenure review cycle will begin anew.

2. Tenured and fully promoted. The faculty member will meet with his or her department Chair for the formal review. In lieu of a review by his or her Chair, the faculty member may choose, at his or her discretion, to be reviewed by the College Ranking Tenure Evaluation Committee. Once the review is completed, the department Chair or college committee Chair will forward the results to the Dean for oversight of the review process.

3. Tenured department Chairs, Associate Deans, and Assistant Deans. The department Chair/Associate Dean/Assistant Dean will meet with the Dean for the formal review. In lieu of a review by the Dean, the department Chair/Associate Dean/Assistant Dean may choose, at his or her discretion, to be reviewed by the College Ranking Tenure Evaluation Committee. Once the

review is completed, the Dean or college committee Chair will forward the results to the non-reviewing party (either the Dean or college committee Chair) for oversight of the review process.

III. ALTERNATIVE PROCEDURE FOR COMPLETING POST-TENURE REVIEW

In 2014-15, WSU created a program called the Performance Compensation Plan (PCP). This plan allows tenured faculty members who have held the rank of full professor for at least five years to apply for a permanent raise.

The application process requires that eligible faculty members provide a detailed report of their teaching, scholarship and service over the most recent five academic years. Criteria for the

Performance Compensation Plan mirror university requirements for promotion from associate professor to professor. The faculty member's department chair and dean review the application and each makes a recommendation to the provost. The provost makes the final determination of award.

Because the standard for Performance Compensation is higher than that of the post-tenure review, a faculty member who applies for the PCP shall be considered to have passed her/his five-year post-tenure review if the department chair and the dean both make a positive recommendation to the provost. A faculty member who applies for PCP, but does not receive positive reviews from the department chair and/or dean, will not automatically be deemed to have passed a post-tenure review. However, if the department chair and the dean agree that the faculty member meets the requirements for a successful post-tenure review according to the criteria for that process, the dean will write a letter indicating that fact, and the faculty member will be deemed to have passed a post-tenure review. If the department chair and/or dean do not support the PCP application, but the provost awards her/him Performance Compensation, the faculty member will be deemed to have met the post-tenure review standards.

When a faculty member is awarded Performance Compensation, the post-tenure review cycle will be reset to five academic years forward from the academic year of the PCP award. If a faculty member who seeks Performance Compensation does not receive the PCP award based on a review of the application, and not as a result of a shortage of funds for that year, and is not deemed to have satisfied post-tenure review by the department chair and dean as noted in the above paragraph, she/he will undergo post-tenure review at the designated time according to CSBS post-tenure review policy. If a faculty member applies for Performance Compensation during the same academic year as a scheduled post-tenure review and does not receive the PCP award based on a review of the application, and not as a result of a shortage of funds for that year, she/he will be asked to submit required documentation for the post-tenure review to the appropriate reviewing party as specified in the CSBS post-tenure review policy two weeks before the end of that academic year. This delayed post-tenure review will be completed within two weeks of the revised deadline and results will be forwarded to the appropriate non-reviewing party (the dean or the chair of the College Ranking Tenure Evaluation Committee) for oversight of the review process.

IV. REMEDIAL ACTIONS

If the faculty member does not meet the standards of the post-tenure review, he or she is responsible for remedying the deficiencies and both the University and College are expected to assist through developmental opportunities as stated in PPM 8-11, Section II.D. The faculty member will work with his or her department Chair or, in the event that he or she is acting as a department Chair, with the Dean to establish a plan that addresses the deficiencies specified in the unfavorable review. This plan may include consulting with a peer-review committee that is mutually agreeable to the faculty and Chair or Dean, as described in PPM 8-11, Section IV.E.3. The plan must specify what steps should be taken to address the deficiencies to the satisfaction

of the Chair or Dean and the faculty member. The plan must follow the timetable outlined in Section IV below, and the Dean must approve the remediation plan. The faculty member under review must provide evidence of progress towards meeting the requirements of the plan and the post-tenure standards. This progress will be monitored each year in the Annual Reviews. A follow-up review, in accordance with the procedures described in Section II above, will occur two fall semesters after the unfavorable review. If the follow-up review determines that progress is not being made, the faculty member will be reviewed by the College Ranking Tenure Evaluation Committee during the subsequent spring semester. The Committee will forward its findings to the Dean, who will make the final recommendation. A favorable review at this stage of the remediation process will satisfy the post-tenure review until the next scheduled review in three years (maintaining the overall five-year rotation). An unfavorable review by the Dean at this stage will be referred to the Provost.

V. TIMETABLE FOR POST-TENURE ACTIONS

The College of Social and Behavioral Sciences Post-Tenure Review will follow the timetable below and should be completed prior to the spring semester. If the faculty member elects to be reviewed by the College Ranking Tenure Evaluating Committee, he or she must notify his or her Chair or Dean by the date noted below.

Post-Tenure Timetable (action must occur by these deadlines):

September 8: The department Chair, in consultation with the Dean, identifies the names of faculty scheduled for post-tenure review.

September 15: The Dean notifies faculty members up for post-tenure review.

September 22: Faculty members wishing to be reviewed by their College Ranking Tenure Evaluating Committee must notify their Chair and Dean by this date.

October 15: The faculty member must submit his or her materials for review to the appropriate reviewing party.

November 15: The faculty member must meet with the reviewing party to undergo a formal review.

November 22: The reviewing party must complete the review and submit to the oversight review party. When the Dean serves as the reviewing party, the oversight review party will be the Chair of the College Ranking Tenure Evaluating Committee. In all other cases, the Dean will serve as the oversight review party.

December 1: The non-reviewing party must complete his or her oversight review.

December 7: A meeting must be held between the Chair or Dean and any faculty member receiving an unsatisfactory review in order to work out a plan of action or remediation.

December 15: The Dean must approve the plan of action or remediation.

VI. EFFECTIVE DATE

This policy on post-tenure review will be effective for all tenured faculty members after the approval of the policy by the Weber State University Faculty Senate.

ATTACHMENT 1

COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES POST-TENURE REVIEW COVER SHEET

Faculty Name:

Department:

Date of Tenure Decision:

Date of Post-Tenure Interview:

Based on the evidence provided, the faculty member HAS SATISFIED the requirements outlined in the College of Social and Behavioral Sciences Post-Tenure Review Policy.

Based on the evidence provided the faculty member HAS NOT SATISFIED the requirements outlined in the College of Social and Behavioral Sciences Post-Tenure Review Policy. A summary of the reasons why the faculty member has received an unsatisfactory post-tenure review is attached.

College Dean:
Signature

Department Chair or College Ranking Tenure
Committee Chair:

Signature

Faculty Member:

Signature

(Implies acknowledgement, not necessarily agreement)

POLICY ON TENURE
COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES WEBER STATE UNIVERSITY

Revisions sent out for approval 8/28/2020

POLICY ON TENURE

A. PREAMBLE

This tenure document has been designed to aid in the evaluation of candidates seeking tenure in departments within the College of Social and Behavioral Sciences (COSBS). Standards are set to ensure that only those faculty members who exhibit a high overall level of performance receive a positive tenure recommendation. Diversity within the standards accommodates faculty members with different backgrounds, talents, and professional accomplishments. In the tenure process, a candidate's total professional career will be considered, including performance at other institutions of higher education. It is the candidate's responsibility to provide the committees with pertinent information related to his or her teaching, scholarship, and service to make a tenure recommendation.

B. INSTRUCTIONS TO TENURE COMMITTEES AND CANDIDATE

Department and college tenure committees are responsible for evaluating the performance of tenure candidates. A committee must provide candidates substantial evidence for, and explanation of, ratings of their teaching, scholarship, and service, and detailed recommendations for improvement. A committee may request additional information from a candidate or seek clarification of information provided by a candidate, but is not obligated to do so; candidates are responsible for ensuring the accuracy and comprehensiveness of their dossiers.

In the third-year review, committees and administrators will rate candidates in each area of evaluation (teaching, scholarship, service) according to the standards (excellent to unsatisfactory) necessary for achieving tenure, and explicate in their letters to the candidates what actions are necessary in each area of evaluation to achieve tenure according to the channels.

In the sixth-year review, committees and administrators making tenure evaluations of candidates undergoing a sixth-year review must select one of the following recommendations and address in specific terms the recommendation in a letter to candidates:

- Recommend tenure not be granted.
- Recommend tenure be granted.

C. REQUIREMENTS FOR SUCCESSFUL EVALUATION

To be recommended for tenure, the candidate must:

- have a terminal degree as outlined in the Weber State University Policy and Procedures Manual (PPM) 8.6 and 8.11,

- meet the standards of one of the tenure channels and provide evidence of appropriate performance, and
- adhere to professional standards of behavior as outlined in PPM 9.3 through 9.8.

D. CATEGORIES FOR TENURE EVALUATION

Three categories are delineated as areas of evaluation for tenure consideration: teaching, scholarship, and service. Although most activities will fall within one area or another, aspects of some activities may be described in different areas. For example, aspects of undergraduate research may be described in Teaching (mentoring activities), Scholarship (conference presentations or publications), and Service (BIS supervision). Similarly, the activities of clinical faculty may be categorized as Service to the community (seeing patients) or the discipline (clinical supervision), Teaching (using case studies), and Scholarship (conference publications or presentations). Within each area, the faculty member being considered for tenure shall be rated as excellent, good, satisfactory, or unsatisfactory. Each category for evaluation is to be rated as noted under the section on ratings.

E. TEACHING

Effective teaching or instruction is the most important duty of faculty members at Weber State University. Deficiencies in teaching cannot be compensated for by exceptional performance in the other areas. Teaching is simply defined as any transfer of relevant knowledge or skills from faculty to students, irrespective of context, medium, process, or outcomes (e.g., whether or not it results in a grade). Teaching activities include, but are not limited to: classroom instruction, laboratory sections, field work or field trips, on-line instruction, and a variety of advisory, supervisory, or sponsorship roles including service or community-based learning, undergraduate research, student clubs and organizations, events, and programs. All forms of teaching a faculty member performs, and all preparatory activities in service of teaching, will be given consideration by the Rank and Tenure Committee based on their merits. However, it is the candidate's responsibility to document the quality and effectiveness of their teaching or any related preparatory activities.

Teaching is an ongoing activity that involves the evaluation of faculty performance by students, peers, and responsible administrators. Evidence of teaching effectiveness must include, but is not limited to, Student Course Evaluations, Self Evaluation, and Peer Review. In addition, the principle of high-impact student engagement in teaching is highly valued at the University and in the College of Social and Behavioral Sciences. Candidates are strongly encouraged to provide evidence of the application of high-impact teaching practices.

Department, college, and/or university-approved student course evaluation results are an important source of evidence of faculty teaching quality. Candidates must be evaluated in all courses (including online courses, laboratory sections, field classes, and the like) every semester. Data acquired from these student evaluations may be summarized. Other teaching assessments may also be used to assess teaching, including ones used for

departmental or general education assessment. Furthermore, it is incumbent on candidates to explain how the course evaluation data reflect their teaching effectiveness.

A faculty member's own critical self-evaluation of his or her teaching in a Teaching Profile is also an important source of evidence of their teaching effectiveness. Candidates should provide evidence that they are competent in the three different elements of teaching: Subject Knowledge (evidence of the candidate's knowledge and/or skills necessary to provide up-to-date instruction for the courses they teach), Pedagogy (evidence of knowledge of the issues surrounding the pedagogical approach they choose and demonstration of the evolution of and purposes for their choices), and Assessment of Student Learning (candidates must demonstrate that they assess students' learning with valid, reliable assessment methods and tools which are tied to course and department student learning outcomes).

PPM (8-11 IV E 3) requires that at least every three years, the teaching performance of tenure-track faculty be evaluated by a peer review committee (comprised of at least three department and non-departmental members, one of which must be the department chair). The Peer Review Committee provides information about the candidate's teaching performance to the Department Tenure and Promotion Committee.

F. SCHOLARSHIP

The candidate is expected to produce scholarship. All types of scholarship will be given consideration by the Rank and Tenure Committee based on their merit. It is the candidate's responsibility to document the significance, impact, and quantity of their scholarship. Significant scholarship is judged as such by peers, and impactful scholarship influences and informs policy- and decision-making in relevant groups/institutions. A candidate producing notably significant or impactful scholarship may require fewer items to receive a given rating than would otherwise be required. Evaluation committees and candidates are encouraged to obtain independent evaluation of scholarly work from within or outside of the university to assist in establishing the relative merits of the candidate's scholarship. The following list of scholarly work is not exhaustive.

- Publication of books or articles or chapters subject to peer review and formal acceptance processes. It is the candidate's responsibility to make the case that a particular publication is peer-reviewed, to establish the significance of the publishing forum, and to document the extent of his or her contributions to a jointly authored publication.
- Unpublished works that are currently undergoing the peer-review process.
- Peer-reviewed grants that are in and of themselves scholarly work.
- Service as editor or assistant editor of a scholarly journal that involves the production of scholarly work.
- Delivery of scholarly papers or posters at academic meetings.
- Publication of book reviews.
- Non-peer reviewed scholarly products such as unpublished manuscripts, self-published works, research reports, and publications for general audiences.
- Community-based research reports or presentations.

G. PROFESSIONAL SERVICE

The candidate is expected to provide professionally-related service. All levels of service, whether at the institutional, community, or professional levels, will be given consideration based on their merits by the committee. Service to the institution is expected of all faculty. It is the candidate's responsibility to document the quality, quantity, and significance of these activities, and any leadership roles that they may have fulfilled.

Institutional service is provided at the university, college, and departmental levels, the bulk of which typically is reflected by committee-based work. Leadership on such committees is not strictly defined as serving as chair, but as providing significant contributions in achieving service goals. Leadership will be weighted more heavily than committee membership, as will committee assignments which are more demanding. Administrative roles such as program coordinator or student club advisor also constitute university/institutional service activities.

Service to the community must be professional in nature and utilize the candidate's area(s) of academic expertise. Community service may include activities such as speech-making in the area of the candidate's expertise, membership on boards, consulting, publishing in the popular press, advising to avocational groups, and participating in seminars or workshops. Service to the community that is professional (discipline-based) in nature is highly valued and should be reflected as such in the evaluation for tenure. Likewise, the principle of high-impact student engagement and learning as a part of professional service is highly valued at the University and in the College of Social and Behavioral Sciences. Candidates are strongly encouraged to provide evidence of activities that engage students in high-impact service.

Service to the profession includes activities such as acting as a reviewer of scholarly publications, chairing sessions or acting as a discussant at scholarly meetings, serving as an officer of a professional organization, and any other activities that contribute to one's profession in a meaningful way.

H. ADHERENCE TO PROFESSIONAL ETHICS

The College of Social and Behavioral Sciences endorses the statement of "Professional Responsibilities, Ethical Principles, and Standards of Behavior" contained in PPM 9-3 through 9-8. Candidates for tenure shall be evaluated against those ethical canons and standards of behavior. A general indication of the faculty member's adherence to those ethical principles and standards of behavior shall be noted on the Tenure Evaluation Report, with a "yes" or "no" response. Letters indicating the findings of the evaluative committees, chairs, and dean shall, if necessary, indicate strengths and weaknesses in this regard.

I. DEGREE REQUIREMENTS

Minimum degree requirements are outlined in PPM 8-6 and 8-11.

J. RATINGS

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Teaching

The candidate will normally be rated excellent when evaluations by peers indicate that he/she has consistently been an outstanding teacher, there is substantial evidence that the candidate used student evaluations and/or other student feedback to improve teaching effectiveness, and there is evidence that the candidate has made substantial and beneficial innovations to course material and teaching methods.

Scholarship

The candidate will normally be rated excellent with the publication of one peer-reviewed book or three peer-reviewed articles/chapters, and evidence of additional, ongoing scholarly activity. Notably significant or impactful scholarship may substitute for one peer-reviewed article.

Service

The candidate will normally be rated excellent when he/she performs a variety of demanding service activities, provides leadership, and exhibits significant impact in his or her areas of service.

Good

Teaching

The candidate will normally be rated good when evaluations by peers indicate that he/she has consistently been teaching above the level of competence, there is some evidence the candidate used student evaluations and/or other student feedback to improve teaching effectiveness, there is evidence that the candidate has made some worthwhile innovations to course material and teaching methods, and that he/she has addressed and reduced any substantial deficiencies in teaching performance noted in a previous review.

Scholarship

The candidate will normally be rated good with the publication of two peer-reviewed articles/chapters, and evidence of ongoing scholarly activity. Notably significant or impactful scholarship may substitute for one peer-reviewed article.

Service

The candidate will normally be rated good when he/she performs a variety of service activities, provides leadership, or exhibits significant impact in his or her areas of service.

Satisfactory

Teaching

The candidate will normally be rated satisfactory when evaluations by peers indicate that he/she has consistently been teaching at a level of competence, there is little evidence that the candidate used student evaluations and/or other student feedback to improve teaching effectiveness, there is evidence that the candidate has made few innovations to course material

or teaching methods, and that he/she has taken action to address any substantial deficiencies in teaching performance noted in a previous review.

Scholarship

The candidate will normally be rated satisfactory with the publication of one peer-reviewed article/chapter, and a record of ongoing scholarly activity. Notably significant or impactful scholarship may substitute for one peer-reviewed article.

Service

The candidate will normally be rated satisfactory when he/she provides minimal leadership and exhibits minimal impact in his or her areas of service.

Unsatisfactory

Teaching

The candidate will normally be rated unsatisfactory when evaluations by peers indicate that he/she has consistently been lacking competence as a teacher, when there is minimal evidence that the candidate used student evaluations and/or other student feedback to improve teaching effectiveness, when there is minimal evidence that the candidate has made innovations to course material and teaching methods, and when the candidate has neither addressed nor reduced any substantial deficiencies in teaching performance noted in a previous review.

Scholarship

The candidate will normally be rated unsatisfactory when he/she fails to meet the standards for satisfactory noted above.

Service

The candidate will normally be rated unsatisfactory when he/she fails to meet the standards for satisfactory noted above.

