

College of Arts and Sciences
Dean's Council of Department Chairs and Interdisciplinary Program Directors
Wednesday, September 11, 2013

Attendees:

Peter Bayers, Director of American Studies
Angela Biselli, Chair of Physics
Jocelyn Boryczka, Chair of Politics
Sara Brill, Director of Classical Studies
Robbin Crabtree, Dean of College of Arts & Sciences
Nancy Dallavalle, Chair of Religious Studies
Jean Daniele, Assistant to the Dean
David Downie, Director of Program on the Environment
Rick Dewitt, Chair of Philosophy
Sara Diaz, Director of Italian Studies
Paige Francis, Chief Information Officer
David Gudelunas, Chair of Communication & Co-Director of Women Gender & Sexuality Stud
Manyul Im, CAS Associate Dean
Jerelyn Johnson, Chair of Modern Languages & Literatures
Terry-Ann Jones, Director of International Studies
David McFadden, Director of Russian Studies
John Miecznikowski, Associate Professor of Chemistry
Kathy Nantz, Chair of Economics
Laura Nash, Chair of Visual & Performing Arts
Emily Orlando, Co-Director of Women Gender & Sexuality
Nels Pearson, Director of Irish Studies
Aaron Perkus, CAS Associate Dean
Elizabeth Petrino, Chair of English
Judy Primavera, Chair of Psychology
Gav Rosenfeld, Director of Judaic Studies
Kurt Schlichting, Chair of Sociology & Anthropology
James Simon, CAS Associate Dean
William Vasquez, Director of Latin American & Caribbean Studies
Brian Walker, Chair of Biology
Joan Weiss, Chair of Mathematics & Computer Science
Maggie Wills, Director of Bachelor of Professional Studies
Yohuru Williams, Chair of History & Director of Black Studies

Regrets

Margo Ramlal-Nankoe, Director of Peace & Justice
Kraig Steffen, Chair of Chemistry
Jiwei Xiao, Director of Asian Studies

The Dean welcomed all new CAS Chairs and Directors.

Approval of the Minutes

Dr. Jocelyn Boryczka moved to approve the May 1, 2013 Dean's Council minutes and Dr. David Gudelunas seconded the motion. Twelve chairs and directors approved the minutes with many abstentions.

Blackboard/Mentor Update – The Dean introduced Paige Francis, Chief Information Officer, who joined the Dean's Council to offer an overview/update relative to Mentor. Ms. Francis shared the confluence of circumstances that led up to the decision to suspend the Mentor course management system. She relayed that after a twenty-year engagement with Ellucian, the University terminated their contract at the end of June in order to bring administrative computing functions in-house. The University recruited a Database Administrator and Director of Administration Computing from Yale, who began auditing all of the University's systems with the primary goal of building better utilization of Banner. As part of this initial clean up and planning process, the Information Technology Services (ITS) team discussed data security, permissions, roles, etc. related to data storage, access, use and other routine aspects of technology management. During the spring, the University also had renewed its contract with Axiom Mentor, which resulted in a standard contractual relationship similar to what we have with other vendors. This led to the training of ITS personnel to support Mentor, as well as Mentor being audited as other university technology systems/programs are. During the second meeting there were red flags that indicated a problem with data security. Based on analysis done by ITS professional staff, who for the first time "saw into" Mentor, it was discovered that the security issues were "architectural" and could not be fixed quickly. The decision to suspend the use of Mentor was made. The Deans were notified and the next day the full faculty were notified as soon as the decision was determined necessary.

Ms. Francis assured the Council that this was not a planned event. The ITS team is acutely aware of the unfortunate timing and recognizes that this is a difficult situation. Supporting faculty is a foremost priority. ITS staff are focusing on getting the academic division up and running with the utilization of Blackboard, while continuing to assess Mentor.

She closed by noting that Academic Council directed the Ed Tech Committee (ETC) to report on what led to the decision, how the decision was made, and under what authority. This report will be delivered to the Academic Council in November and then shared with the General Faculty. Her team will provide all documentation and otherwise participate cooperatively with that process.

Ms. Francis opened up the floor for a Q&A.

- Dr. Rick DeWitt mentioned that in all the communication he read it appeared that all issues were not dealt with by Axiom and there were major flaws. His concern was that none of these flaws have been documented. Ms. Francis reiterated that EPC will document these issues thoroughly in their report.
- Dr. Jocelyn Boryczka was interested in learning an easy and direct way to access information they need to chair and manage their departments and programs. She shared that it took four days for her assistant to get a list of Politics majors and minors. This

process was very easy through Mentor. Mentor allowed easy access to majors, minors, course demands, and data needed for the program external review process.