K. TENURE CHANNELS

Preliminary/third-year review: Candidates are evaluated according to college tenure criteria in order to ensure a positive trajectory toward tenure. However, candidates are not expected to be tenurable at third-year review. The point of the third-year review is to establish whether the candidate is making satisfactory or unsatisfactory progress toward tenure, and to identify what remedial action candidates may need to make in order to be tenured.

Tenure /sixth-year Review: Five channels exist for the candidate to follow and be considered for tenure. A candidate must meet or exceed all parts of one channel in order to meet the requirements for tenure.

CHANNEL TEACHING SCHOLARSHIP SERVICE

I	Excellent	Good	Satisfactory
II	Excellent	Satisfactory	Good
III	Good	Good	Good
IV	Good	Excellent	Satisfactory
V	Good	Satisfactory	Excellent

L. TIMETABLE FOR TENURE ACTIONS

The College of Social and Behavioral Sciences will adhere to the dated guidelines for the tenure process found in PPM 8-12.

M. EFFECTIVE DATE

This revised policy on tenure will be effective for all tenure-track faculty members who begin their service after the approval of the policy by the Board of Trustees.

APPENDIX

POLICY ON POST-TENURE REVIEW COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES

Adopted December 5, 2013 WEBER STATE UNIVERSITY

I. PREAMBLE

This post-tenure review document has been designed to aid in the review of faculty after earning tenure in the departments within the College of Social and Behavioral Sciences (COSBS). After earning tenure, faculty shall be reviewed every five years for the duration of their careers. The post-tenure review is not a re-adjudication of tenure, but an assessment only of performance during the previous five years of employment. The review shall follow the guidelines as specified in WSU PPM 8-11, Section II (Evaluation of Faculty Members, Post-Tenure Review) and Regents Policy R481(Academic Freedom, Professional Responsibility, Tenure, Termination, and Post- Tenure Review). The post-tenure review uses a process for evaluating faculty performance that differs from that used for the granting of tenure. This process recognizes the academic independence earned by the faculty member. Throughout the review process, the tenured faculty member undergoing post-tenure review shall be presumed to have ratings that are either at or above Good in teaching and Satisfactory in service and scholarship; the burden shall be on the reviewers, based on the evidence provided by the

tenured faculty member, to justify the reason(s), if any, as to why the faculty member should be given a lower rating in any category.

The post-tenure review evaluates faculty in all areas of their professional activity including teaching, scholarship, service, and adherence to professional ethics. Post-tenure comes with expectations that faculty remain engaged and productive members of their disciplines and of the greater university community. In the area of service, tenured faculty are expected to be engaged department, college, university, and community citizens who use their knowledge and experience to provide leadership, to serve meaningfully on committees, to mentor colleagues, and to engage with their professional peers and with the broader public. These expectations can best be summarized with the term “good campus and community citizenship.” In addition, tenured faculty members are expected to teach well and remain actively engaged in scholarship relevant to their disciplines and areas of specialization. This policy recognizes that tenure is a necessary and vital guarantee of intellectual freedom. Tenure also functions as an investment in the future of the institution and in the common good that the institution serves. The post-tenure review process acts as a measure of the success of this investment.

II. INSTRUCTIONS TO THE REVIEWERS AND FACULTY UNDER REVIEW

Post-tenure review shall be based on the COSBS or Departmental Annual Reviews and the faculty member’s short narrative summary. The initial post-tenure review will occur five years after the faculty member has received tenure, with subsequent reviews occurring every five years thereafter and covering only the five-year period since the previous post-tenure review. For the review, the faculty member will (1) assemble his or her Annual Reviews from the preceding five years, (2) append a cover sheet (see Attachment 1), and (3) include the short narrative summary. The summary should address teaching, scholarship and service achievements. For the purposes of the post-tenure review, the faculty member must meet the requirements for a Satisfactory rating for scholarship, and service and a Good rating for teaching as specified in PPM 8-11, Section IV.I (Descriptions and Clarifications of Ratings).

All faculty members subject to post-tenure review shall be notified by the Dean by September 15 of the calendar year of the scheduled review as per the timetable outlined in Section IV below. In the fall semester following the fifth anniversary of the original award of tenure or promotion to Full Professor, and every five years thereafter, the faculty member will submit the above documentation to his or her reviewing party and schedule a formal review. The review will follow the timetable outlined in Section IV below. Tenured faculty will fall into one of three categories:

1. Tenured but not fully promoted. The faculty member will meet with his or her department Chair for the formal review. In lieu of a review by his or her Chair, the faculty member may choose, at his or her discretion, to be reviewed by the College Ranking Tenure Evaluation Committee. Once the review is completed, the department Chair or college committee Chair will forward the results to the Dean for oversight of the review process. A faculty member who

undergoes review for promotion to Full Professor during the fifth academic year of his or her post-tenure review cycle is exempt from undergoing a separate post-tenure review for that cycle. The ratings for the promotion review will substitute for the compilation of the previous five Annual Reviews. Even if a faculty member does not meet a channel for promotion, the ratings could still indicate a positive post-tenure review, using the criteria described above. If a faculty member undergoes review for promotion to Full Professor during a year in which he or she is not scheduled for a post-tenure review, that process will nevertheless be equivalent to a post-tenure review, and the faculty member's five-year post-tenure review cycle will begin anew.

2. Tenured and fully promoted. The faculty member will meet with his or her department Chair for the formal review. In lieu of a review by his or her Chair, the faculty member may choose, at his or her discretion, to be reviewed by the College Ranking Tenure Evaluation Committee. Once the review is completed, the department Chair or college committee Chair will forward the results to the Dean for oversight of the review process.

3. Tenured department Chairs, Associate Deans, and Assistant Deans. The department Chair/Associate Dean/Assistant Dean will meet with the Dean for the formal review. In lieu of a review by the Dean, the department Chair/Associate Dean/Assistant Dean may choose, at his or her discretion, to be reviewed by the College Ranking Tenure Evaluation Committee. Once the review is completed, the Dean or college committee Chair will forward the results to the non-reviewing party (either the Dean or college committee Chair) for oversight of the review process.

III. ALTERNATIVE PROCEDURE FOR COMPLETING POST-TENURE REVIEW

In 2014-15, WSU created a program called the Performance Compensation Plan (PCP). This plan allows tenured faculty members who have held the rank of full professor for at least five years to apply for a permanent raise.

The application process requires that eligible faculty members provide a detailed report of their teaching, scholarship and service over the most recent five academic years. Criteria for the Performance Compensation Plan mirror university requirements for promotion from associate professor to professor. The faculty member's department chair and dean review the application and each makes a recommendation to the provost. The provost makes the final determination of award.

Because the standard for Performance Compensation is higher than that of the post-tenure review, a faculty member who applies for the PCP shall be considered to have passed her/his five-year post-tenure review if the department chair and the dean both make a positive recommendation to the provost. A faculty member who applies for PCP, but does not receive positive reviews from the department chair and/or dean, will not automatically be deemed to have passed a post-tenure review. However, if the department chair and the dean agree that the faculty member meets the requirements for a successful post-tenure review according to the criteria for that process, the dean will write a letter indicating that fact, and the faculty member

will be deemed to have passed a post-tenure review. If the department chair and/or dean do not support the PCP application, but the provost awards her/him Performance Compensation, the faculty member will be deemed to have met the post-tenure review standards.

When a faculty member is awarded Performance Compensation, the post-tenure review cycle will be reset to five academic years forward from the academic year of the PCP award. If a faculty member who seeks Performance Compensation does not receive the PCP award based on a review of the application, and not as a result of a shortage of funds for that year, and is not deemed to have satisfied post-tenure review by the department chair and dean as noted in the above paragraph, she/he will undergo post-tenure review at the designated time according to CSBS post-tenure review policy. If a faculty member applies for Performance Compensation during the same academic year as a scheduled post-tenure review and does not receive the PCP award based on a review of the application, and not as a result of a shortage of funds for that year, she/he will be asked to submit required documentation for the post-tenure review to the appropriate reviewing party as specified in the CSBS post-tenure review policy two weeks before the end of that academic year. This delayed post-tenure review will be completed within two weeks of the revised deadline and results will be forwarded to the appropriate non-reviewing party (the dean or the chair of the College Ranking Tenure Evaluation Committee) for oversight of the review process.

IV. REMEDIAL ACTIONS

If the faculty member does not meet the standards of the post-tenure review, he or she is responsible for remedying the deficiencies and both the University and College are expected to assist through developmental opportunities as stated in PPM 8-11, Section II.D. The faculty member will work with his or her department Chair or, in the event that he or she is acting as a department Chair, with the Dean to establish a plan that addresses the deficiencies specified in the unfavorable review. This plan may include consulting with a peer-review committee that is mutually agreeable to the faculty and Chair or Dean, as described in PPM 8-11, Section IV.E.3. The plan must specify what steps should be taken to address the deficiencies to the satisfaction of the Chair or Dean and the faculty member. The plan must follow the timetable outlined in Section IV below, and the Dean must approve the remediation plan. The faculty member under review must provide evidence of progress towards meeting the requirements of the plan and the post-tenure standards. This progress will be monitored each year in the Annual Reviews. A follow-up review, in accordance with the procedures described in Section II above, will occur two fall semesters after the unfavorable review. If the follow-up review determines that progress is not being made, the faculty member will be reviewed by the College Ranking Tenure Evaluation Committee during the subsequent spring semester. The Committee will forward its findings to the Dean, who will make the final recommendation. A favorable review at this stage of the remediation process will satisfy the post-tenure review until the next scheduled review in three years (maintaining the overall five-year rotation). An unfavorable review by the Dean at this stage will be referred to the Provost.

V. TIMETABLE FOR POST-TENURE ACTIONS

The College of Social and Behavioral Sciences Post-Tenure Review will follow the timetable below and should be completed prior to the spring semester. If the faculty member elects to be reviewed by the College Ranking Tenure Evaluating Committee, he or she must notify his or her Chair or Dean by the date noted below.

Post-Tenure Timetable (action must occur by these deadlines):

September 8: The department Chair, in consultation with the Dean, identifies the names of faculty scheduled for post-tenure review.

September 15: The Dean notifies faculty members up for post-tenure review.

September 22: Faculty members wishing to be reviewed by their College Ranking Tenure Evaluating Committee must notify their Chair and Dean by this date.

October 15: The faculty member must submit his or her materials for review to the appropriate reviewing party.

November 15: The faculty member must meet with the reviewing party to undergo a formal review.

November 22: The reviewing party must complete the review and submit to the oversight review party. When the Dean serves as the reviewing party, the oversight review party will be the Chair of the College Ranking Tenure Evaluating Committee. In all other cases, the Dean will serve as the oversight review party.

December 1: The non-reviewing party must complete his or her oversight review.

December 7: A meeting must be held between the Chair or Dean and any faculty member receiving an unsatisfactory review in order to work out a plan of action or remediation.

December 15: The Dean must approve the plan of action or remediation.

VI. EFFECTIVE DATE

This policy on post-tenure review will be effective for all tenured faculty members after the approval of the policy by the Weber State University Faculty Senate.

ATTACHMENT 1

COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES POST-TENURE REVIEW COVER SHEET

Faculty Name:

Department:

Date of Tenure Decision:

Date of Post-Tenure Interview:

Based on the evidence provided, the faculty member HAS SATISFIED the requirements outlined in the College of Social and Behavioral Sciences Post-Tenure Review Policy.

Based on the evidence provided the faculty member HAS NOT SATISFIED the requirements outlined in the College of Social and Behavioral Sciences Post-Tenure Review Policy. A summary of the reasons why the faculty member has received an unsatisfactory post-tenure review is attached.

College Dean:
Signature

Department Chair or College Ranking Tenure
Committee Chair:
Signature

Faculty Member:
Signature
(Implies acknowledgement, not necessarily agreement)

**Utah System of Higher Education
Notification of Changes to Existing Academic Program**

Institution Submitting Request: Weber State University

Current *NEW (if applicable)*

Program Title: Radiologic Sciences,
Advanced (BS) - Radiologist
Assistant Emphasis

Sponsoring School, College, or Division: Dumke College of Health
Professions

Sponsoring Academic Department(s) or Unit(s): School of Radiology

Classification of Instruction Program Code¹: 510814 6 - Digit CIP

Min/Max Credit Hours Required for Full Program: 120 / Max Cr Hr Min Cr Hr / Max Cr Hr

Proposed Effective Term for Program Change²: Fall 2021

Institutional Board of Trustees' Approval Date:

Award Type:

<input type="checkbox"/>	Name Change of Existing Program
<input type="checkbox"/>	Program Restructure with or without Consolidation
<input type="checkbox"/>	Program Transfer to a new academic department or unit
<input type="checkbox"/>	Program Suspension
<input checked="" type="checkbox"/>	Program Discontinuation
<input type="checkbox"/>	Reinstatement of Previously Suspended Program
<input type="checkbox"/>	Out of Service Area Delivery Program -- <i>Attached Signed MOU</i>

Program Change Type (check all that apply):

Program Change Description/Narrative

Briefly describe program change. For program discontinuance or suspension, include teach out plan.

Last year, Weber State University's School of Radiology received approval for the Masters of Science in Radiologic Sciences - Radiologist Assistant Emphasis. Although originally a program emphasis for the Bachelor degree, the RA curriculum was moved to a Master's level to meet the professional and health care administration expectations. As a result, the Bachelor's degree program now has to be discontinued. Because of the changes in the expectation, the School of Radiology has limited enrollment in the emphasis by requiring pursuing the degree to have the consent of a supervising physician and 5 years experience as an ARRT registered technologist (RT). These requirements have been in effect for at least the past 7 years. As there are no students currently enrolled and actively taking classes in the emphasis, there is no need for a teach-out plan. Of course all students are able to complete other emphases in the Bachelor degree program.

¹ For CIP code classifications, please see <http://nces.ed.gov/ipeds/cipcode/Default.aspx?y=55>.

² "Proposed Effective Term" refers to term when change to program is published. For Suspensions and Discontinuations, "effective term" refers to the term the program will suspend admissions.

Chief Academic Officer (or Designee) Signature:

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Please type your first and last name _____

Date:

I understand that checking this box constitutes my legal signature.



WEBER STATE UNIVERSITY

APPLICATION FOR EARLY RETIREMENT PROGRAM

Date of Application: September 3, 2020

Name of Employee: Julanne K. McCulley

Employee's Department: Manufacturing and Systems Engineering

Please accept my application for Early Retirement and route for approval to the appropriate Vice President and Board of Trustees. Specific information relative to my request is shown below.

Date of Retirement: June 30, 2021

Type of Early Retirement: Total Retirement Phased Retirement

If phased, explain details: _____

Comments: Supervisor: Allyson Saunders, Associate Dean
Please refer to Allyson Saunders for all Department approvals.

Signature of applicant: *Julanne K. McCulley* 9/3/2020

APPROVALS:	
Applicant's eligibility verified by:	<u>Bethany Rasmussen</u>
Date of Birth:	Employment Date: <u>07/01/2005</u>
Assoc. V.P. of Human Resources:	<u><i>[Signature]</i></u>
Department Chair/Supervisor:	<u><i>[Signature]</i></u> <u>M & SE Dept. Chair</u> <u>10/15/2020</u>
Dean or Equivalent:	<u><i>[Signature]</i></u> <u>10/16/20</u>
Vice President:	<u>Ravindra Krovi</u> <small>Ravindra Krovi (Oct 22, 2020 15:24 MDT)</small>
Board of Trustees:	_____







JulianneMcCulleyEarlyRetirementApp

Final Audit Report

2020-10-22

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By:	Aubrey Lord (aubreylord@weber.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAiMb1R6kS13-3KJAiCCZvTxUlsGzUZppV

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2020-10-22 - 9:24:05 PM GMT



APPLICATION FOR EARLY RETIREMENT PROGRAM

Date of Application: September 30, 2020

Name of Employee: Peter M. Jackson

Employee's Department: Division of Online and Continuing Education

Please accept my application for Early Retirement and route for approval to the appropriate Vice President and Board of Trustees. Specific information relative to my request is shown below.

Date of Retirement: April 1, 2021

Type of Early Retirement: Total Retirement [X] Phased Retirement []

If phased, explain details:

Comments:

Signature of applicant: Peter M. Jackson 9/30/2020

APPROVALS:
Applicant's eligibility verified by: Bethany Rasmussen
Date of Birth: Employment Date: 12/18/2003
Assoc. V.P. of Human Resources: Joyler
Department Chair/Supervisor: Lynette Jensen
Dean or Equivalent: Brian Stecklein
Vice President: Ravindra Krovi
Board of Trustees:







PeterJacksonEarlyRetirementApp

Final Audit Report

2020-10-22

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By:	Aubrey Lord (aubreylord@weber.edu)
Status:	Signed
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"PeterJacksonEarlyRetirementApp" History

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WEBER STATE UNIVERSITY

APPLICATION FOR EARLY RETIREMENT PROGRAM

Date of Application: 15 October 2020

Name of Employee: Richard Lee Ford

Employee's Department: Earth & Environmental Sciences

Please accept my application for Early Retirement and route for approval to the appropriate Vice President and Board of Trustees. Specific information relative to my request is shown below.

Date of Retirement: 30 June 2021

Type of Early Retirement: Total Retirement [X] Phased Retirement []

If phased, explain details:

Comments: I am also applying for the V.S.I.P.

Signature of applicant: [Signature]

APPROVALS: Applicant's eligibility verified by: Bethany Rasmussen Date of Birth: Employment Date: 09/01/1997 Assoc. V.P. of Human Resources: [Signature] Department Chair/Supervisor: Marek Matyjasik Dean or Equivalent: Andrea J. Easton-Pelley Vice President: Ravindra Krovi Board of Trustees:



WEBER STATE UNIVERSITY

APPLICATION FOR EARLY RETIREMENT PROGRAM

Date of Application: October 21, 2020

Name of Employee: Robert Law

Employee's Department: Custodial

Please accept my application for Early Retirement and route for approval to the appropriate Vice President and Board of Trustees. Specific information relative to my request is shown below.