- Ms. Francis mentioned that she could have her assistant build reports for this type of information, which is found in Banner. She mentioned that reporting tools will be provided through Banner but cannot be accessible immediately. She encouraged chairs and directors to inform ITS of their needs, so ITS could provide them with the tools to obtain the information needed.
- Dr. Gudelunas expressed his concern about the feasibility of having this done. He shared that he spent a good portion of his morning with an ITS representative, who told him that the Communication Department had only 40 majors (rather than the more accurate count of close to 400). This type of data should be accessible very easily without the involvement of ITS.
- The Dean noted that one of the reasons for bringing administrative computing in-house is so that the kinds of reports folks need from Banner will be built (through shortcuts). Ellucian was not responsive to these requests in the past.
- Ms. Frances reiterated the importance of learning the needs of the faculty, so ITS could create a program that would meet these needs.
- Dr. Williams commented that what faculty need is Mentor. This system was built by a faculty member who understands the needs of the departments and programs. Part of the frustration is that there was a workable system that was removed. Why not give faculty time to work with ITS to build a system in a year-long phase out, so student needs could continue to be met.
- Ms. Frances mentioned that she cannot disclose security issues right now but these decisions are out of her hands. These will be discussed and shared with ETC and then be made public. It was recommended that ITS reach out to Dr. Curt Naser, once they begin designing reports and structuring how they are going to serve the needs of the University.
- Dr. Dave McFadden mentioned that all departments and programs have similar needs. It is not particular to just a small subset of the group.
- The Dean noted that part of the “perfect storm” was the Ellucian piece. Mentor originated based largely on needs that Ellucian was not meeting. The problems that Dr. Naser attempted to solve with Eidos and Mentor are still existing problems that ITS will need to work towards resolving.
- Dr. Walker asked for an example of a situation that could have occurred. Ms. Frances mentioned that from 2011 to 2012 the amount of student data that had been breached from 51 Universities brings a giant black mark on the University. She is responsible for avoiding these situations. There are many examples that can be found on-line by searching “University Breached Data” and similar keyword searches. We do not want that type of situation to happen at Fairfield University.
- Dr. Nantz shared classroom issues that could also leave a black mark on Fairfield.
 - Her classroom did not have enough chairs for all of her students and at the same time, there was a power outage, while she was trying to show a video.
 - The following week, she had a Media Center representative in the classroom to setup the computer to show a video but could not access the internet, because of security issues. She now has wasted student time with classroom complications during the first two weeks of school. The frustration is that the routine classroom preparation for the start of the semester was not serviced, because ITS staff were working on Mentor issues and transitioning folks to Blackboard. Dr. Nantz

indicated that she has every confidence and respect for the folks who handle these types of issues, but because of the Mentor situation, they did not have the time they needed to address other routine start-of-the-semester classroom issues. Making these changes could have unfolded a month after the start of the semester. It is the day-to-day appearance of incompetence in the classroom that is going to leave a black mark on Fairfield. Ms. Francis mentioned that they are looking at trying to address the problems in the classroom. She was not aware of any security issues that would have led to internet access problems.