Date of Retirement: March 9, 2021

Type of Early Retirement: Total Retirement [checked] Phased Retirement []

If phased, explain details:

Comments:

Signature of applicant: Robert Law

APPROVALS: Applicant's eligibility verified by: Bethany Rasmussen Date of Birth: Employment Date: 07/01/1986 Assoc. V.P. of Human Resources: Jolyer Department Chair/Supervisor: Weston Woodward Dean or Equivalent: Mark Halverson Vice President: Norm Tarbox Board of Trustees:

Signature: Robert Law
Robert Law (Oct 22, 2020 23:08 MDT)

Email: rlaw@weber.edu












Robert Law ER Application

Final Audit Report


2020-10-26


Created:	2020-10-23
By:	Bethany Rasmussen (bethanyrasmussen@weber.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAA6DsviWkpnkuapztTwO8ypNq8sBWkw1B3


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2020-10-26 - 4:25:49 PM GMT



APPLICATION FOR EARLY RETIREMENT PROGRAM

Date of Application: 10/28/2020

Name of Employee: Toni Thompson

Employee's Department: Accounting Services

Please accept my application for Early Retirement and route for approval to the appropriate Vice President and Board of Trustees. Specific information relative to my request is shown below.

Date of Retirement: June 30 2021

Type of Early Retirement: Total Retirement [checked] Phased Retirement [unchecked]

If phased, explain details:

Comments:

Signature of applicant: Toni Thompson

APPROVALS: Bethany Rasmussen
Applicant's eligibility verified by:
Date of Birth: Employment Date: 10/16/1995
Assoc. V.P. of Human Resources:
Department Chair/Supervisor: Ron Smith
Dean or Equivalent: Steve Nabor
Vice President: Norm Tarbox
Board of Trustees:

Signature: *Bethany Rasmussen*

Email: bethanyrasmussen@weber.edu












Toni Thompson Early Retirement Application

Final Audit Report

2020-10-29

Created:	2020-10-27
By:	Bethany Rasmussen (bethanyrasmussen@weber.edu)
Status:	Signed
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2020-10-29 - 3:38:50 PM GMT

Weber State University
Human Resources Agenda Report
from 10/1/2020 thru 10/31/2020

<u>Action</u>		<u>Comment</u>	<u>Position</u>	<u>Department</u>	<u>Date</u>
Exempt					
HIRE	Erica Marken	New Position	Executive Director	Development	05-Oct-2020
HIRE	Melissa Meyer	Replaces Amy Elizabeth Hajdas	Director	Digital Learning and Prof Education	05-Oct-2020
HIRE	Sherie Thornton	New Position	Specialist/Exempt	Environmental Health and Safety	08-Oct-2020
Separation	Alexandra Dutro-Maeda		Coordinator	Women's Center	16-Oct-2020
Separation	Robert Hunter		Director	College of Social Science	30-Oct-2020
ePAR Promotion	Rachel Cox		Coordinator	Teaching and Learning Forum	07-Oct-2020
ePAR Promotion	Natalie Struhs		Advisor	College of Education	01-Oct-2020
Non-Exempt					
Early Retirement	David West		Landscaper	Facilities Management	15-Oct-2020
HIRE	Patricia Burton	Replaces Carly Bentley	Administrative Specialist II	Political Science and Philosophy	13-Oct-2020
Retirement	Sally Taylor		Administrative Specialist III	School of Business and Economics	31-Oct-2020
Separation	Royle Hubbart		Fabricator	Facilities Management	31-Oct-2020
Separation	Kaden Watkins		Technician I	Facilities Management	08-Oct-2020
ePAR Promotion	Kirsti Fox		Enrollment Specialist II	Admissions Office	01-Oct-2020
ePAR Promotion	Tracy Hicks		Administrative Specialist III	College of Social Science	12-Oct-2020
ePAR Promotion	David Loy		Plumbing Lead	Facilities Management	05-Oct-2020

**Personnel and Academic Policy Committee
of the
Weber State University Board of Trustees
October 21, 2020**

A virtual meeting of the Personnel and Academic Policy Committee of the WSU Board of Trustees was held from 8:02 AM until 9:21 AM on Wednesday, October 21, 2020, via Zoom.

Board Members Present:

Karla Bergeson, chair
Kearston Cutrubus
Louenda Downs
Ben Ferney

WSU Representatives Present:

President Brad Mortensen
Provost & VP of Academic Affairs Ravi Krovi
University Legal Counsel Stephanie Hollist
Associate Provost Eric Amsel

Guests:

n/a

Excused:

Don Salazar

Minutes: Minutes from the September 15, 2020 meeting were unanimously approved on a motion by Ms. Downs and a second by Ms. Cutrubus.

Academic Calendars: The committee discussed the approval process for academic calendars as stated in PPM 2-19, and reviewed the calendars for Academic Year 2024-2025 and Academic Year 2025-2026. Ms. Bergeson recommended that this item should be listed as informational only. The committee also discussed WSU's decision not to adjust the Spring 2021 Semester calendar in response to COVID-19.

Program Reviews: Ms. Bergeson suggested that the committee consider these items as a group. The committee discussed the program review process, its connections to the other review processes in place, and the accomplishments of the programs which were reviewed. The committee requested that a link to departmental mission statements be included in future reports and that OIE consider adding minor data to the reports. The following program reviews were unanimously approved upon a motion by Mr. Ferney and a second by Ms. Downs:

- Communication
- Earth & Environmental Studies
- Foreign Languages
- Medical Laboratory Sciences

- Women & Gender Studies.

Consent Calendar: Ms. Hollist noted that David L. West has postponed his retirement to an October date and that Human Resources understands that his early retirement would not be able to be approved until the Board of Trustees meeting. The following consent calendar items were unanimously approved upon a motion by Ms. Cutrubus and a second by Ms. Downs:

- Personnel Report: September 2020
- Early Retirement Requests:
 - Edward J. Hahn, Stewart Library, Full Retirement, 6/30/21
 - David Imig, Developmental Math, Full Retirement, 6/30/21
 - Hilda Faye Medd, Criminal Justice, Full Retirement, 1/16/21
 - Galynn R. Mook, Online & Continuing Education, Full Retirement, 7/1/21
 - Craig Oreshnick, Counseling & Psychological Services Center, Full Retirement, 6/31/21
 - Valerie Stegman, Budget & Institutional Research, Full Retirement, 6/30/21
 - Sally M. Taylor, Masters of Business Administration, Full Retirement, 10/30/20
 - David L. West, FM Landscape, Full Retirement, 8/24/20.

Brainstorming Session Follow-up: Provost Krovi spoke about possible future presentations centering on the following:

- Strategies for successful transition of dual enrollment students to Weber State
- Student life cycle mapping and effectiveness of WSU retention and completion strategies
- Framework for encouraging development and sustainability of interdisciplinary programs
- The role of analytics in academic decision making - presentations from OIE and OIR.

WSUSA Policy Issues: Mr. Ferney did not have any updates to present at this meeting, but he will consider inviting his cabinet members to present in future meetings.

BOARD OF TRUSTEES
BUSINESS COMMITTEE AGENDA

November 18, 2020

ACTION ITEMS:

1. Meeting Minutes (October 2020)
2. WSU Auxiliary Enterprises Annual Report for Year Ended 6/30/20
3. WSU Housing Services Proposed Rates for June 2020 – May 2021

INFORMATION ITEMS:

4. Fringe Benefits Deep Dive (Jessica Oyler, guest)
5. FY22 Budget Guiding Principles

CONSENT ITEMS:

6. Financial Report (September 2020)
7. Monthly Investment Report (September 2020)
8. Annual Report of the WSU Retirement Plan Executive Committee

**WEBER STATE UNIVERSITY AUXILIARY ENTERPRISES
ANNUAL REPORT FOR THE YEAR ENDED 6/30/20**

Utah Board of Higher Education Policy R550, Auxiliary Enterprises Operation and Accountability, defines and governs the operation of auxiliaries at each USHE institution. The auxiliaries at Weber State University are: Bookstore, Student Center, Food Services, Housing, and Student Health Services. Policy R550 defines the accounting and reporting requirements for such auxiliaries and outlines an audit and review process that involves an institution's internal auditors and the USHE's Associate Commissioner for Finance and Facilities. Boards of Trustees are also asked to review, approve and forward annual auxiliary reports to the Utah Board of Higher Education

WSU's 2019-2020 Auxiliary Report is included here. Trustee approval is sought for this report.

Utah System of Higher Education

FORM S-8: AUXILIARY ENTERPRISE OPERATIONS

Institution: Weber State University

Prepared by: Melynde Christensen

Due Date: October 17, 2020

Submission Date: September 30, 2020

Auxiliary Enterprise Category:

INSTITUTION TOTAL

2020

	Actual 2019-20	Budget 2020-21
I. BEGINNING AUXILIARY BALANCE	5,169,042	5,282,540
II. SUMMARY OF AUXILIARY OPERATIONS		
A. Revenues	16,432,598	17,450,645
B. Expenditures	14,934,922	17,433,508
C. Net Operating Income	1,497,676	17,137
D. Transfers		
1. Mandatory	1,649,063	-
2. Net Non-Mandatory	(264,885)	-
E. Net Change in Fund Balance	113,498	17,137
III. ENDING AUXILIARY BALANCE	5,282,540	5,299,677
IV. BEGINNING BOND SYSTEM RESERVES		
V. SUMMARY OF BOND SYSTEM RESERVE CHANGES		
A. Revenues		
1. Student Building Fees		
2. Auxiliary Mandatory Transfers		
3. Other		
4. Total Revenues	-	-
B. Debt Service Payments		
C. Transfers Out		
D. Net Change in Bond System Reserves	-	-
VI. ENDING BOND SYSTEM RESERVES		
A. Reserve Minimum per Covenants		
B. Held for Retirement of Bonds		
C. Available for Other Purposes		
VII. NOTES AND COMMENTS		
A: Net Non-Mandatory Transfers were used for:		
B: Transfers of Bond Reserves were used for:		

Utah System of Higher Education

FORM S-8: AUXILIARY ENTERPRISE OPERATIONS

Institution: Weber State University

Prepared by: Melynde Christensen

Due Date: October 17, 2020

Submission Date: September 30, 2020

Auxiliary Enterprise Category: Campus Stores - Bookstore

2020

	Actual 2019-20	Budget 2020-21
I. BEGINNING AUXILIARY BALANCE	2,191,312	2,045,638
II. SUMMARY OF AUXILIARY OPERATIONS		
A. Revenues	8,298,479	8,793,697
B. Expenditures	8,445,717	8,776,560
C. Net Operating Income	(147,238)	17,137
D. Transfers		
1. Mandatory		
2. Net Non-Mandatory	(1,564)	
E. Net Change in Fund Balance	(145,674)	17,137
III. ENDING AUXILIARY BALANCE	2,045,638	2,062,775
IV. BEGINNING BOND SYSTEM RESERVES		
V. SUMMARY OF BOND SYSTEM RESERVE CHANGES		
A. Revenues		
1. Student Building Fees		
2. Auxiliary Mandatory Transfers		
3. Other		
4. Total Revenues	-	-
B. Debt Service Payments		
C. Transfers Out		
D. Net Change in Bond System Reserves	-	-
VI. ENDING BOND SYSTEM RESERVES		
A. Reserve Minimum per Covenants		
B. Held for Retirement of Bonds		
C. Available for Other Purposes		
VII. NOTES AND COMMENTS		
A: Net Non-Mandatory Transfers were used for:		
B: Transfers of Bond Reserves were used for:		

Weber State University Campus Store
Auxiliary Report for the Fiscal Year ending June 30, 2020

Campus stores across the country faced two significant disruptions during FY19-20. They are in the middle of a rapidly changing marketplace, a disturbance that is dynamically altering the retail landscape, and changing how academic course materials are delivered. In addition, campus stores were and continue to be financially impacted by the global pandemic, COVID-19. There has not been a more disruptive force impacting campus stores in such a rapid timeframe. Consequently, campus stores that fail to embrace change and adversity will not produce the creative, managerial vigilance needed to remain relevant and profitable. Conversely, stores that embrace the market adjustments and the economic calamity will see new opportunities that only strengthen their relevancy, success, and service to their campus community.

FINANCIAL PERFORMANCE

During FY2019-20, the Weber State University Campus Store (WSUCS) was projected to return to financial profitability. The health concerns surrounding COVID-19, required that the store be shut down in March 2020 through June 2020. The store was also required to retain all existing hourly employees and maintain all existing contract positions in a “work from home scenario”. The inability to manage labor expenses, while revenues were dramatically impacted by the store shutdown, created a very awkward situation for the leadership team to effectively manage expenses through this challenging financial period. The store finished the fiscal year with a \$145,674 net loss.

STRATEGIC PLAN

The following **operational objectives** will continue to guide management discussions moving forward:

- **WSUCS will embrace “student affordability” and “student success”**. Embracing these concepts blend with the institutional priorities of “Affordability” and “Student Success”. Integrating “digital content” into our instructional supplies will be one of

primary priorities. The continued success of our “Day One Access” program through the fiscal year and especially during the pandemic continues to be critical in the University’s delivery of regular face-to-face, hybrid and totally on-line courses. The store experienced significant utilization of “Day One Access” during Summer 2020 and Fall 2020 semesters. Enhancing dynamic sourcing, rental options, e-books, LMS integration, buyback options are also high priorities in our efforts to ensure course materials are affordable to our students.

- Our second priority will be the **on-going financial evaluation of our locations and lines of business and develop strategies for revenue enhancement**. Cost containment is also important. We must be mindful to be fiscally responsible in all dimensions of our operations.
- Our third priority will be the **continued focus on developing profitable non-typical revenue streams** that will provide a more diversified revenue foundation for the future as well as being responsive to emerging institutional needs.

Campus stores across the nation will continue to develop strategies to remain relevant during a dynamic changing market place, and will wrestle with the impact of the global pandemic, COVID-19. WSUCS is committed to retool operations, make necessary changes, embrace new opportunities, and continue the implementation of our comprehensive “Strategic Plan”.

Utah System of Higher Education

FORM S-8: AUXILIARY ENTERPRISE OPERATIONS

Institution: Weber State University

Prepared by: Melynde Christensen

Due Date: October 17, 2020

Submission Date: September 30, 2020

Auxiliary Enterprise Category: Shepherd Union

2020

	Actual 2019-20	Budget 2020-21
I. BEGINNING AUXILIARY BALANCE	630,927	648,839
II. SUMMARY OF AUXILIARY OPERATIONS		
A. Revenues	2,191,959	3,022,190
B. Expenditures	2,174,047	3,022,190
C. Net Operating Income	17,912	-
D. Transfers		
1. Mandatory		
2. Net Non-Mandatory		
E. Net Change in Fund Balance	17,912	-
III. ENDING AUXILIARY BALANCE	648,839	648,839
IV. BEGINNING BOND SYSTEM RESERVES		
V. SUMMARY OF BOND SYSTEM RESERVE CHANGES		
A. Revenues		
1. Student Building Fees		
2. Auxiliary Mandatory Transfers		
3. Other		
4. Total Revenues	-	-
B. Debt Service Payments		
C. Transfers Out		
D. Net Change in Bond System Reserves	-	-
VI. ENDING BOND SYSTEM RESERVES		
A. Reserve Minimum per Covenants		
B. Held for Retirement of Bonds		
C. Available for Other Purposes		
VII. NOTES AND COMMENTS		
A: Net Non-Mandatory Transfers were used for:		
B: Transfers of Bond Reserves were used for:		

Weber State University
Auxiliary Report
Fiscal Year ending June 30, 2020
Shepherd Union

Fiscal Performance

The Shepherd Union financial performance for the past fiscal year saw the Union stay on budget and end the year with a positive net change in the Union's fund balance. Almost all areas of the Union met or exceeded expectations due to our effort to offset the closing time during the pandemic.

The conferencing unit hosted some major conferences such as STEMmersion and DENsi. Some returning conferences were Utah Boys State, Utah Girls State, and Ogden Surgical Medical as well as Upward Bound, Cheerfest, and Hawkwatch. In the fiscal year 2019-2020, the conferencing unit hosted 20 major conferences in July and August conferences with 1,555 guests generating \$275,511 in revenues. No conferences were held in in Summer 2020.

The overall fiscal picture of the Union is healthy with revenues coming in at \$2,191,959 and expenditures were \$2,174,047, which is a positive ending cash balance of \$17,912. The ending change in the Union's fund balance is \$630,927, with a total fund balance of \$648,839.

Overview & Summary of Services

Solid customer service and meeting the needs of our students are the priorities of the Shepherd Union. We continue to seek ways to improve our services, provide excellent customer service, and produce an environment that meets the needs of the entire University community. We measure our performance through various methods including surveys, advisory boards, and the annual administration of the EBI Survey of College Unions.

Management Status

Daniel Godoy, the prior finance manager left the university and he was replaced by Dan Rocha.

Facilities Status

- Acquisition of new bowling alley oiler.
- Acquisition of additional equipment for house bowling.
- Carpet replacement of remaining offices.
- Upgrade conference room furniture.
- Replacement of coils, condensers, line sets for freezers, and fridges.
- Acquisition of additional custodial equipment (carpet extractor).

- Upgrade digital signage and wayfinding.

The Shepherd Union received some much-needed upgrades and maintenance this past year. Part of the furniture is beginning to look dated so some resources went into replacing the furniture to upgrade the conference rooms. The replacement of coils, condensers, line sets for freezers, and fridges were necessary. Many areas received new carpet and we bought equipment to extract the carpet, some major maintenance was performed in the Wildcat Lanes machinery, and digital signage and wayfinding were upgraded. All the investments made in the Shepherd Union Building were carefully prioritized to provide the best possible experience for our students, faculty, and staff. The building is going on 13 plus years and much of the furniture needs updating. The Fireplace lounge will receive new furniture in the coming fiscal year. We are in year four of our five-year building plan for the Union building.

Strategic Initiatives

- New reservation software purchase
- Additional money to complete fireplace lounge renovation
- Conference furniture upgrade
- General mechanical system upgrade
- Loading dock elevator upgrade
- Additional money to finish handrails
- Upgrade furniture in dining room

Future Forecasting

The Union building will continue to see some changes to update its interior. Some of the lounges and spaces will be evaluated for effectiveness and overall usage so we can make decisions about the future use of the space. The Union will continue to look for opportunities to improve spaces for our students such as upgrading the Conference room furniture finding new ways to use our enhanced digital signage. This year we will look at purchasing new software to allow students to upload their picture to their wildcard remotely, upgrade the general mechanical system, and upgrade the loading dock elevator. The Union building will continue looking for new sources of revenue however this fiscal year will be challenging with almost all of our regular sources of revenue have been eliminated or severely reduced. Our current forms of revenue are: classes in billiards and bowling, bowling reservations and walk in sales, conferences and events from outside groups, commissions on dining, and commissions on vending. With the current pandemic we have been unable to realize almost any of those revenue streams and the forecast for this fiscal year is looking grim.

Utah System of Higher Education

FORM S-8: AUXILIARY ENTERPRISE OPERATIONS

Institution: Weber State University

Prepared by: Melynde Christensen

Due Date: October 17, 2020

Submission Date: September 30, 2020

Auxiliary Enterprise Category: Housing

2020

	Actual 2019-20	Budget 2020-21
I. BEGINNING AUXILIARY BALANCE	1,320,267	1,517,934
II. SUMMARY OF AUXILIARY OPERATIONS		
A. Revenues	4,819,116	4,607,501
B. Expenditures	3,235,707	4,607,501
C. Net Operating Income	1,583,408	-
D. Transfers		
1. Mandatory	1,649,063	
2. Net Non-Mandatory	(263,321)	
E. Net Change in Fund Balance	197,666	-
III. ENDING AUXILIARY BALANCE	1,517,934	1,517,934
IV. BEGINNING BOND SYSTEM RESERVES		
V. SUMMARY OF BOND SYSTEM RESERVE CHANGES		
A. Revenues		
1. Student Building Fees		
2. Auxiliary Mandatory Transfers		
3. Other		
4. Total Revenues	-	-
B. Debt Service Payments		
C. Transfers Out		
D. Net Change in Bond System Reserves	-	-
VI. ENDING BOND SYSTEM RESERVES		
A. Reserve Minimum per Covenants		
B. Held for Retirement of Bonds		
C. Available for Other Purposes		
VII. NOTES AND COMMENTS		
A: Net Non-Mandatory Transfers were used for:		
B: Transfers of Bond Reserves were used for:		

Weber State University
Auxiliary Report
Fiscal Year Ending June 30, 2020
Housing & Residence Life

Financial Performance:

Fall 2019 occupancy was 899. This was 58 more than the previous year. University Village (UV) was 99% full and Wildcat Village (WV) was 82% full.

Net change in fund balance for 2019-2020 (after bond payment) was \$197,666, which left Housing operations with an ending auxiliary balance of \$1,517,934. The financial impact of COVID-19 and the resulting revenue loss had a very significant impact on the department. CARES Act funding was available to recover a significant portion of lost revenues and to help reimburse for unexpected expenses directly related to COVID-19.

Overview and Summary of Services:

COVID-19 had a profound impact on Housing starting in March 2020. Under the advice of campus and local health professionals, students living in housing who had other safe, available housing options were encouraged to move out of the residence halls. Students were offered refunds based on the daily rate and check-out date. Meal plan refunds based on similar criteria were also offered. The impact of COVID-19 continued into the summer, resulting in summer conference housing being cancelled and summer housing being restricted to only those students who were continuing in housing from the spring semester. By June 30, we had approximately 69 students living in campus housing.

Prior to the impact of COVID-19, Housing & Residence Life was having a successful year and initiated 125 programs for students. 523 students attended these programs. These programs were based on one of three foundational concepts: live, learn and grow.

Housing demographics were examined in the fall semester. They remained fairly consistent with the previous year. Some of the highlights were that 44% of our students were freshmen, 61% female, 55% white, 7% African American, 12% Hispanic, 11% international, 54% are in-state residents and 90% are less than 23 years old.

Strategic Initiatives:

The University is undergoing a strategic plan related to increasing enrollment. Beginning in Fall 2018 the Weber Edge program was discontinued for new students. Weber Edge gave out-of-state students, in-state tuition, and required them to live on campus. The new initiatives will give in-state and out-of-state students \$1,000 off tuition if they live on campus. The Ruffalo Noel Levitz consulting group believes this, and other initiatives, will increase enrollment and student housing occupancy. It is too soon to report any sustained impact of this change. We are continuing to monitor and assess.

Management Status:

Based on internal review and recommendation, management of the Housing portfolio was transferred back to Weber State University effective May 1, 2019. The department has continued to resolve administrative transitional issues and integration with campus systems during the 2019 – 2020 academic year. Progress on some strategic initiatives was interrupted by the impacts of COVID-19 in the spring and summer. The department expects to resume work on those initiatives during 2020-2021.

Facility Status:

University Village (UV) completed its 18th year at the end of the spring semester. Preventative maintenance and general upkeep has been maintained, however, UV does have several areas of aging concern. Individual air conditioning units and hot water heaters are nearing the end of their life expectancy. Also, normal wear and tear on carpets, furniture, and appliances are showing their age. Housing has maintained a 5-7 year capital improvement plan and continues to address these aging concerns on an annual basis. Impacts of COVID-19 also affected some facilities projects from spring through summer 2020, however we were able to complete living room furniture replacement in building 5 as well as expanding surveillance cameras and outdoor lighting in the complex.

Wildcat Village (WV) is a newer facility (9 years old). WV will begin to need capital improvement initiatives in the next 3-5 years, with minor improvements currently needed annually. Housing has begun budgeting and future planning (5-7 year capital improvement plan) for WV.

Future Forecasting:

The full impact of COVID-19 remains to be seen, but Housing will continue to emphasize marketing efforts in order to attract students back to living on campus. Particular attention has been paid to increasing interest in Wildcat Village. Housing is heavily dependent on face-to-face classes and the move to online and hybrid courses presents an additional challenge. Plans to launch an LLC in partnership with the Goddard School of Business starting in fall 2020 have been delayed as a result of COVID-19, but the department expects to move forward with the plan as changing conditions allow.

Other:

Partnerships continue with the following entities:

Sodexo Dining Services

Facilities Management

Utah System of Higher Education

FORM S-8: AUXILIARY ENTERPRISE OPERATIONS

Institution: Weber State University

Prepared by: Melynde Christensen

Due Date: October 17, 2020

Submission Date: September 30, 2020

Auxiliary Enterprise Category: Dining Services

2020

	Actual 2019-20	Budget 2020-21
I BEGINNING AUXILIARY BALANCE	515,946	524,346
II. SUMMARY OF AUXILIARY OPERATIONS		
A. Revenues	111,051	
B. Expenditures	102,651	
C. Net Operating Income	8,400	-
D. Transfers		
1. Mandatory		
2. Net Non-Mandatory		
E. Net Change in Fund Balance	8,400	-
III. ENDING AUXILIARY BALANCE	524,346	524,346
IV. BEGINNING BOND SYSTEM RESERVES		
V. SUMMARY OF BOND SYSTEM RESERVE CHANGES		
A. Revenues		
1. Student Building Fees		
2. Auxiliary Mandatory Transfers		
3. Other		
4. Total Revenues	-	-
B. Debt Service Payments		
C. Transfers Out		
D. Net Change in Bond System Reserves	-	-
VI. ENDING BOND SYSTEM RESERVES		
A. Reserve Minimum per Covenants		
B. Held for Retirement of Bonds		
C. Available for Other Purposes		
VII. NOTES AND COMMENTS		
A: Net Non-Mandatory Transfers were used for:		
B: Transfers of Bond Reserves were used for:		

Weber State University
Auxiliary Report
Fiscal Year Ending June 30, 2020
University Dining Services

Fiscal Performance

Sodexo and the University have worked together to continue the solid partnership between the two entities. The university realized a net revenue of \$111,051, and retained a strong fund balance of \$524,346.

The fall semester started with a slight decrease in the number of meal plan participants. 421 students in Fall 2019 over the previous years 447 students on meal plans. That number dropped to 385 in the Spring Semester. Overall sales decreased by 23% year-over-year (\$866,213) with the most significant decrease occurring in catering. The revenues loss across the board can be attributed to the global pandemic and the sudden closure of the University's on-campus operations.

Quality of Services

Dining Services at Weber State continues to be consistent in providing high quality products and services that are value oriented. This is reflected in the results of several assessment programs, surveys, and focus groups conducted by Sodexo and the University. A Food Advisory Committee meets monthly to discuss comments by clientele and look at ways to improve service and food selections.

Sodexo continues to partner with Weber State as an active campus partner. Sodexo has partnered with WSU Clubs and Organizations in the Food Recovery Network (FRC), which delivers surplus, unsold food at least once per week to non-profit organizations, donating thousands of pounds of food prior to closure due to the pandemic. The aim is to ensure that surplus food feeds people, not landfills. During the month of November, Sodexo cashiers raised \$2,225 in cash donations to give to the Weber Cares Pantry. The third annual P, B & Generosity event was held in November of 2019. Weber Dining along with over 100 students, staff and alumni volunteers produced 1,822 sandwiches which were donated to area schools and charitable organizations.

Our Director regularly participates in Student Affairs led committees contributing in the areas of sustainability, diversity and student wellness.

In addition, Dining Services has continued to provide a range of services from catering, which numbered 907 events with 76,844 guests served and brought in \$719,146 in revenue (down \$346,672 from the previous year), to operating Convenience stores in the Union and Stewart Wasatch Hall, eight retail operations within the Union, and one retail operation in Tracy Hall. 246,265 retail transactions for FY20 totaled just over \$1M. Food on Demand (FöD), renamed The Den, provided meal plans in the residence halls that resulted in 34,803 meals served! Starbucks sales totaled \$273,988 in FY20 compared to \$303,369 in FY19. Summer conference sales were just over \$75,000 (from the remainder of summer 2019) and served 7,610 guests at 102 events.

Obviously, the 2020 Global Pandemic had a catastrophic effect on services in mid-March through the fiscal year. Restaurants across campus closed and events were cancelled. The Den in Wildcat Village remained open until April 23rd, albeit to just a handful of students. The decision to refund students meal plans if they moved off campus severely restricted our ability to provide the full services that students became accustomed to and the nature of the pandemic meant that most meals were converted to boxed meals designed to take back to the students rooms. We began the school year with 421 students on meal plans and ended the year with less than 35. The catering revenue loss as a result is estimated to be \$350,000. The retail revenue loss is estimated to be \$250,000 and the summer conference revenue loss is estimated at \$250,000. Starbucks lost approximately \$30,000 in revenues. The resident dining revenues loss was approximately \$25,000.

Management Status

The Weber Dining team was led by General Manager, Jessica Alford. Jason Sample managed the catering department into his second year at Weber State. Spencer "Trek" Kryger returned as the Executive Chef. Tyson Skeen continues on as retail manager. Tiffani Raimondi served as the Resident Dining Chef Manager until April 2020 when she left to explore other opportunities. Robert Steedley is closing in on his second year as Marketing Manager.

Strategic Initiatives

We began a new contract in July 2017 which included a \$1.7M renovation to the Student Union Dining locations. The new dining locations include Einstein Bros Bagels, Noodle, Stone Pizza Co., Quick Zone Convenience Store, Tres Habaneros, Union Sushi and Starbucks. In addition, new services like the Bite App and Grubhub App became available for customers to use to check out menus, send comments and order ahead.

We renovated the Garden Artist space to include a pasta/noodle concept designed to provide large portions of pasta at a value price.

We adjusted the service style in The Wildcat Room to include seating guests and serving drinks. We adjusted the menu away from a salad bar and instead offered choices of several compound salads and side dishes. Entrees and desserts were served from exhibition stations several days a week.

We operated a hydroponic garden to the Stone Pizza Co. & Noodle dining space and use the herbs and lettuces grown in those restaurants.

In a collaborative effort between Admissions, Weber Dining and Auxiliary Services, we created forward thinking meal plans for students for the 20-21 academic year. A block plan with more flexibility and the most comprehensive plan available to date were added to the line-up.

Future Forecasting

Despite having renovated most of the dining locations in the Student Union in 2017, Weber Dining is always looking towards the future. How do we grow resident dining? How do we bring more national brand concepts to campus? How can we be innovative in catering in a pandemic and post pandemic world? In answering these questions, we continue to study the results of our customer satisfaction surveys, focus groups, chef's table events and other feedback tools. Weber Dining created an innovative selection of meal plans for resident dining for implementation in Fall 2020. In addition, the increase of volunteer meal plans sales is a primary focus for the future.

We are researching potential solutions for resident dining growth. We invited a consultant to campus to review our resident dining space and provide us with potential renovation solutions. Those solutions have been put on hold due to the pandemic and its impact on the on-campus population.

Utah System of Higher Education

FORM S-8: AUXILIARY ENTERPRISE OPERATIONS

Institution: Weber State University

Prepared by: Melynde Christensen

Due Date: October 17, 2020

Submission Date: September 30, 2020

Auxiliary Enterprise Category: Student Health Services

2020

	Actual 2019-20	Budget 2020-21
I. BEGINNING AUXILIARY BALANCE	510,589	545,783
II. SUMMARY OF AUXILIARY OPERATIONS		
A. Revenues	1,011,993	1,027,257
B. Expenditures	976,800	1,027,257
C. Net Operating Income	35,193	-
D. Transfers		
1. Mandatory		
2. Net Non-Mandatory		
E. Net Change in Fund Balance	35,193	-
III. ENDING AUXILIARY BALANCE	545,783	545,783
IV. BEGINNING BOND SYSTEM RESERVES		
V. SUMMARY OF BOND SYSTEM RESERVE CHANGES		
A. Revenues		
1. Student Building Fees		
2. Auxiliary Mandatory Transfers		
3. Other		
4. Total Revenues	-	-
B. Debt Service Payments		
C. Transfers Out		
D. Net Change in Bond System Reserves	-	-
VI. ENDING BOND SYSTEM RESERVES		
A. Reserve Minimum per Covenants		
B. Held for Retirement of Bonds		
C. Available for Other Purposes		
VII. NOTES AND COMMENTS		
A: Net Non-Mandatory Transfers were used for:		
B: Transfers of Bond Reserves were used for:		

Weber State University
Auxiliary Report
Fiscal Year Ending June 30, 2020
Student Health Center

Financial Performance:

For fiscal year 2020, the Student Health Center (SHC) received an allocation of **\$990,036** from student fees and generated **\$21,957** from services and prescription sales, for a total of **\$1,011,993** in revenue. The expenses for the year totaled **\$976,800**, which left a net income of **\$35,193**. The SHC fund balance is **\$545,783**. Student fee funding remains the primary source of revenue for SHC.

Overview and Summary of Services:

SHC offers high-quality services provided by experienced healthcare staff who attend to students' needs in holistic ways. Medical providers are available at the Ogden campus to assess and treat a variety of common illnesses and injuries, assisting students in recovering and maintaining health. Such care allows students to focus on their academic performance and persist to graduation. Healthcare services at WSU-Davis are currently on hiatus pending reevaluation of student needs and staffing feasibility.

SHC offers some laboratory testing when required to confirm a diagnosis or more thoroughly understand a student's medical concern. We house a waived lab as defined by the Clinical Laboratory Improvement Amendments (CLIA), which allows our Medical Assistants to perform the most frequently utilized lab tests. When necessary, samples are sent to the Intermountain Health Care (IHC) Central Lab for further evaluation.

X-ray services are also available at SHC, pending availability of appropriately credentialed staff, to aid providers in evaluating student conditions. The utilization of digital x-ray services, as well as a volunteer overread agreement with a local radiology practice, improved the speed and accuracy of injury evaluations. We look forward to resuming X-ray services in Spring 2021, after one of our Medical Assistants completes her training and certification.

Students who require prescription or over-the-counter medications to aid in their recovery or treatment can obtain them at the on-site Student Pharmacy. The pharmacy has prioritized the availability of affordable medications for students, including some psychiatric medications prescribed at the Counseling and Psychological Services Center.

The Student Wellness (SW) program, previously included as a component of SHC, began functioning as an independent department in 2020. While cross-referrals between SW and SHC remain frequent, the role of SW has broadened and deepened sufficiently to justify this shift.

Strategic Initiatives:

Dr. Benjamin Heaton was selected as the SHC Medical Director in late fall, 2019. He began working in a limited capacity right away and started full time in January 2020. Dr. Heaton, a specialist in occupational health, brings years of experience providing medical service for the US military. He has assumed leadership of all medical functions and some administrative functions at SHC. We look forward to the influence of this new leader in refining the direction of SHC.

SHC has been working to transition toward an appointment-based service delivery model for quite some time. Online appointment scheduling became available to students during mid-fall 2019. COVID-19 solidified this shift, as appointments are now mandatory to ensure physical distancing and other safety precautions at SHC. This development will also allow us to gather enhanced demographic and medical history information on our student-patients. This information will be used to inform our programming efforts.

After a period of understaffing and underutilization, the status of the SHC at WSU-Davis continues to be reevaluated. Although clinical services remain unavailable at this location, all eligible students may utilize the SHC in Ogden. Further assessment of student needs and staffing options will inform future decisions regarding the physical space currently occupied by the SHC at WSU-Davis.

Management Status:

Dr. Benjamin Heaton serves as the Medical Director of SHC. He provides direct services, supervises the medical operations of SHC, and holds some administrative responsibility. Dr. Dianna Abel, Executive Director of Counseling, Health, and Wellness, supervises Dr. Heaton and maintains administrative oversight of SHC.