- The Dean mentioned that Ed Tech has this charge and the members of the committee are available to hear the concerns and advocate for the systems and setups that we need. The idea to move Ellucian out and have in-house Banner administrative technology support was to get greater service. ITS is working non-stop to help us and particularly to support faculty with their needs for courses. In the meantime, we should put together template needs that chairs and directors have in the College. Further information about this decision and examples of security issues will be reported at a later date and shared with faculty.
- Dr. Aaron Perkus mentioned that he is a member of the Ed Tech Committee. The Committee made it very clear that in order to write the report, they require ITS to clearly articulate to them specific information that drove the decision, who made the decision, and what options were pursued. They are looking for concrete documentation; it cannot be anecdotal based on conversation. ITS needs to walk them through the evidence. Dr. Naser and Axiom also will be invited to have an opportunity to discuss and/or dispute the document.
- Dr. Gudelunas asked what jurisdiction Ed Tech had. Dr. Perkus commented that they were charged by Academic Council to investigate and report back to the Council. The Dean read the exact AC motion.
- Dr. Rick DeWitt then made a motion to have Mentor restored immediately, until such a time that concrete evidence is presented that unequivocally warrants suspension of service. Dr. Williams seconded the motion. Dr. DeWitt spoke in favor, saying that if there is a serious structural problem it would have to be shut down; but, ITS has yet to specify in writing a single database problem or other serious structural problems with Mentor and that burden of proof should be met before Mentor is shut down.
- The Dean commented that the Dean's Council is not a policy-making body, per se, but that this motion could be entertained as advisory, and could be sent up as a recommendation to the appropriate vice presidents.
- Dr. David Downie spoke against the motion, commenting that we would be legally irresponsible to restore Mentor if ITS established a security breach or determined that there is a high risk. It is their responsibility to assess these things.
- Dr. Dallavalle also spoke against the motion, adding that we have professional staff charged with assessing these situations.
- Dr. McFadden spoke against the motion, noting his agreement with Drs. Downie and Dallavalle, despite his ongoing concerns about the timing and the major inconvenience it has caused.
- The motion did not pass. Of the 26 chairs and directors present, 3 voted in favor; the exact vote was not recorded in the minutes. The Dean indicated that she would share the conversation with SVPAA and Executive Committee of Academic Council.

- Ms. Francis encouraged the Chairs and Directors to contact her with their frustrations, even beyond Mentor issues. She is willing to come to the departments to address ITS issues. The Dean mentioned that later in the academic year, they will invite Ms. Francis and Mr. Jay Rozgonyi, Director of Academic Computing, to a Dean’s Council meeting to generate ideas and help with their strategic planning.
- In relation to issues that came up in the discussion of Banner versus Mentor, the Dean communicated the importance of departmental assistants being knowledgeable about the use of Banner screens and the related popsels (shortcuts to reports). They have been trained and any additional training they need, whether in groups or one-on-one, is available. Ms. Daniele holds training sessions twice a year. CAS Program Assistants, as a requirement of their job responsibilities, should have the knowledge to assist their departments in obtaining information such as list of majors and/or minors, which is very straight forward and extremely time consuming. When they are having problems with Banner they should contact Ms. Daniele and she can advise them or help with training or request training through ITS.
- Dr. Nantz mentioned that assistants were functioning fine through the use of Mentor. The Dean reiterated that they are expected to be knowledgeable with Banner and to communicate challenges so that they can develop appropriate proficiencies. It is the official University platform for doing this type of business; as well, it is listed as a responsibility in their job description.
- Dr. Gudelunas mentioned that there are a lot of complicated requests through Banner that require processing a ticket and involving a 24- to 48-hour wait before receiving assistance. The Dean shared that if Ms. Daniele learns of the various needs of the department, she could work with ITS to have specific popsels created to meet these needs. There are so many popsels that are already created (and likely many that assistants have already been trained on). But reaching out to ITS to ask for the report may result in learning a popsel is already there, or in the development of a new one.
- Dr. Williams commented that he was assured that Mentor was not going anywhere, because the University had interests in this product. He invited Mentor folks to demonstrate Mentor to the History Department; therefore, much of what the department now does for assessment, etc. was built around Mentor. The Dean does not know what the ultimate assessment of Mentor will be, given the discovery of “architectural” issues that could take significant work to redress.
- The Dean added that the non-course management functions are still working in Mentor; therefore, searches should not be jeopardized and many assessment functions can still be performed. She also mentioned the move to DegreeWorks (to replace CAPP) and that this product will make many necessary advising and curriculum/enrollment management projects much easier.

Routine Issues

- *Course Schedule Memo*—The Dean discussed the Course Schedule Memo that was sent out to department chairs. The principals in the document focused around the following:
 - How many courses are needed, rotating faculty through time codes, and assigning instructors fairly.
 - Connection to long term curricular mapping—As much as possible there should be coordination between departments and programs around schedule planning, so that programs directors could communicate their course needs and how often the

cross-listed courses should rotate through the department offerings. As departments manage curriculum they have to weigh both program needs and other department needs. The Dean has communicated to department chairs that if programs would like to have courses taught in disciplines/departments where we do not have f/t faculty expertise, they could hire adjunct experts periodically to teach in these specialty areas. This has to be part of department scheduling and curricular mapping (that is, not simply adding courses, but folding such courses into rotations of department offerings of the same level or that fulfill similar requirements for core or in the major). Departments should get a sense of how often the specialized courses would need to be offered and work with program directors on scheduling. One of the special characteristics of Fairfield is our interdisciplinary *esprit de corps*; it is exceptional and fostering interdisciplinary collaboration and benefits to students and faculty alike.