Facility Status:

While the SHC facility remains mostly adequate in total space, a remodel to redistribute the space more effectively would be ideal. Such a remodel could streamline the phlebotomy and lab space, enlarge the pharmacy space, reconfigure provider offices, and increase the efficiency of the front desk space.

Future Forecasting:

The SHC is settling into a new era, with a mostly new staff, a new appointment-driven service delivery model, and new pandemic safety protocols. The new Medical Director brings specialized knowledge to SHC and anticipates eventual AAAHC (Accreditation Association for Ambulatory Health Care) accreditation. The Executive and Medical Directors are working together to revitalize SHC, increase utilization, and provide the best care to WSU students.

**WEBER STATE UNIVERSITY HOUSING SERVICES
PROPOSED RATES FOR JUNE 2020 THROUGH MAY 2021**

Weber State University proposes new student housing rates each year and seeks Board of Trustee approval in order for the rates to take effect. Facilities for which rates are being recommended include University Village and Wildcat Village.

The proposal is for a zero percent increase to the housing rates and a 3.4% increase of dining rates. Given the occupancy climb that will be necessary next year keeping rates as low as possible seems prudent.

2021-2022 Proposed Room Rates

Residence Hall Revenues	2020-21 Current Aca. Yr.	Rate Increase	2021-22 Proposed Aca. Yr.	^\$ /Aca Yr.	Proposed 8 payments	Increase per payment	Fall Rate	Spring Rate
University Village	\$ 5,040	0.00%	\$ 5,040	\$ -	\$ 630	\$ -	\$2,520	\$2,646
University Village- Luxury	\$ 5,552	0.00%	\$ 5,552	\$ -	\$ 694	\$ -	\$2,776	\$2,915
RH1 and SWH Double	\$ 3,624	0.00%	\$ 3,624	\$ -	\$ 457	\$ -	\$1,812	\$1,903
SHW Single w/ shared bath	\$ 5,328	0.00%	\$ 5,328	\$ -	\$ 698	\$ -	\$2,664	\$2,797
RH3 Double	\$ 3,448	0.00%	\$ 3,448	\$ -	\$ 432	\$ -	\$1,724	\$1,810
RH3 Single	\$ 5,064	0.00%	\$ 5,064	\$ -	\$ 633	\$ -	\$2,532	\$2,659
Super Single	\$ 5,712	0.00%	\$ 5,712	\$ -	\$ 708	\$ -	\$2,856	\$2,999
Meal Plan	\$ 2,900	3.40%	\$ 3,000	\$ 100	\$ 375	\$ 12.45	\$ 1,500	\$ 1,500

FINANCIAL REPORT

September 2020

This report includes three months of activity since the close of the 2019-2020 fiscal year. It is developed using cash-basis conventions and will be updated regularly as additional months are completed and accounted for during the 2020-2021 fiscal year.

It is recommended that the financial report be approved.

MEMFINRPTSEPT2020

Weber State University
Cash Basis Summary of Operations
For the Month Ended September 30, 2020
25 Percent of the Year Completed

UNAUDITED FOR
DISCUSSION ONLY

	Trustees Approved Budget 100%	Percent Of Budget Expended	Current Month Expenditures	Year To Date Expenditures	Prior Year To Date Expenditures	Percent Increase (Decrease)	Total Expenditures Prior Year
State Appropriated Funds							
Education and General (Excluding Athletics)	\$ 180,853,477	21.75 %	\$14,184,981	\$39,330,193	\$37,448,396	5.03 %	\$168,376,742
Athletics	5,127,367	23.02 %	426,824	1,180,222	1,155,967	2.10 %	5,095,335
Educationally Disadvantaged	782,870	14.69 %	46,595	114,972	112,775	1.95 %	454,404
Total State Appropriated Funds	186,763,714	21.75 %	14,658,400	40,625,387	38,717,138	4.93 %	173,926,481
Net Funds Available for Expenditure	\$186,763,714	21.75 %					
Other Unrestricted Funds							
Institutional Discretionary			(4,272)	273,002	353,228	(22.71) %	1,200,807
Continuing Education Programs			507,203	1,912,361	1,881,149	1.66 %	8,603,899
Shop Funds			725,564	1,919,746	1,733,106	10.77 %	7,640,949
Service Enterprises			295,305	978,587	1,284,891	(23.84) %	4,419,566
Auxiliary Enterprises			1,814,056	4,106,358	5,150,769	(20.28) %	16,751,314
Athletics			378,901	1,824,504	2,508,395	(27.26) %	6,125,810
Self Supporting/Miscellaneous			228,000	767,466	1,547,484	(50.41) %	7,362,258
Total Other Unrestricted Funds			3,944,757	11,782,024	14,459,022	(18.51) %	52,104,603
Restricted Funds							
Grants and Contracts			3,495,376	24,023,345	14,318,578	67.78 %	41,456,300
Gifts			1,067,847	3,195,638	2,977,163	7.34 %	23,067,702
Total Restricted Funds			4,563,223	27,218,983	17,295,741	57.37 %	64,524,002
Other Funds							
Agency Funds			1,505,127	12,148,480	14,847,263	(18.18) %	36,377,266
Associated Students			514,553	1,488,244	1,553,510	(4.20) %	7,649,097
Plant Funds			1,582,546	10,124,622	11,233,933	(9.87) %	59,082,945
Total Other Funds			3,602,226	23,761,346	27,634,706	(14.02) %	103,109,308
Total All Funds			\$26,768,606	\$103,387,740	\$98,106,607	5.38 %	\$393,664,394

Weber State University
Cash Basis - Summary of Operations
Report Heading Descriptions

<u>Report Heading</u>	<u>Heading Description</u>
State Appropriated Funds: Education & General, Athletics, Educationally Disadvantaged	Funds appropriated by the State of Utah. The primary funding sources are state tax dollars and tuition. Examples of accounts include: instruction (e.g., English, Economics, Botany), administrative (e.g., President's Office, Payroll, Purchasing), facilities (e.g., utilities, landscaping, custodial)
Other Unrestricted Funds:	Funds received for which there are no stipulations by external agencies or donors as to the purposes for which they should be expended. These funds do have institutional restrictions.
Institutional Discretionary	The primary funding source is investment earnings. Various items and projects are financed with discretionary funds. Examples include: land purchases, equipment purchases, urgent institutional needs.
Continuing Education Programs	Accounts that are primarily non-credit producing programs. Examples of accounts include: personal enrichment, professional development, conferences.
Shop Funds	Primarily accounts that support academic activities. Sources of revenues are generally sales/services to students. Examples of accounts include: Science Stores, Student Testing Center, lab fees.
Service Enterprises	University departments whose sales/services are provided primarily to other University departments. Examples of accounts include: Mail Services, Vehicle Fleet, Printing Services.
Auxiliary Enterprises	University departments whose sales/services are provided primarily to the campus community. Examples of accounts include: Union Building, Student Housing, Bookstore.
Athletics	This group of accounts is comprised of all the individual sport accounts. Examples of accounts include: basketball, volleyball, football.
Self-Supporting	Academic programs that can produce credit hours but are not funded by State appropriated monies. Examples of accounts include: Military Science, Paramedics, Science Education Institute.
Miscellaneous	Miscellaneous accounts not captured in the other groups. Examples of accounts include: unrestricted gifts, endowment income accounts, capital campaign.
Restricted Funds:	Funds received which are limited by external agencies or donors as to the purpose for which they may be expended.
Grants & Contracts	External grants and contracts. Examples of accounts include: Student Upward Bound, Pell student financial aid, Toyota Automotive Training.
Gifts	External funds received from donors that are restricted for specific purposes. Examples of accounts include: scholarships, facilities, academic programs.
Other Funds:	Remaining accounts of the University
Agency Funds	Funds held by the University as custodian or fiscal agent. Examples of accounts include: sales tax collections, Stafford student loans, scholarship trust funds.
WSU Student Association	Programs supported with student fees and other miscellaneous sales. Examples of accounts include: student government, intramurals, Signpost.
Facilities	Funds received for the construction and improvement of facilities and major equipment acquisitions. Examples of accounts include: stadium remodel, Visual Arts Building, Davis Campus

MONTHLY INVESTMENT REPORT

Regent guidelines regarding institutional investing require each USHE institution to submit summarized Investment Reports to Trustees on a monthly basis. This is in addition to the Quarterly Investment Reports that are currently being brought to Trustees. Attached is the WSU Monthly Investment Report covering activity for the month of September 2020. Approval of these reports is sought from the Business Committee.

Weber State University
 Monthly Investment Activity Report
 September 30, 2020

	Type	Purchase Date	Maturity Date	Interest Rate	Transaction Amount	Amount
Balance August 31, 2020						\$277,982,084
Purchases:						
Wells Fargo	Checking	30-Sep-20	1-Oct-20	0.2500%	12,813,971	
Common Fund Gain					1,959,506	
Common Fund Earnings					19	
						<u>14,773,496</u>
Withdrawals:						
Wells Fargo	Checking	31-Aug-20	1-Sep-30	0.2500%	13,390,585	
PTIF	PTIF	Various	Various	0.5227%	3,764,018	
Common Fund Fees						34,675
Global Distressed Investors						
Total Withdrawals						<u>17,189,278</u>
Balance September 30, 2020						<u>\$275,566,302</u>

Weber State University Director of Financial Reporting and Investments Assertion:

To the best of my knowledge, Weber State University investments are in compliance with the State Money Management Act, the rules of the State Money Management Council, Regents Policy R541 Management and Reporting of Institutional Investments, and WSU Policy 5-14 Investment of Public Funds.



 Wendell Rich
 Weber State University Director of Financial Reporting and Investments

Weber State University
Monthly Investment Report
September 30, 2020

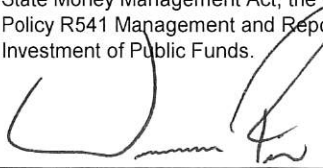
	Type	Purchase Date	Maturity Date	Interest Rate	Book Value	Fair Market Value
Wells Fargo	Checking	30-Sep-20	1-Oct-20	0.2500%	\$12,813,971	\$12,813,971
PTIF						
Endowment Pool	PTIF	Various	Various	0.5227%	10,777,569	10,777,569
Cash Pool	PTIF	Various	Various	0.5227%	101,823,324	101,823,324
Common Fund						
Global Private Equity	Alternatives	Various	Various		2,689,034	3,661,413
Global Private Equity II	Alternatives	Various	Various		1,142,343	1,492,514
Global Private Equity III	Alternatives	Various	Various		523,858	590,990
Strategic Solutions Global Equity	Equity	Various	Various		65,412,834	89,687,405
CF Real Estate Opp	Alternatives	Various	Various		663,986	786,132
Global Distressed Investors	Alternatives	Various	Various		70,014	33,642
High Quality Bond	Fixed	Various	Various		29,045,092	31,618,099
Natural Resources	Alternatives	Various	Various		921,317	901,125
Natural Resources Partners	Alternatives	Various	Various		561,214	504,232
Secondary Partners II	Alternatives	Various	Various		449,476	704,560
Venture Partners XII	Alternatives	Various	Various		511,298	573,395
Gblal Larege MidCap Natural Resources	Alternatives	Various	Various		2,669,496	2,833,931
State Street US Govt	Fixed	Various	Various		599,386	599,386
Venture Partners XII	Alternatives	Various	Various		1,065,051	1,213,504
Venture Partners XI	Alternatives	Various	Various		1,912,760	3,510,069
SSGA REIT	Alternatives	Various	Various		2,862,279	2,969,284
Cash Awating Transfer	Fixed	Various	Various		1,052,000	1,052,000
SS Core Real Estate	Fixed	Various	Various		3,000,000	3,000,000
Government Bonds						
Federal Farm Credit	Bond	27-Jan-20	27-Jan-26	1.9800%	5,000,000	5,093,525
Federal Farm Credit	Bond	13-Jan-20	13-Jan-28	2.3700%	5,000,000	5,023,355
Corporate Bonds						
Goldman Sachs	Bond	15-Nov-18	15-Nov-21	1.4500%	5,000,000	5,006,170
Citigroup	Bond	4-Feb-19	8-Dec-21	1.3880%	5,000,000	5,045,820
HSBC Holdings	Bond	13-Sep-19	5-Jan-22	1.8040%	5,000,000	5,068,730
Mizuho Financial Group	Bond	7-Jun-19	28-Feb-22	1.1960%	5,000,000	5,049,755
Morgan Stanley	Bond	9-Sep-19	10-Jun-22	2.7820%	5,000,000	5,012,105
Total Investments					<u>\$275,566,302</u>	<u>\$306,446,005</u>

Weber State University Foundation
 Monthly Investment Activity Report
 September 30, 2020

	Purchase Date	Maturity Date	Interest Rate	Transaction Amount	Amount
Balance August 31, 2020					\$10,635,572
Revenues:					
Dividends				29,001	
Interest				11	
Realized Gains (Loss)				(215,001)	
Other Income				0	
					(185,989)
Expenses:					
Investing Fees				2,463	
Annuity Payments				1,928	
Misc Expense				0	
Transfers to University				0	
					4,391
Total Withdrawals					4,391
Balance September 30, 2020					\$10,445,192

Weber State University Director of Financial Reporting and Investments Assertion:

To the best of my knowledge, Weber State University investments are in compliance with the State Money Management Act, the rules of the State Money Management Council, Regents Policy R541 Management and Reporting of Institutional Investments, and WSU Policy 5-14 Investment of Public Funds.



Wendell Rich
 Weber State University Director of Financial Reporting and Investments

Weber State University Foundation
Monthly Investment Report
September 30, 2020

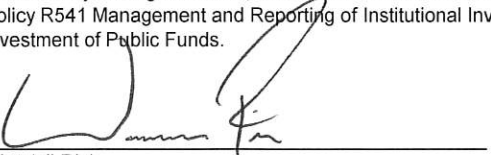
	Type	Purchase Date	Maturity Date	Interest Rate	Book Value	Fair Market Value
Bank Accounts						
Key Bank	Checking	Various	Various		30,194	30,194
PTIF	PTIF	Various	Various	0.5225%	22,655	22,655
Common Fund						
Multi-Strategy Equity	Equity	Various	Various		921,236	2,420,306
Multi-Strategy Bond	Bond	Various	Various		1,172,006	1,295,557
Multi-Strategy Bond (Annuity)	Bond	Various	Various		385,463	413,480
Multi-Strategy Equity (Annuity)	Equity	Various	Various		315,445	665,880
Stock and Money Markets						
Abbvie Inc Com	Stock				235,161	284,668
Altria Group-Philip Morris	Stock				93,214	386,400
Apple	Stock				180,198	486,402
AT&T Corp	Stock				221,178	171,060
BP PLC ADS	Stock				268,066	87,300
Cisco Sys Inc	Stock				102,757	98,475
Citygroup Inc	Stock				141,586	107,775
Dow Inc	Stock				106,835	78,385
DuPont de Nemours Inc	Stock				145,430	92,430
Enbridge Inc	Stock				205,347	143,080
Enterprise Prod Prtnrs L.P.	Stock				256,747	154,742
Intl Business Machines Corp	Stock				154,616	133,837
Ishares	Stock				1,803,210	1,756,890
JP Morgan Chase & Co.	Stock				73,435	125,151
Lumen Technologies Inc	Stock				699,480	229,043
Merck & Co	Stock				103,732	153,458
Microsoft	Stock				174,684	336,528
Morgan Stanley Fund	Money Market			0.0200%	38,331	38,331
PBF Energy Inc	Stock				426,742	86,488
Pepsico	Stock				251,998	374,220
Pfizer Inc	Stock				216,239	209,190
Royal Dutch Shell PLC	Stock				312,802	138,435
Teva Pharmaceuticals Adr	Stock				252,152	49,555
The Financial Sel Sect Spdr Fd	Stock				124,980	120,350
Valero Energy Cp Dela New	Stock				154,232	86,640
Vanguard Index FDS S&P 500 ETF	Stock				119,596	147,672
Viacomcbs Inc CL B	Stock				103,575	81,229
Vodafone GP	Stock				211,981	157,014
Wells Fargo & Co New	Stock				294,957	126,954
Welltower Inc	Stock				124,936	82,635
Total Investments					<u>\$10,445,193</u>	<u>\$11,372,407</u>

Weber State University
 Monthly Investment Activity Report
 Funds Separately Invested
 September 30, 2020

	Type	Shares	Transaction Amount	Amount
Balance August 31, 2020				\$5,468,791
Gifts:				
	GISOX	Stock	12	517
	UPS	Stock	15	2,403
	EQIX	Stock	3	2,326
	AAPL	Stock	6	3,016
	AFGO	Stock	6	2,030
				10,292
Sold:				
	GISOX	Stock	12	517
	UPS	Stock	15	2,403
	EQIX	Stock	3	2,326
	AAPL	Stock	6	3,016
	AFGO	Stock	6	2,030
Total Withdrawals				10,292
Balance September 30, 2020				\$5,468,791

Weber State University Director of Financial Reporting and Investments Assertion:

To the best of my knowledge, Weber State University investments are in compliance with the State Money Management Act, the rules of the State Money Management Council, Regents Policy R541 Management and Reporting of Institutional Investments, and WSU Policy 5-14 Investment of Public Funds.



Wendell Rich
 Weber State University Director of Financial Reporting and Investments

Weber State University
 Monthly Investment Report
 Funds Separately Invested
 September 30, 2020

	Type	Purchase Date	Maturity Date	Interest Rate	Book Value	Fair Market Value
Stock						
Berkshire Hathaway	Stock	1996			\$49,434	\$640,002
Knight Swift	Stock	13-Dec-17			1,683,605	\$1,566,950
Life Insurance Policy					3,735,752	3,744,671
Total Investments					<u>\$5,468,791</u>	<u>\$5,951,623</u>

**ANNUAL REPORT OF THE WSU RETIREMENT PLAN
EXECUTIVE COMMITTEE**

WSU policy requires that an annual report be made to the Board of Trustees summarizing the activities of the university's Retirement Committee. This committee is charged with overseeing the university's retirement programs and making necessary changes. Attached are the minutes from recent Retirement Committee meetings.