- Departments have a lot of unmet needs when hiring a tenure-track faculty. The disciplines evolve as does student interest in courses or subject areas, which has to be taken into consideration when making decisions on best area of hire. Part of this consideration is to interface with the ID programs.
- The Dean reiterated that departments should provide courses that count in the core curriculum during evening time codes on a regular rotation. It does not matter if these are taught by part-time or full-time faculty, but these sections should be part of careful curricular mapping and enrollment management in terms of optimal number of sections offered in any given term. Faculty should share rotations through time codes they may consider non-optimal, including 8:00 a.m. and evening.
- *FY '15 Budgets*
 - Ms. Jean Daniele will work with Ms. Tracy Immerso to get the budget spreadsheets templates completed, so that they could be distributed to College department chairs and program directors. We are always trying to work ahead of the deadline, based on the size of the College and number of budgets to review. Stay tuned for instructions and a relatively quick turn-around time.
 - *Department Travel Planning*—Requests are due to the Dean by October 1. All travel plans should be listed out and prioritized; inclusive of travel funded by the \$1,200 travel allowance and any travel plans needing additional funding. Travel funded since July 1, 2013 should be listed on the spreadsheet even if reimbursements have already gone through. This year's travel budget was increased by 20% given the long stagnation of travel budgets. Chairs and directors may make local decisions about how these "extra" funds are used (e.g., student travel, adjunct travel/professional development, etc.). Travel plans made should be resource conscious. The Dean will do the best she can to support reasonable additional travel requests. Department travel budgets must be fully expended before the Dean's funds will kick in on reimbursements.
- *Rank & Tenure Review*
 - September 15 is the deadline in the Handbook for faculty to put their cases in the main office available to all members of the departments (this is a Sunday, so Monday will be the deadline). The senior faculty should review materials early in order to offer feedback and support the faculty member in improving their dossier before it is sent to the Dean. Regardless of the strength of record, we want each

- applicant to put their best possible case forward and to have an optimally organized set of supporting material.
- The chair's letter is a representation of the chair evaluation and it is not necessary to have a separate personal evaluation. If a chair needs a copy of prior annual reviews, Ms. Daniele can make those available.
 - External Reviewer evaluations are to be viewed by the Dean, the department chair, and the Rank and Tenure Committee ONLY. These letters are not viewed by other members of the department. The chair may summarize the content of the letters for the department, as long as the identity (or institution) of the reviewer is not revealed in any way.
 - Internal colleague letters go directly to the Dean. This is an independent review and does not have to be shared with the chairs. The Dean consulted with R&T on this issue and they gave a definitive ruling. A faculty member's letter (or a summary of its content) can be shared with the chair at the discretion of the individual, but it is not required or expected.
 - Dr. Simon distributed the new R&T language that was added to the Journal of Record and Faculty Handbook elaborating advising and community-engagement.
 - Interdisciplinary colleagues should feel free to write letters that assess the candidate's contributions to an ID program; candidates may choose to share dossiers, as well.
 - Letters should EVALUATE THE EVIDENCE PROVIDED, or attest to the quantity and quality of particular contributions of the faculty member, not function as mere "letters of recommendation."

Department and Program Projects and Related Resources

- Assessment of core and major – Associate Deans plus Christine Siegel can be called upon to support chairs, directors, or departments. Do call on them.
 - Dr. Glenn Sauer is working on a project assessing the core science requirement and pathway. This is a project that he developed as part of his CAE fellowship.
 - Cinthia Gannett is developing an assessment project related to the rhetoric and reflection pathway.
 - There is a lot of assessment going on in department/programs. The Dean will send out a progress report that situates departments in relation to the CAS goals for assessment. Most have as part of the department assessment plan a focus on the core, particularly those with a heavy load in the core; plans and actual annual assessment projects should focus on both core and major/program learning outcomes.
- Program Review—Biology, Chemistry/BioChemistry and Physics are beginning their self-study this year. Economics, History, Politics, and Psychology are hosting external reviewers this year.
 - Note: while the Dean's Office reaches out to the external reviewers with instructional information and funding associated with their services, the chairs should arrange the visit schedule (meetings with faculty, students, etc.). Each has an Associate Dean to shepherd.
- *Peer Review of Teaching (PRoT)* For specific peer review of teaching projects unfolding within departments, the CAS Associate Deans and CAE staff can support the project or work with folks on cultivating best practices within their department.

- PRoT should include senior faculty, junior faculty, and part-time faculty.
- With junior faculty it is usually best to do classroom observations in the fall semester, so that feedback and informative conversations take place prior to their annual performance review in the spring. Written feedback should be shared that includes descriptions of effective teaching practices and involve shared discussion before and after classroom visits. Again, these are not meant to be letters of recommendation, but rather part of rigorous and regular formative and, eventually, summative evaluation of teaching. PRoT is also important to cultivating a conversation about effective teaching at Fairfield. We all can improve and grow as teachers.
- The Dean encourages junior faculty to share IDEA evaluation with their department chair and with colleagues for discussion and constructive feedback.
- One thing noticed by R&T is that from the time of tenure to the time of a promotion bid, very few senior faculty have had colleagues visiting their classrooms or otherwise engaged in PRoT. There often has been no formal conversation around their teaching, let alone formative and summative evaluation of it. The Dean noted that it PRoT may work best in pairs or small groups, and include faculty members across ranks.
- Adjunct faculty should be involved in peer review of teaching; teaching excellence should be the expectation and a condition of continued opportunities to teach at Fairfield.
- *Advising* - The College will have some focus on advising this year. The advising study from last year was poor social science. The constructs were not measured appropriately (focused more on registration than advising or mentoring). Still, advising could be better, so we are asking Suzanna Klaff to work with chairs during our October meeting. The majority of the meeting will be organized as a workshop about advising.
- *Enrollment Management* - The Dean received a long list of courses that were cancelled between submission of course schedules and the beginning of the semester. Ms. Peterson noted that almost all cancellations were done by chairs through their own routine course assessment around department needs and management of enrollment through registration, not afterwards. This is a great outcome of our 5-year work on enrollment management. In the past, virtually all enrollment management was facilitated by Ms. Peterson after students registered, a practice that was a huge inconvenience to students and faculty demanding an untold amount of back and forth communication. The Dean thanked chairs and program directors for their concerted work on this, and noted how important curricular mapping has been as part of the process. For newer chairs, Sue Peterson is a great resource for historical information and roll-out strategies. Jim Simon is a great resource for curriculum mapping.

Dean's Council Meetings for 2013-14

- The Dean asked if the Council should invite Kevin Lawlor, the new Executive VP, to come and have a conversation around his role and strategic planning at the University. There was a large group interested in this topic.
- The October 9 Dean's Council meeting will be around advising. There will be a discussion around the Classroom to Career initiative as part of that. We are trying to build resources that guide students early and often to the many opportunities that are available to them.

- The Dean would like to have a meeting focused on community-engagement. We have new guidelines of Rank & Tenure that elaborate that. There is a growing number of faculty across ranks that have community engaged scholarship, and the Dean sees the importance of how this maps to faculty evaluation. This meeting may be with folks such as Melissa Quan and Dennis Keenan, who participated in the development of the new R&T guidelines. Department chairs demonstrated interest in this topic.
- The Dean suggested a discussion with Dr. Mark Reed and Mr. Mark Guglielmoni to talk about personnel management topics such as hiring and supervising assistants, data analysis related to diversity, and adjunct hiring, along with other challenging personnel issues.
 - Pursuant to this, Dr. Williams mentioned if there is a way that either the University or the College could have an adjunct orientation for part-time faculty. Program Assistants are receiving a number of inquiries from adjunct faculty. There is a continuing increase in the number of adjuncts needing assistance.
 - The Dean indicated that the challenge would be to get adjunct faculty in the room at the same time. Most departments do some aspect of orientation on their own. The Dean mentioned that she could make time at a future meeting to share best practices in association with a meeting focused on personnel issues.
 - Dr. Dallavalle asked if the College would consider a checklist for use with orienting and directing adjuncts. Dr. Primavera asked if there was a hiring protocol or checklist. Dr. DeWitt mentioned that his department has such a checklist that he will share with Ms. Daniele for distribution. Jean Siconolfi will be asked to share the contract language and her own checklist, as well.
 - The Dean mentioned that she hopes adjuncts are included in the social activities within the department, and reminded folks of her request to consider formal governance roles for p/t and other non-TT faculty in their dept/program by-laws. She also reminded everyone about the AC subcommittee on non-TT faculty; their report has generated a subcommittee to determine policies and other implementation of recommendations.
- Dr. Boryczka asked about having a CAS internship coordinator like the DSB.
 - The Dean shared that about ten years ago the previous Dean Snyder funded (through a Humanities Institute grant) Dr. David Sapp's proposal for a broad set of programs about internships in the College. This included a visiting speaker, a series of conversations among all dept internship coordinators at that time, a workshop, and interface with Career Planning Center. One of his recommendations was to have a CAS Internship Coordinator.
 - The Dean bought the suggestion to the department chairs for a conversation. There was little interest, because departments felt that internships relative to their discipline were too particular. Some departments did not want to pool internship site information (preferring to shepherd their own partnerships). Most departments wanted to supervise their own internship programs and the related learning experiences.
 - The Dean shared that we are developing a GS399 Internship, so that when students have an opportunity to engage in an internship that does not qualify for credit within their major department they can still have the experience. The Dean reminded chairs and directors that an internship does not have to count towards the major but it offers an opportunity for students to engage in a career oriented setting. Faculty should