MEMRETIRECOMMRPT2020

Weber State University

Retirement Plan Executive Committee Interim Call | Summary Notes

August 24, 2020 | 11:00 AM – 12:00 PM MT

Attendees:

Weber State University ("WSU"):

Hal Crimmel, Chair of the Department of English Language and Literature
Richard Hill, General Counsel
Holly Hirst, Director of Human Resources
Stephanie Hollist, Deputy General Counsel
Steve Nabor, Senior Associate Vice President for Financial Services & CFO
Jessica Oyler, Assistant Vice President for Human Resources
Norm Tarbox, Vice President for Administrative Services

Cammack Retirement Group ("Cammack"):

Regina Lee, Research Analyst
Mike Sanders, Investment Consultant
Emily Wrightson, Vice President

Due Diligence Frequency & Period End: Tri-Annual, 06/30/2020

Vendor: TIAA

Form Completed by: Regina Lee

I. Welcome

Call to order at 11:00 AM MT. **The Committee voted to approve the meeting notes from the June 16, 2020 due diligence meeting.**

The Committee was updated that this is an interim meeting, scheduled as a follow up to the Q1 2020 review meeting held in June. The purpose of the meeting is to cover items that were not completed at the previous meeting.

II. Follow-up Items from the Q1 2020 meeting

TIAA Plan Documents

Prior to this meeting, the Committee internally reviewed and voted on the revisions to the plan documents that were discussed in the Q1 2020 meeting. Notes outlining the Committee's votes are included at the end of this document. General Counsel provided the updated plan documents that incorporated the changes the Committee voted on.

The special catch-up deferrals provisions for the 403(b) and 457(b) Plans have been discontinued, but it was clarified that this is a prospective amendment rather than retroactive. Thus, the four participants currently utilizing the special catch-up deferrals currently can continue to use this provision. Cammack noted that the Committee will need to determine a prospective effective date for sunsetting the special catch-up provisions. It was clarified that while the 15-year and 3-year catch-up provisions for the 403(b) and 457(b) Plan respectively have been discontinued, the age 50 catch-up deferrals should not have been amended. This provision allows for individuals who are age 50 or over at the end of the calendar year to make annual catch-up contributions. Cammack will reconfirm that the age 50 catch-up provision is still allowed for the Plans.

Cammack discussed the implications of certain changes to the plan document. For example, allowing Roth deferrals in the 457(b) Plan will need additional administrative work. For the small balance distributions, the group will need to select an IRA provider to accept the cash-outs between \$1,000 and \$5,000. The chosen IRA provider does not need to be in place to amend the plan documents, but this will need to be discussed at a future meeting.

The Committee voted to approve the revised volume submitter documents, after ensuring that the Plans still permit the age 50 catch-up provision. Dr. Oyler will need to sign the revised volume submitter documents once those are reviewed by TIAA.

Self-Directed Brokerage Account

Adding a self-directed brokerage account has been previously discussed with the group. Cammack Retirement reiterated some key points, including the fact that while there are no plan level costs to opening a self-directed brokerage account, assets that are directed to the account do not share in the cost of covering administrative fees. To address the concern that some participants may bypass the administrative fee, some plan sponsors choose to set a percentage limit, such as 50%, on the amount a participant can direct to the brokerage account. The Committee discussed that because they are only considering offering a brokerage account to the voluntary plans, the amount a participant can invest in the account is already limited to employee contributions only.

The Committee questioned whether there would be any risks of change to the new negotiated recordkeeping fee with TIAA if they choose not to set a percentage limit for the brokerage account. Cammack Retirement indicated that they not seen this decision impact pricing. Additionally, based on client experience, brokerage accounts tend to attract only few participants and are typically less than 1% of total plan assets.

Cammack Retirement noted that only mutual funds can be offered in the brokerage window if it were added to the 403(b) Plan, but the 457(b) Plan does not have such

investment restrictions. The Committee discussed that it may confuse participants if one plan had such restrictions and one did not. Cammack Retirement stated that there are plan sponsors who choose not to implement either the percentage limit of account balance or the investment restrictions; however, it is not uncommon for higher education organization to enforce these restrictions to help protect participants from making bad investment decisions and limit their risk to an extent. The Committee deliberated and discussed their concern that some participants may invest retirement assets in risky stock, so it may be helpful to limit the window to mutual funds only rather than allowing participants to trade stocks and bonds. Cammack Retirement also indicated that when participants open an account, there is disclosure language in the paperwork that notes the individual is responsible for the investment decisions relating to the account.

The group discussed the implementation timeline. It is a straightforward process to add the brokerage account to the Plans. The Committee determined a target date of Fall 2020 to have the brokerage account open to participants, if possible.

The Committee voted to add a self-directed brokerage account to the 403(b) and 457(b) Plans with no set limitation on the percentage of a participant's account balance but a restriction on the investment options to mutual funds only. Cammack Retirement will work with TIAA to get this process started.

World Bond Asset Class – Templeton Global Bond R6 Review

Cammack Retirement discussed that Templeton Global Bond R6 was initially added to the lineup as a complementary fixed income option. The fund offered diversification from the U.S. and allowed participants to take advantage different monetary policy cycles, yield curves, and corporate bond markets. However, with the fact that interest rates are likely to remain low for the foreseeable future and that forward-looking capital market return expectations are lower in markets outside the U.S., it is a challenging market environment for world bonds.

The fund has low utilization with participants. As of June 30, 2020, approximately \$466.7K (<1% of total assets) is invested in the fund across 58 participants. Additionally, the fund lineup includes other diversifying fixed income options, such as intermediate core-plus bonds, an inflation protected bond, and a high yield bond. Given the low utilization by participants, the challenging interest rate environment, and the underperformance and volatility experienced by the fund, Cammack Retirement recommended removing the world bond as an asset class and eliminating Templeton Global Bond R6.

Cammack Retirement noted that there is no "like-to-like" mapping, but the Committee could choose to map assets in Templeton Global Bond to an age appropriate target date fund or another fixed income option. Since the participants invested in Templeton Global Bond R6 are invested in a fixed income strategy for a reason, the Committee discussed that mapping assets into PGIM Total Return Bond R6 makes sense, rather than mapping

assets to the age-appropriate target date series which has equity exposure. **The Committee approved eliminating Templeton Global Bond R6 and the world bond asset class and mapping assets to PGIM Total Return Bond R6.** Cammack Retirement will inform TIAA of this investment lineup change and coordinate the implementation with the addition of the self-directed brokerage account to minimize participant disruption.

III. Fiduciary Training Refresher

Cammack Retirement discussed the importance of conducting ongoing fiduciary training, as Committee members, even those with extensive investment background and experience, can benefit from training as there are many non-investment related fiduciary responsibilities. Even though Weber State is not subject to ERISA, it is considered best practice to periodically conduct fiduciary training.

Cammack Retirement discussed the responsibilities a fiduciary must satisfy, including but not limited to, acting solely in the interest of plan participants and beneficiaries, carrying out duties prudently, and paying reasonable plan expenses. Fiduciary risk includes participants making claims against fiduciaries for breaching their standards of conduct and lawsuits have become more increasingly common.

Cammack Retirement noted the ways to manage the risk, including implementing a sound fiduciary due diligence process as well as hiring service providers as prudent experts to handle fiduciary functions. The Committee questioned whether fiduciaries can be held personally liable, to which Cammack Retirement answered yes, but that risk can somewhat be mitigated if the University has fiduciary liability insurance. General Counsel indicated that as fiduciaries working for the University in Utah, the Committee is covered by the Governmental Immunity Act of Utah in which the employees would retain immunity from the suit. Overall, General Counsel commented that he is comfortable with how the Committee is operating.

It was also discussed that all significant meeting actions should be thoroughly documented and fiduciaries should understand the rationale of key decisions made. Additionally, it is important to act and resolve issues in a timely fashion. Cammack Retirement indicated that the Committee has established a sound fiduciary process and is extremely efficient when it comes to taking action on items.

IV. Default Investment Option Review

Due to time constraints, this agenda item will be reviewed at the next meeting.

V. Adjournment

The meeting was adjourned at approximately 12:00 PM MT.

Action Items:

1. The Committee will finalize the revised volume submitter documents. Cammack Retirement will assist in coordinating TIAA's review of these documents.
2. Cammack Retirement will inform TIAA to add the self-directed brokerage account to the 403(b) and 457(b) Plans without a set limitation on the percentage of a participant's account balance but a restriction on the investment options to mutual funds only.
3. Cammack Retirement will inform TIAA of the investment lineup change to remove Templeton Global Bond R6 and map existing assets to PGIM Total Return Bond R6.
4. Cammack Retirement will coordinate with TIAA to implement both changes at the same time to minimize participant disruption.
5. Cammack Retirement will prepare to discuss the target date funds at the subsequent meeting and to review a small balance cash out provider at a future meeting.

June 16, 2020: Follow Up Vote on Plan Document Provisions sent Via Email (sent June 24,2020)

1. Small Balance Distributions: 401(a); 403(b); 457(b) plans (16:30 minutes in).

Cammack recommends selecting the \$5,000 amount rather than the \$1,000 amount and sending the distributions to an IRA provider such as TIAA Millennial Trust. This will reduce the average account balance in the plan which is used by TIAA to calculate pricing, reduce administrative costs such as required mailings, and prevent individuals from paying the 10 percent penalty tax by preserving the tax deferred nature of the money. In addition, the plan should consider whether to include roll over contributions when calculating the mandatory distribution provision.

- **Hal, Jessica, Steve, Norm, and Holly voted in favor of moving to \$5000.**

2. In Service Distributions: 401(a); 403(b); 457(b).

The current in-service distribution dates for each plan are as follows: 401(a) 70 ½; 403(b) 59 ½; 457(b) 70 ½. The committee voted to reduce the age requirement in the 401(a) plan to the normal retirement age of 65. The Secure Act changes the rule for in service distributions from 70 ½ to 59 ½ for both 401 (a) and 457(b) plans which was already possible for 403(b) plans. Cammack asks whether all of the plans should be aligned at age 59 ½.

- **The standard for the 403(b) plan is 59 ½, so it was recommended to keep it at this (Hal, Jessica, Steve, Norm, and Holly confirmed). 457(b) and 401(a) will be kept at 65 as we previously voted on.**

3. Catch Up Deferrals: 403(b); 457(b) Plans.

The 15 years of service and age 50 catch up deferrals in the 403(b) and 457(b) plans are an IRS audit trigger. They are complicated and often lead to miscalculations. Cammack recommends discontinuing this provision if possible, since the risks outweigh the benefits. Cammack recommended that we don't need to do this as some have sunsetted this provision and there are risks associated with doing the calculations wrong. Cammack also said we should check whether we are doing this or if TIAA is as there is less risk if TIAA is calculating it. Given that TIAA is currently calculating this (and we do have four individuals using this), we are probably ok to keep this but Cammack can send more information if we'd like.

- **Three were in favor of sunseting the option and letting the four folks remain on the plan (Norm, Holly, Hal), one vote for keeping everything as is (Steve), and one who voted to sunset the 403(b) and keep it for the 457(b) (Jessica). Given the majority voted to sunset the provision, we moved forward with sunseting.**

4. Roth Elective Deferrals

- These are allowed in the 403(b) plan, but not in the 457(b). We think the reason was just that it would be more work.
- **Hal, Jessica, Steve, Norm, and Holly voted in favor of allowing Roth elective deferrals in the 457(b).**

5. Adding a self-directed brokerage account to the 403(b) Plan. Mutual funds are the only funds that can be accessed in this account (not individual stocks).

- **Hal, Jessica, Steve, Norm, and Holly voted to open the self-directed brokerage option for voluntary plans and limit investments to 50% of current holdings.**

Weber State University

Retirement Plan Executive Committee Interim Call | Summary Notes April 27, 2020 | 1:00 PM – 1:30 PM MT

Attendees:

Weber State University (“WSU”):

Hal Crimmel, Chair of the Department of English Language and Literature
Richard Hill, General Counsel
Holly Hirst, Director of Human Resources
Stephanie Hollist, Deputy General Counsel
Steve Nabor, Senior Associate Vice President for Financial Services & CFO
Jessica Oyler, Interim Assistant Vice President for Human Resources
Norm Tarbox, Vice President for Administrative Services

Cammack Retirement Group (“Cammack”):

Regina Lee, Research Analyst
Emily Wrightson, Vice President

Due Diligence Frequency & Period End: Tri-Annual, 12/31/2019

Vendor: TIAA

Form Completed by: Regina Lee

I. Welcome

Call to order at 1:00 PM MT.

II. TIAA Retirement Plan Changes – 457(b) Plan Fees

Since the last due diligence meeting held on March 5, 2020, the Committee and Cammack have been working with TIAA to implement the proposed recordkeeping and administrative fees for the Plans. TIAA’s initial proposal was 0.08% (8 basis points) for the 401(a), 403(b), 403(b) discontinued, and 457(f), and an annual fixed dollar amount of \$7,500 for the 457(b) Plan that would become effective July 1, 2020. Since then, Cammack had discussions with TIAA on how the \$7,500 would be collected – the flat fee would be assessed through the fund revenue and any excess revenue would be returned through the revenue credit account on a pro-rata or pro-capital basis. Cammack clarified that this would not be the same as fee leveling, which the Committee had implemented for the other plans.

Cammack indicated that an 8 basis point fee on the 457(b) Plan using current assets of approximately \$7,625,000 calculates to approximately \$6,100 annually. While the future growth of the plan assets is unknown, the breakeven point for plan assets for the flat fee of \$7,500 and the asset-based fee of 8 bps is approximately \$9,400,000. Based on this

information, TIAA noted that they can implement either the flat fee of \$7,500 or the asset-based fee of 8 bps depending on the Committee's decision. Cammack also clarified that the decided fee is dictated for the rest of the TIAA contract or until fees are negotiated again. After deliberating the pros and cons of both methods, **the Committee voted to choose the asset-based fee of 8 basis points for the 457(b) Plan** to ensure that the fee and fee leveling structure is consistent with the other plans. Enforcing a consistent fee structure would also help ease the communication to participants.

III. CREF Money Market

Cammack discussed that with the current low interest rate environments, money market funds are under stress. Since the CREF Money Market is an insurance product, it is governed by the regulators who are providing a short-term waiver of expenses to the extent necessary to avoid negative returns through the end of 2020. However, if this market environment persists past 2020, the CREF Money Market can experience negative returns.

Cammack noted the plan offers an alternative money market product, the Vanguard Federal Money Market and money market mutual funds may have more flexibility in waiving their fee. It was noted that the Vanguard fund had not waived its fee at this point.

The Committee discussed that if the money market products were to have negative returns, they may consider sending communications to participants who are invested in the products. Cammack commented that TIAA had indicated in recent discussions that they would also be sending communications to participants in the short term. Cammack's investment team continues to monitor the money market funds and will inform the Committee if such a situation were to occur.

IV. Adjournment

The meeting was adjourned at approximately 1:20 PM MT.

Action Items – Cammack:

1. Inform TIAA that the Committee decided to utilize the asset-based fee of 8 basis points for the 457(b) Plan.

Weber State University

Retirement Plan Executive Committee Meeting

April 3, 2020; 12:30-1:00pm

Zoom Virtual Meeting

Attendees:

Weber State University (“WSU”):

Hal Crimmel, Chair of the Department of English Language and Literature

Richard Hill, General Counsel

Steve Nabor, Senior Associate Vice President for Financial Services & CFO

Jessica Oyler, Interim Assistant Vice President for Human Resources

Norm Tarbox, Vice President for Administrative Services

Stephanie Hollist, Deputy General Counsel

Holly Hirst, Deputy Chief Human Resources Officer

CARES Act Retirement Provisions

We reviewed the following provisions:

CORONA-RELATED DISTRIBUTIONS (CRD)

- If 403(b) or 457(b) Plan do not opt out, CRD eligible participants will be allowed to withdraw up to \$100k until December 31, 2020. CRD tax withholding and payback provisions will apply.

CARES ACT-RELATED LOAN LIMITATIONS

- If 403(b) or 457(b) Plan do not opt out, eligible participants will be allowed to borrow the lesser of \$100k or 100% of their account balance subject to TIAA collateralization requirements. CRD loan payback and suspension terms will apply.

For the time being, we opted out of participating in either provision as our current loan utilization is low, and a change to our limitations would involve notifying all participants of the increased loan options in the plan, which may increase loan utilization. We will continue to monitor campus need, and if a need becomes apparent, we will reexamining opting in to increasing loan limitations for the 457(b) and 403(b) plans.

Weber State University

Retirement Plan Executive Committee Meeting | Summary Notes March 5, 2020 | 1:00 PM – 2:30 PM MT

Attendees:

Weber State University (“WSU”):

Richard Hill, General Counsel
Holly Hirst, Director of Human Resources
Jessica Oyler, Interim Assistant Vice President for Human Resources
Norm Tarbox, Vice President for Administrative Services

Absent:

Hal Crimmel, Chair of the Department of English Language and Literature
Stephanie Hollist, Deputy General Counsel
Steve Nabor, Senior Associate Vice President for Financial Services & CFO

Cammack Retirement Group (“Cammack”):

Regina Lee, Research Analyst (Phone)
Mike Sanders, Principal
Emily Wrightson, Vice President

Due Diligence Frequency & Period End: Tri-Annual, 12/31/2019

Vendor: TIAA

Form Completed by: Regina Lee

I. Welcome

Call to order at 1:00 PM MT. Mr. Hill noted a minor date change on the draft meeting notes. **The Committee voted to approve the updated meeting notes from the November 20, 2019 due diligence meeting with the requested edit.**

II. Interim Updates

TIAA Document Services

General Counsel noted that Weber is working to complete the transition of the plan documents to TIAA’s volume submitter and provided marked up copies for review by Cammack. Documents are expected to be signed by March 31, 2020.

III. Fee Negotiation

Improve Plan Efficiencies/Retirement Plan Loans

Cammack provided an update on the negotiation process with TIAA to reduce the recordkeeping and administrative fee which is currently 0.12% or 12 basis points. After a number of discussions with TIAA, TIAA ultimately proposed to reduce the fee to 0.08% (8 basis points) for the 401(a), 403(b), 403(b) discontinued, and 457(f), and quoted an annual fixed dollar amount of \$7,500 for the 457(b) Plan that would become effective July 1, 2020.

As a condition of the fee reduction, TIAA proposed a few areas where WSU could improve plan efficiencies. One of the proposed items is to add annual salary and termination date to the remittance file to provide more accurate reporting and timely distributions for participants. Weber noted that adding this data should be feasible as long as TIAA provides the data template. Another improvement requested is to increase PlanFocus® usage, as the website has more functionality that plan sponsors may not be aware of, including completing online requests and generating data and reports. TIAA is willing to provide PlanFocus® training to increase adoption. Cammack indicated that TIAA has no set deadline for these enhancements to occur and will work with the right personnel from the University to update the census data and provide the PlanFocus® training.

Another condition of the fee reduction is for the University to move from the current collateralized loan structure to 401(k)-style Retirement Plan Loans (“RPL”). Cammack commented that TIAA will no longer support collateralized loans as of January 1, 2022 but is recommending that the University implement RPLs in 2020. The change will only impact participants who take a loan going forward, and any existing collateralized loans that were in place will remain in effect until they are paid off.

Cammack also noted that the move to RPLs will ensure that TIAA’s loan process aligns with the industry standard while also allowing for more transparency into the fee assessed to each loan. Cammack compared the current collateralized loan process to the retirement plan loan process, noting that the interest rate for a collateralized loan is variable, whereas the 401(k)-style loan process has a fixed rate of interest. Fees for RPLs are also fixed whereas fees for collateralized loans are the difference between the interest rate a participant is paying and the underlying crediting rate received on the TIAA Traditional. Additional differences between the processes were outlined via documentation and illustrations provided by TIAA.

Cammack noted that there are currently only 25 outstanding loans, which is an unusually small volume as compared with peers. This is likely because loans are only permitted in the 403(b) plan and majority of plan assets are in the 401(a) plan. Cammack also indicated that TIAA will handle the communications and implementation process, so it should not be a huge lift for the University. Cammack will review the plan document to ensure that the loan provisions are general enough to adopt retirement plan loans without modifications. **The Committee voted to approve the proposed recordkeeping fees and transition from the collateralized loan model to the retirement plan loans.** Cammack will inform TIAA of these changes and get the process started to begin the updates to the recordkeeping agreement.

Retirement Plan Portfolio Management Service

Cammack briefly discussed TIAA's Retirement Plan Portfolio Manager (RPPM) which is a discretionary fee-based managed account service. Managed accounts can offer participants a customized asset allocation based on their goals, investment time frame, and target retirement income using the options in the plan menu. The service can consider assets outside the Plan to help build the most appropriate asset allocations. The annual fee charged to participants by TIAA is 0.30% or 30 basis points, which is lower than other managed account services offered. Others even offer a tiered pricing on their managed account services based on the account balance of the participant.

Cammack emphasized that when considering offering a managed account service, it is important to ensure that the costs are reasonable relative to the value provided. However, the value of the service is dependent on the participant's interaction. Without active engagement and relevant inputs from the participant, the participant may simply just be paying an additional 30 basis points for a portfolio that is similarly constructed to a target date fund. The inclusion of this service was initially a requirement of the pricing proposal, but Cammack Retirement was able to negotiate the elimination of this service so that the Committee could review and determine whether it would like to offer this service at this time. After discussion, the Committee indicated they are not interested in adding the Retirement Plan Portfolio Manager (RPPM) at this time.

IV. Self-Directed Brokerage Account

As a follow up from the previous meeting, Cammack discussed key considerations in offering a self-directed brokerage account ("SDBA"). Cammack confirmed that the University does not currently offer a SDBA in any of the employee benefit plans administered by TIAA. TIAA's brokerage accounts are offered by Pershing LLC. If the Committee were to implement this on the 403(b) Plan only, by regulation, only mutual funds can be offered. Some plan sponsors also limit the amount a participant can direct into a brokerage account, i.e. no more than 50% of the participant's account balance. Additionally, participants who enter a brokerage account must acknowledge that they understand the investment options are not monitored. In 2012, the Department of Labor suggested that plan sponsors may have responsibility to monitor the investments selected by participants in a SBDA, which was subsequently withdrawn after much noise from the industry.

Cammack noted that although participant usage of a SDBA is typically minimal, it is important to consider that assets in a SDBA do not share revenue with the Plans' vendor and do not pay for the administrative cost of the Plans. Cammack discussed it is harder to remove the brokerage window once implemented. Therefore, the demand for a brokerage window amongst employees must be considered.

The Committee discussed that they have gone through multiple and major changes to the Plans within the last 12 months, so it may not be the most appropriate time to implement another change. The Committee agreed that while it is an important consideration, the group can revisit the topic next year.

V. Q4 2019 Due Diligence Report

Cammack provided a review of the Q4 2019 due diligence report, highlighting the following key metrics as of December 31, 2019:

- Total plan assets were approximately \$399.9M. This was an increase of approximately \$48.2M (13.7%) over the December 31, 2018 assets. Annual contributions totaled approximately \$22.1M.
 - WSU 401(a) Plan: \$281.0M
 - WSU Supplemental 403(b) Plan: \$68.9M
 - WSU 403(b) DC Plan (Discontinued): \$41.9M
 - WSU 457(b) Plan: \$8.1M
- Approximately \$249.2M (62%) of total Plan assets were in TIAA Traditional, CREF Annuities, or TIAA Real Estate in individual participant-level contracts. TIAA Traditional was the largest single holding, receiving 14% of annual new contributions and holding \$123.5M (31%) of assets.
- The TIAA-CREF Lifecycle target date series received \$6.8M (31%) in annual new contributions and held \$41.9M (11%) of assets.
- The revenue credit account balance was approximately \$19,281. Cammack noted that the revenue credit account balance can be used for eligible expenses or returned back to participants. **The Committee voted to return the revenue credit account balance back to participants who generated excess revenue. Human Resources will return excess revenue to participants by electing this through TIAA PlanFocus®.**
- The all-in fee, excluding the TIAA Traditional Annuity, was 0.28% or 28 basis points, which was a decrease of approximately 0.07% or 7 basis points as compared to the Q3 2019 all-in fee. This was due to a reduction in fund expenses as a result of fund changes that occurred in November 2019.
- Cammack benchmarked the weighted average expense ratio of 20 peers of similar asset size ranging from \$250M - \$600M. As compared to the other institutions, the University's weighted average expense ratio was amongst the lowest tiers.
- Cammack also provided benchmarking results for the Plans' required revenue of 12.0 basis points, which is the administrative cost charged by TIAA. With the new

proposed required revenue of 8.0 basis points, this will fall in line with the peer group's average and median.

Cammack also discussed that there were a number of items accomplished by the Committee in 2019. Most notably this included the enhancements to the investment array and implementation of a fee levelization structure. Throughout the year, Cammack provided ongoing plan review analysis related to investments, fees, and industry trends. Fiduciary best practices included reviewing the Committee Charter and Investment Policy Statement. Cammack also reviewed fees associated with their investment advisory and consulting services indicating that they charge a flat fee for their services which is discounted based on the ability to align the meetings with another client in the state.

It was noted that throughout the year, Cammack produces various types of thought leadership, including but not limited to articles on retirement plan trends, fiduciary breach lawsuits, investment news, and plan design considerations. Cammack also posts weekly Top of Mind blogs and Revamping Retirement Podcasts that discusses topics within the retirement plan industry. It was discussed that such content and resources are readily available for plan sponsors. Cammack discussed some of the trends in the retirement plan industry, including employer initiatives to engage employees by addressing student loan debt repayment and employee education. There has also been a push to adopt electronic transactions in an effort to reduce paper as many plan sponsors are conscious of their environmental footprint.

Cammack provided key participant statistics, including the number of participants with account balances, number of participants invested in TIAA Traditional, Money Market, and one target date fund. As of December 31, 2019, there were 280 participants invested only in TIAA Traditional, an increase of 28 participants since 2018. The Committee discussed whether they have an obligation to talk to those who are only in TIAA Traditional. Cammack advised that if the Committee were to send targeted communications to certain participants about their investments, it should be careful to not register that as investment advice. The Committee noted that if they were to send out any emails to participants, they would send it out from the University domain since there was a very low open rate for TIAA's email regarding the Plan changes. Cammack will request a sample communication from TIAA for those participants who are only invested in the TIAA Traditional for review. The Committee indicated that since there have been major changes to the Plan lineup and fee structure, they are ready to shift gears to focus on participant communication and education. Cammack discussed that the group can also focus on fiduciary compliance, such as looking at missing beneficiaries and bad addresses.

Cammack provided the fourth quarter economic update as well as the capital markets update, including a review of both equity and fixed income returns by sector and style. A chart was presented which reports the total annual returns of the various market indices, with returns ordered from best performing to worst performing over the past 10 years. The chart shows that asset class returns vary widely year over year, reinforcing the benefits of a diversified portfolio.

Cammack briefly reviewed the Plan's recent investment performance, the investment scorecard, the target date funds, as well as the various TIAA proprietary investment vehicles requiring additional review including TIAA Traditional, TIAA Real Estate, and the CREF

Annuities. The investment options were reviewed, including but not limited to, their performance, risk, risk-adjusted performance, fees, and suitability.

Based on the analysis of the funds under the program, Cammack made the following fund recommendations to the Committee:

- TIAA-CREF Social Choice Bond Instl (TSBIX) was recommended to continue on watch due to recent manager changes. Cammack does not expect this to lead to any changes in the fund's investment process but would like to evaluate the strategy in the coming quarters to ensure a smooth leadership transition.
- Templeton Global Bond R6 (FBNRX) was recommended to continue on watch due to recent change and recent underperformance. The fund underwent a co-manager change in December 2018. Cammack also discussed the underperformance relative to the index and category average, as the fund follows a more unconstrained approach. 2019 was a challenging year for the fund with the decline in interest rates as the fund maintains a negative duration position. Cammack will continue to monitor the fund and hopes to see improved relative performance should rates rise and/or market volatility increases.

Both funds were formally placed on the watch list by the Committee in Q3 2019. The Committee approved the retention of the funds on the watch list.

VI. Adjournment

The meeting was adjourned at approximately 2:30 PM MT.

Action Items – Cammack:

1. Inform TIAA that the Committee accepted the proposed updated recordkeeping cost for the Weber State University retirement plans.
2. Work with TIAA to implement the loan process from collateralized loans to 401(k) style Retirement Plan Loans.
3. Coordinate with TIAA and Weber to update the census data and provide PlanFocus® training.
4. Request sample communication from TIAA for those participants who are only invested in the TIAA Traditional.

Action Items – WSU:

1. General Counsel and the Committee will review the plan documents and prepare to sign the documents prior to 3/31/2020.
2. Return excess revenue to those participants who generated the excess revenue.

Weber State University

Retirement Plan Executive Committee Meeting

February 24, 2020; 9:30-10:30am

Miller Admin Room 308c

Attendees:

Weber State University (“WSU”):

Hal Crimmel, Chair of the Department of English Language and Literature

Richard Hill, General Counsel

Steve Nabor, Senior Associate Vice President for Financial Services & CFO

Holly Hirst, Human Resources Benefits Representative

Jessica Oyler, Interim Assistant Vice President for Human Resources

Norm Tarbox, Vice President for Administrative Services

Stephanie Hollist, Deputy General Counsel

Retirement Hardship Amendment

- Currently our 403(b) plan is the only retirement plan that allows for hardship withdrawal provisions.
- Amendment changes include:
 - An elimination of the six month suspension
 - Expansion of the available hardship sources to include elective contributions
 - Elimination of the plan loan requirement
 - Creation of a general financial need standard
 - Creation of a new safe harbor circumstance for immediate and heavy financial need
 - Clarification of safe harbor circumstances for casualty loss reason
 - Expansion of safe harbor circumstances for qualified beneficiary expenses
- Participant or beneficiary has an immediate financial need; 403b doesn't have loans
- Norm Tarbox moved that the Committee will amend the University Employee Benefit Plans to comply with US Treasury changes to the 401(k) and 403(b) hardship withdrawal rules. Jessica Oyler seconded the motion. All present voted in support of the amendment.
- Will investigate industry standard for if individuals can draw out at 65 and still work or not draw retirement until after no longer working; will also investigate whether individuals can draw out at the time they are determined to be disabled. As currently written disabled could be any disability that we would provide an accommodation for while it was likely originally intended to be for long term disability. We also discussed that the official hour count for full time employees is 1040 hours.

Weber State University

Retirement Plan Executive Committee Meeting

December 23, 2019; 9:30-10:30am

Miller Admin Room 308c

Attendees:

Weber State University (“WSU”):

Hal Crimmel, Chair of the Department of English Language and Literature

Richard Hill, General Counsel

Steve Nabor, Senior Associate Vice President for Financial Services & CFO

Jessica Oyler, Interim Assistant Vice President for Human Resources

Norm Tarbox, Vice President for Administrative Services

Stephanie Hollist, Deputy General Counsel

Jill Speth, General Counsel Administrative Assistant

Retirement Hardship Withdrawal Rules

- Currently our 403(b) plan is the only retirement plan that allows for hardship withdrawal provisions.
- Participant or beneficiary has an immediate financial need; 403b doesn't have loans
- Potential new components could be added for screening those needing hardship withdrawal including considering whether the participant has insufficient liquid assets to meet the need; that the participant is not requesting funds that would exceed their need. We could also include provisions for repairing or replacing an individual's residence in the case of a disaster even if the participant is not declared as part of the disaster zone. We could also include provisions for when a beneficiary has immediate school or funeral expenses.
- Hardship amendment needs to be adopted by March 2020 not January 2, 2020 as previously thought. Thus, it was proposed that General Counsel will continue to review the amendments in order to ensure compliance. We will likely not need a separate amendment to do so as we should have the volume submitter documents complete by that time.
- Steve Nabor moved that the Committee will amend the University Employee Benefit Plans to comply with US Treasury changes to the 401(k) and 403(b) hardship withdrawal rules. University Legal Counsel is directed to prepare appropriate amendments, as may be applicable, to meet IRS remedial amendment deadlines. Norm Tarbox seconded the motion. All present voted in support of the amendment.

Weber State University

Retirement Plan Executive Committee Meeting | Summary Notes November 20, 2019 | 12:00 PM – 1:30 PM MT

Attendees:

Weber State University (“WSU”):

Hal Crimmel, Chair of the Department of English Language and Literature

Richard Hill, General Counsel

Holly Hirst, Director of Human Resources

Steve Nabor, Senior Associate Vice President for Financial Services & CFO

Jessica Oyler, Interim Assistant Vice President for Human Resources

Norm Tarbox, Vice President for Administrative Services

Stephanie Hollist, Deputy General Counsel

Cammack Retirement Group (“Cammack”):

Mike Sanders, Principal

Emily Wrightson, Vice President

Regina Lee, Research Analyst (Phone)

Due Diligence Frequency & Period End: Tri-Annual, 09/30/2019

Vendor: TIAA

Form Completed by: Regina Lee

I. Welcome

Call to order at 12:00 PM MT. The Committee voted to approve the notes from the May 29, 2019 due diligence meeting.

II. Interim Updates

Investment Array and Fee Structure Changes – November 11, 2019

On November 11, 2019, the University added new investment options to the Plan, replaced certain current options, and changed the default investment option from the TIAA-CREF Lifecycle series to the TIAA-CREF Lifecycle Index series. The new array offers 1 fixed account, 4 variable annuities, 20 mutual funds, and a 12-fund indexed target date series. Additionally, the Plan moved to a new fee structure that features a more transparent, visible asset-based fee assessed to any mutual fund that does not share revenue. For investments where revenue could not be eliminated, any excess above the required administrative and recordkeeping fee will be returned to that participant.

Participant Communications around fund and fee changes

The group discussed that major efforts from both the Weber State University and Cammack Retirement teams were required to edit TIAA's standard participant communication materials, as the initial draft was confusing. It was noted there was an additional email sent through the University informing participants of this change due to a low open rate for TIAA's materials. TIAA held two onsite sessions prior to the implementation which went well. TIAA representatives are booked through December, so it seems that faculty and staff are using this additional resource. Mr. Tarbox stated that he and Dr. Crimmel had also hosted onsite sessions with any participant who requested additional information. Having these face-to-face meetings was essential to answer any questions and address the changes.

Overall, it was discussed that it was worthwhile to over-communicate the changes and to frequently address the changes in various mediums such as through email or in-person sessions, as the transition went very smoothly and there was no pushback from participants on the go-live date of November 11, 2019.

TIAA Document Services

General Counsel noted that he is still reviewing the plan documents that TIAA provided, as it is more complicated than originally anticipated. There needs to be additional discussion around some plan provisions and definitions. It was discussed that some terms and provisions are different and inconsistent among the three different plans, such as the definition of eligibility and in-service distribution provisions. These items will need to be clarified and addressed by the Committee prior to adopting the new plan documents.

Cammack highlighted that the Internal Revenue Service finalized the hardship regulations in September 2019. Notably, the six-month suspension of elective deferrals requirement for hardship distributions was eliminated. Additionally, it is no longer a requirement that all loans from all retirement plans sponsored by the employer be taken prior to a hardship distribution being available. Although this provision is optional, Cammack noted that most clients have retained it since it minimizes plan leakage. If the University does not convert to the volume submitter documents, they will need to ensure that their custom plan documents reflect the new hardship regulations. The Committee discussed that they will plan to hold some additional review sessions and sign the new documents by January 1, 2020.