agree to sponsor their own majors for whatever internship experience even if major credit is not awarded. This would affirm our liberal arts philosophy that students may pursue any career with a liberal arts major.

- There is a conflict with the May 7 Dean's Council meeting, since it falls on the same day/time as the President's address to faculty (it is also a reading day). The Dean suggested alternative dates of Wednesday, April 30 (during finals); Wednesday, May 14 (during senior week); or Thursday, May 8 (may also be during finals). It looked like folks were leaning toward May 8th. Ms. Daniele will send around a survey of preferences of these three dates and solicit reasonable restaurant ideas.

Announcements

- The Provost ad is on University website. The title is an important move for the Academic Division, though exact reporting lines have not yet been determined. They will be finalized in relation to the finalist's skills set and preferences in conversation with the EVP and the President.
- There is a new part-time program assistant, Julie Garbarino, starting September 23, supporting American Studies, International Studies, Master of Liberal Studies, and Master of Public Administration, sitting in DMH 215. This is a 19-hour-a-week position and the Dean will be looking to grow this position into a full time position over the next few years at which time she will add the area studies programs. The interdisciplinary programs requested a more permanent program assistant, rather than rotating it with the directorship, so that records and knowledge would be maintained.
- The Majors & Minors Fair is scheduled for October 17. This is instead of the Core UnMasked events we used to have, but can be seen to serve similar goals. Do think about creative ideas to feature core integration as well as majors and minors.
- The Dean elaborated on her earlier comment about the rollout of a new system for advising and degree evaluation called DegreeWorks. This system will replace the current CAPP degree audit system. Everyone will be trained through the coming year, but during training process CAPP will remain accessible to students and advisors (through next summer's orientation). This is a robust product that will guide students to better self-advising, support higher quality faculty advising, and help chairs with enrollment management, degree auditing, etc.
- Dr. Brian Walker reminded folks that the Integrated Nursing and Health Sciences Initiative is moving forward. He will send out a reminder e-mail asking for an invitation to department meetings to discuss the initiative and to identify interested faculty members to engage in this project, and also to discuss potential course or program ideas.
- Dr. Yohuru Williams shared that *National Dialog on Race Day* is scheduled for Thursday, September 12 at 7:00 p.m. There will be students from Fairfield Prep, area public schools, and community members along with Fairfield faculty, staff, and students for a discussion around race relations including recent incidents (such as the Zimmerman verdict).
- The Dean shared that she is undergoing a 360 Review. The survey is administered by an outside service and will generate a lengthy diagnostic report. Folks in the categories of "Direct Reports" and "Other Reports" will be/have been selected by SVPAA from a list of all those who have served in the CAS office (direct) or in a CAS leadership capacity (other) for at least 2 years. The list was much larger than the allowable number of participants based on this organization's model and survey design, so any number of you

may not have been selected. The Dean indicated that she would not know who was or was not selected, but thanked any of them for their participation in case they had completed the survey. As an advocate for frank and rigorous performance review, the Dean added that she is looking forward to the feedback, as this is the first formal review and the first 360 review since becoming Dean 5 years ago (the SVPAA gives feedback about her performance on an ongoing basis).

The Dean's Council meeting adjourned at 5:00 p.m.