III. Review of the Governance Documents

Investment Policy Statement (“IPS”)

Cammack stated that the IPS serves to provide guidance on how investment options are selected and monitored. The document is designed to be flexible and not have restricting language to avoid violating a provision outlined in the IPS. The IPS was last signed by Cherrie Nelson on January 2, 2019. Cammack suggested that if there are necessary edits, either a new Committee Chair can sign off on the document since Ms. Nelson is no longer with the University or the Committee can approve the document. **The Committee reviewed and**

approved the Investment Policy Statement on November 20, 2019. The Committee elected to indicate that the IPS was approved on this date without a signature. Cammack will update the IPS to reflect this change.

Committee Charter

The group also reviewed the Weber State University Retirement Programs Executive Committee Charter that was approved by Trustees on May 1, 2018. Cammack indicated that the document specifies a Committee Recording Secretary who takes meeting minutes. It was clarified that Cammack provides draft meeting notes that are then edited, reviewed, and approved by the Committee. The Committee decided that the Charter does not to be amended to clarify the role of the Committee Recording Secretary. **The Committee reviewed and approved the Committee Charter on November 20, 2019. The Charter will be posted online by HR.**

IV. Q3 2019 Due Diligence Report

A Committee member noted that there is language on the website that states that funds are closed and other that states funds are restricted. Although both refers to the fact that the investment option will not be able to receive new contributions, Cammack will clarify the differences with TIAA.

Cammack provided a review of the Q3 2019 due diligence report, highlighting the following key metrics as of September 30, 2019:

- Total plan assets were approximately \$381.6M. This was an increase of approximately \$6.5M (1.7%) over the March 31, 2019 assets. Contributions since the end of Q1 2019 total approximately \$13.6M.
- Approximately \$251.2M (66%) of total Plan assets were in TIAA Traditional, CREF Annuities, or TIAA Real Estate in individual participant-level contracts. Cammack noted that because the institution does not have control of these assets, it will be challenging to get competitive bids from other providers if the Committee decides to issue a formal Request for Proposal (“RFP”) for recordkeeping and administrative services.
- The TIAA-CREF Lifecycle target date series received \$3.1M (23%) in new contributions since the end of Q1 2019 and held \$41.9M (11%) of assets. Cammack reminded the Committee that the TIAA-CREF Lifecycle Index target date funds were the Plan’s new qualified default investment alternative (QDIA) effective November 11, 2019.
- The weighted average expense ratio of the investments (excluding TIAA Traditional Annuity) was 33 basis points (0.33%).

- The revenue credit account balance was approximately \$19,205. Cammack noted that the group had discussed the various methods of returning revenue credit account balances in a previous meeting and the Committee decided on the method to return revenue only to those participants that share it with the Plan. **Human Resources will return excess revenue to participants by electing this through TIAA.**

Cammack briefly reviewed the Plan’s recent investment performance, the investment scorecard, the target date funds, as well as the various TIAA proprietary investment vehicles requiring additional review including TIAA Traditional, TIAA Real Estate, and the CREF Annuities. The investment options were reviewed, including but not limited to, their performance, risk, risk-adjusted performance, fees, and suitability.

Based on the analysis of the funds under the program, Cammack made the following fund recommendations to the Committee:

- TIAA-CREF Social Choice Bond Instl (TSBIX) was recommended to be placed on watch due to recent manager changes. Cammack does not expect this to lead to any changes in the fund’s investment process but would like to evaluate the strategy in the coming quarters to ensure a smooth leadership transition. **The Committee voted to place TIAA-CREF Social Choice Bond Instl on watch.**
- Templeton Global Bond R6 (FBNRX) was recommended to be placed on watch due to recent manager changes. Again, Cammack explained that the recommendation is a precautionary measure. The fund has an unconstrained approach that causes the fund to look out-of-line with its benchmark at times. Morningstar had recently reclassified the fund into a non-traditional bond category, but Cammack believes that even this peer group is not directly comparable to the strategy. **The Committee voted to place Templeton Global Bond R6 on watch.**

It was noted that new streamlined investment array removed the previous watch/replace list.

V. Self-Directed Brokerage Account

Cammack discussed key considerations in offering a self-directed brokerage account (“SDBA”). Cammack noted that although participant usage of a SDBA is typically minimal, it is important to consider that assets in a SDBA do not share revenue with the Plans’ vendor and do not pay for the administrative cost of the Plans. It was also discussed that in 2012, the Department of Labor suggested that plan sponsors may have responsibility to monitor the investments selected by participants in a SDBA. Although it was subsequently withdrawn after much noise from the industry, there are still questions raised as to what the fiduciary responsibilities a plan sponsor must take with offering a SDBA.

Cammack indicated that some plan sponsors choose to limit the investment options offered in the SDBA and avoid complex investment options to reduce the risk of misuse. Additionally, some plan sponsors also limit the amount a participant can direct into a brokerage account, i.e. no more than 50% of the participant's account balance. There is typically a notification to participants when they enter the brokerage window stating that the investment options are not selected and monitored.

Cammack discussed that if the Committee were to offer a SDBA, there should be further conversations on best practices. A Committee member questioned whether a SDBA is offered on one of the Plans, to which Cammack noted that there is no SDBA offered based on the data provided by TIAA. However, Cammack will confirm with TIAA whether a SDBA is offered. The Committee expressed interest in offering a SDBA to participants in the 403(b) which only contains salary deferrals. The Committee requested as follow up at the next meeting that they would like to continue the discussion around adding a SDBA as well as the best practices used by other organizations in offering a SDBA to participants.

VI. Discussion: Recordkeeper RFP

Cammack explained that although it is important to have a process documented in selecting the Plans' recordkeeper, the authorized providers are TIAA, Fidelity, and Vanguard according to the Utah System of Higher Education Guidelines for Retirement Programs. As such, the Committee will need to consider whether it is worth issuing a formal RFP for three eligible vendors. In addition, as previously mentioned, 66% of total Plan assets are held in individual contracts with TIAA and will not be able to map over to a new recordkeeper. Since those vendors would essentially be bidding on only the liquid assets, it will be challenging to receive competitive pricing proposals. Cammack also noted that if the University were to switch recordkeepers, the revenue generated from the TIAA Traditional, TIAA Real Estate, and CREF Annuities would not offset the recordkeeping and administrative fee and would be retained by TIAA. Although the selection of a recordkeeper is not only based on fees, it was discussed that it will be difficult from a cost perspective to consider transitioning to another vendor.

Cammack proposed that another consideration would be to negotiate directly with TIAA to lower the recordkeeping and administrative fee. The Committee noted that it may more sense to go with this approach rather than issue an RFP for three potential bidders. Cammack will proceed with negotiations with TIAA.

VII. Adjournment

The meeting was adjourned at approximately 1:30 PM. Cammack will reach out to schedule the meetings for 2020.

Action Items – Cammack:

1. Request that TIAA provide blank copies of the plan documents for review by General Counsel.
2. Reach out to TIAA to ensure that the Required Minimum Distribution (“RMD”) process is implemented.
3. Reach out to TIAA to clarify the differences between a closed versus restricted fund.

4. Directly negotiate the recordkeeping and administrative fee with TIAA. Request adjustments to administrative processes that may reduce the fees.
5. Prepare to discuss the addition of a SDBA to the 403(b) and provide best practices around restrictions/limitations that could be added. Determine whether SDBA is currently offered in any of the plans.
6. Work to schedule the meeting dates for 2020.

Action Items – WSU:

1. General Counsel and the Committee will review the plan documents and prepare to sign the documents prior to 1/1/2020.
2. Post the Committee Charter online.
3. Return excess revenue to those participants who generated the excess revenue.

BUSINESS COMMITTEE
OF THE
WEBER STATE UNIVERSITY BOARD OF TRUSTEES

A meeting of the Business Committee of the Weber State University Board of Trustees was held at 8:30 a.m., October 21, 2020, via Zoom Conferencing.

Members present:

Mr. Nolan Karras	Mrs. Amanda Covington	Marty Carpenter
Mr. Clint Costley	Mrs. Karen Fairbanks	

Weber State University officials present:

Dr. Brad Mortensen	President
Dr. Norm Tarbox	Vice President for Administrative Services
Dr. Betsy Mennell	Vice President for University Advancement
Dr. Brett Perozzi	Vice President for Student Affairs
Mr. Steve Nabor	Sr. Assoc. VP for Financial Services & CFO
Mr. Rich Hill	University Legal Counsel
Mr. Bryce Barker	Director, Internal Audit
Mr. Seth Cawley	Chief of Police
Mrs. Anita Preece	Secretary

Visitors: None

Excused:

Press: None

BUSINESS COMMITTEE MEETING

- | | |
|-------------------------------------|---|
| Minutes | 1. The minutes of the meeting held on September 15, 2020 were approved on a motion by Mr. Carpenter, and a second by Mr. Costley. |
| Introduction of New Chief of Police | 2. Vice President Tarbox introduced Chief of Police Seth Cawley to the committee. |
| Audit Committee Report | 3. Mr. Bryce Barker, Director of Internal Audit, presented the Audit Committee Report. He reported on the following: <ul style="list-style-type: none">- Mr. Barker mentioned that Mr. Florian Stellet, Information Security Manager, provided a report on cybersecurity risks. He also mentioned that the CARES act funding allowed for the purchase of software applications to help mitigate risk.- Mr. Barker mentioned that the proposed audit schedule for FY21 was approved.- Mr. Barker mentioned that 4 audits were closed:<ul style="list-style-type: none">- Office of Application Development Services,- Continuing Education - Marketing, |

- Counseling & Psychological Services Center,
 - Disability Services
 - Mr. Barker reported that three scheduled audits were conducted and 2 remained open for follow-up review:
 - College of Social & Behavioral Sciences
 - Office of IT Business Services
 - Mr. Barker reported that the NCAA Compliance audit went well. There were good controls and no recommendations.
 - Mr. Barker reported that 447 purchasing cards out of 1400 were reviewed. He noted the main concern found in p-card audits is for statements not being reconciled within 30 days of the statement date.
 - Mr. Barker reported on Red Flag Reporting/complaints. He mentioned that 68 total reports (51 were concerning a professor) were reported and the appropriate university personnel have reviewed and addressed the issues.
- Motion 4. On a motion by Mr. Karras, and a second by Mrs. Covington, the Audit Committee Report was approved.
- Proposed Property Sale 5. Vice President Tarbox reported that Weber Basin Water approached WSU regarding selling 1.2 acres of land just south of WSU's University Village student housing complex for a storage tank. The property is considered surplus in that it isn't included in WSU's long-range Campus Master Plan. The property was appraised in September 2020 for \$114,000 and Weber Basin Water is willing to pay the \$114,000. Revenue from the property sale will be earmarked for future land purchases that better serve WSU development needs.
- Motion 6. On a motion by Mrs. Covington, and a second by Mr. Costley, the proposed property sale was approved.
- Proposed Sale of WSU Net-Zero Home 7. Mr. Steve Nabor, Sr. Associate Vice President for Financial Services and CFO, reported that the home was built by WSU students in the Construction Management Program, with additional oversight from WSU Facilities Management and Wadman Construction. Mr. Nabor introduced the idea and partnered with Ogden City. The home was built in record time and exceeded expectations. Associate Professor Jeremy

	<p>Farner was instrumental in engaging faculty and students to get onboard with the project. The home was sold for \$345,000 via lottery selection from interested buyers. A couple from Brigham City, both WSU Alumni, won the bid. This project has brought positive public relations for the university, Ogden City, and WSU Construction Management.</p>
Motion	8. On a motion by Mr. Karras, and a second by Mr. Costley, the property sale of the Net Zero Home was approved.
Stewart Stadium East-Side Bleacher Replacement	9. Vice President Tarbox reported that WSU is seeking authority to replace the East-side bleachers at the Stewart Stadium. This agenda item is being simultaneously submitted to the Trustees and the Utah Board of Higher Education for approval. The bleachers are the oldest original structure on the Ogden campus. Vice President Tarbox mentioned that over the decades, much of the fill under the bleachers has washed out from under the structure and onto the track and field of Stewart Stadium. The structure itself has very gradually slid down the hillside to the west and has encroached on the track. Vice President Tarbox explained that WSU has been saving funding for years for a down payment and will require us to issue a small issue of revenue bonds to replace these bleachers.
Motion	10. On a motion by Mrs. Covington, and a second by Mr. Carpenter, approval to proceed with the Stewart Stadium East-side Bleacher replacement was approved.
All Funds Budget Overview	11. Vice President Tarbox mentioned that at the September meeting, the committee members were surveyed for special projects that they wanted to discuss in the committee meetings. Vice President Tarbox reported that he prepared a one-page graphic years ago to articulate and help people see all of WSU's budget in a fairly simplified picture. The graphic outlines where the money comes from and who controls the decision revenue, how the money is spent and the proportion of overall budget that is represented. This was an information item only.

Consent Calendar

12. On a motion by Mr. Karras, and a second by Mr. Carpenter, the following consent items were approved:
- Financial Report (August 2020)
 - Monthly Investment Report (August 2020)
 - WSU Institutional Residence Annual Report
 - WSU Institutional Discretionary Funds Report
 - FY22 Budget Development Status

Other

13. Vice President Tarbox gave an update on the Voluntary Separation Incentive Program. He reported that WSU has agreed to terms with 53-55 employees of WSU to separate between now and July 1, 2021. The cost to the university will be approximately \$1.5 million of one-time bonuses/incentives to separate. This will free up \$3.4 million in salary dollars.

Adjournment

14. The meeting adjourned at 9:27 a.m.

FRINGE BENEFITS DEEP DIVE

Fringe Benefits Deep Dive is one of the special information items that the trustees requested to discuss in the Business Committee Meeting. Mrs. Jessica Oyler, Asst. Vice President for Human Resources, will be in attendance to present this topic to the trustees.

MEMFRINGEBENEFITSDEEPDIVE



WEBER STATE
UNIVERSITY

Fringe Benefits

Weber State University

A large purple circle on the left contains the text 'Benefits Overview'. A smaller purple circle is at the bottom left of this circle. In the top right corner, there is a dashed purple arc.

Benefits Overview

- PEHP – Health
- Educator's Mutual – Dental and Vision
- Life Insurance
- Disability
- Retirement
- Legal
- Personal Time Off
- Tuition Benefits

Comparing with Other Institutions

Institution	GPA
Southern Utah University	2.85
Utah State	2.85
Dixie State	3.1
University of Utah	3.27
Weber State	3.35
Salt Lake Community College	3.53
Utah Valley University	3.75

What Sets Us Apart

- Tuition Benefits – Retirees and Adjuncts
- Wellness
- Employee Ticket Program
- Parental Leave

Recent Changes

- Parental Leave
- Retirement Brokerage Window
- Alternative Work Arrangements
- Winter Break

FY22 Budget Guiding Principles

FY22 BUDGET GUIDING PRINCIPLES

Attached are two items intended to keep the Board of Trustee members up-to-date on WSU's budget status and FY22 Budget Development. Staff will present these items at the upcoming Trustees Business Committee meeting.

MEMFY22BUDGETGUIDINGPRINCIPLES

Working Together To Create A Quality Environment Where Students Are Served

WEBER STATE UNIVERSITY
Financial Status as of November 2020

What specific areas within your institution have been financially impacted by COVID19?

As a condition of accepting Federal CARES Act funding, institutions had to agree to not lay-off employees for a period of time. For some areas of the institution, then, the combined effect of the COVID-19 shut-down and the CARES Act funding was that their revenue streams were interrupted at the same time they were not allowed to adjust their expense structure. These are the areas that have been most affected by the pandemic. They include food services, student housing, conferencing, intercollegiate athletics, Browning Center, WSU Bookstore. Due to the June 2020 state tax-funds cuts, our state-funded operations have been impacted as well, but not to the same degree.

How have you been able to mitigate those financial impacts?

WSU has received 5 different installments of CARES Act Funding totaling nearly \$20 million. This funding has enabled us to provide direct aid to students, transition our courses to more technology-assisted models, purchase safety supplies and testing-kits, hire contact tracers, etc. The money has been invaluable. However, some of our most impacted areas, including those listed above, are not able to use CARES Act funding. Institutional reserves and discretionary funding will be used to stabilize these areas.

WSU has also completed a Voluntary Separation Incentive Program (VSIP) in which 57 employees have agreed to willingly leave the institution. This will, over the next 8 months, free-up \$3.5 million in salary dollars across the institution, and will enable WSU to adjust its cost structure moving forward.

Are there any long-term financial impacts from COVID19 on your institution?

Yes. WSU will be forced to rely on reserve funding to a significant degree during the pandemic. Depending on the duration of our recovery, it is expected that between \$2 to \$4 million in reserve balances will be used-up. WSU's balance sheet is currently very strong, but this burn-down of reserves will have an impact—particularly on our FY21 Financial Statements. We are hopeful that by FY22 we will again be in a position to add to our reserve balances. The key will be maintaining enrollment levels during this period.

What would you like the Committee to know about your institution's current year financial situation?

In times like these, WSU is most grateful that we have been allowed to manage our own balance sheet, and to save for a rainy day without fear of the funding being taken away. We are also grateful to policy-makers for providing emergency funding. One wish is that this emergency funding had fewer use-restrictions.

WSU FY22 Budget Guiding Principles-DRAFT

1. Affordability Compact

- Maintain low tuition levels while encouraging legislative commitment to higher education
- Keep WSU affordable to low-income families through Dream Weber and other programs

2. Internal Efficiencies/Reallocations

- Seek first internal sources for current organizational budgetary needs

3. Quality Faculty and Programs

- Encourage quality teaching, research, scholarship through incentive pay for faculty
- Build and support academic programs that address regional economic development needs

4. Student Success

- Increase the availability of necessary courses to graduation
- Increase and improve academic advising
- Target at-risk students early and provide adequate support for success

5. Access and Support for Underrepresented Groups

- Connect with local minority communities and build high-school to college bridges
- Increase tutoring resources for educationally disadvantaged populations

6. Budget Maintenance

- Cover mandated cost increases
- Provide competitive compensation for employees
- Optimize fringe benefit programs
- Improve the University while simultaneously accommodating necessary budget cuts

7. Recruiting & Retention

- Establish student recruitment and retention as institutional core-competencies