

REGULAR MEETING  
UTAH STATE UNIVERSITY BOARD OF TRUSTEES  
3 DECEMBER 2004

Minutes of the Regular Meeting of the Utah State University Board of Trustees held in the Sonne Room of the University Inn at 9:15 a.m.

MEMBERS PRESENT

Gayle McKeachnie	Chairman
L.J. Godfrey	Vice Chairman
David P. Cook	
Lester C. Essig	
Linda J. Eyre	(via telephone)
Lynnette T. Hansen	
R. Brent Nyman	
Dinesh C. Patel	
Richard L. Shipley	
Randy Watts	

UNIVERSITY REPRESENTATIVES PRESENT

Kermit L. Hall	President
Stan L. Albrecht	Executive Vice President and Provost
Juan N. Franco	Vice President for Student Services
Ronald S. Godfrey	Vice President for Business and Finance
M. Kay Jeppesen	Interim Vice President for Information Technology
M. Scott Mietchen	Vice President for University Advancement
Brent C. Miller	Vice President for Research
Jack M. Payne	Vice President and Dean for University Extension
Joyce Kinkead	Vice Provost for Undergraduate Studies and Research
Craig J. Simper	University Counsel and Chief of Staff
Gary A. Chambers	Associate Vice President for Student Services
Kevin C. Womack	Associate Vice President for Business and Finance
Clinton Moffitt	Assistant Vice President for Finance/Controller
Paul R. Sampson	Assistant Vice President for Human Resources
Sydney M. Peterson	Assistant Provost
Lee Roderick	Special Assistant to the President
John DeVilbiss	Executive Director of Public Relations and Marketing
Jodi Bailey	Director of Internal Audits
Steven C. Jenson	Director of Housing and Dining Services
Steven J. Mecham	Director of University Police

Gary Kiger	Dean of the College of HASS
Whitney Wilkinson	Public Relations Specialist
Bonnie Glass-Coffin	Carnegie Professor of the Year
Janis Boettinger	President of Faculty Senate
Marsha Howell	President of the Professional Employees Association
Milton Johnson	President of the Classified Employees Association
Lee H. Burke	Assistant to the President and Board of Trustees Secretary
Mira G. Thatcher	Secretary

OTHERS PRESENT

Dan Yoxall                      Carnegie Communications, Senior Marketing Consultant

MEMBERS OF THE MEDIA PRESENT

Tyler Riggs	<i>The Herald Journal</i>
Amy K. Stewart	<i>Standard Examiner</i>

I. Invocation: Randy Watts

II. Chairman's Report

A. Approval of Honorary Degrees for 2005 and Commencement Speaker 2006

During the Executive Session, Trustees discussed the nominations for Honorary Degrees for 2005 and the Commencement Speaker for 2006. Chairman McKeachnie stressed the need for confidentiality until the nominees are contacted.

Action: Trustee Godfrey moved approval of Resolution 04-12-1 (Appendix A) approving the nominations for Honorary Degrees for 2005 and the Commencement Speaker for 2006 as determined during the Executive Session. Trustee Essig seconded the motion, and it passed unanimously.

B. Appointment of Nomination Committee for New Leadership

Chairman McKeachnie indicated that in accordance with the direction of the Board of Trustees at the Trustees Workshop, a Nomination Committee would be appointed to nominate new Trustee leadership when his term is completed in June 2005. Included in the committee's responsibilities is to determine the criteria and qualifications for leadership positions, and to nominate Trustees for those positions. Chairman McKeachnie appointed Trustee Watts as Chairman of the Nomination Committee with Trustees Cook and Eyre and a member of the USU administration (to be designated by President Hall) as members of the committee.

C. Items Discussed at Trustees Workshop

Dr. Jared Bleak, Consultant, gave a presentation on effective governance at the Trustees Workshop held 13-14 October. He also reviewed the results of the Trustees self-evaluation survey results. (Supporting materials are with the Workshop agenda in the Board of Trustees Secretary's files.)

Chairman McKeachnie indicated that the Trustees discussed how they could do their work better. He asked the Trustees for suggestions on how they can better complete their business, and what priorities they feel are important in light of discussions held during the Workshop. They also discussed the need for committee meetings. Chairman McKeachnie indicated that the Financial Resource Committee and the Government and Public Relations and Marketing Committee met on Thursday, 2 December, and held informative discussions.

The following materials were included in the Workshop agenda:

President's Report

USU Performance Dashboard for October 2004 (Appendix B)

Budget Discussion–Restructuring to Support the Academic Mission–USU (Appendix C)

The following written reports:

Business and Finance (Appendix D);

Extension/Continuing Education (Appendix E);

Cooperative Extension Performance Dashboard (Appendix F);

Continuing Education Performance Dashboard for 2003-2004 (Appendix G);

Conference Services Performance Dashboard for 2003-2004 (Appendix H);

Research (Appendix I);

Growing the Innovation Campus and Proposed Utah State Agricultural Complex (Appendix J);

Constitutional Amendment Number 2 (Appendix K);

University Advancement (Appendix L);

University Advancement Performance Dashboard for October 2004 (Appendix M);

Development Fund Report for Fiscal Year 2004-2005 (Appendix N);

Affirmative Action/Equal Opportunity (Appendix O);

Athletics (Appendix P);

Graduate Studies (Appendix Q);

Public Relations and Marketing (Appendix R);

Public Relations Performance Dashboard for October 2004 (Appendix S);

Faculty Senate (Appendix T)

D. Date of the Next Meeting

Chairman McKeachnie stated that the next Regular Meeting of the Trustees will be held on Friday, 18 February 2005.

### III. President's Report

#### A. Performance Dashboard for November 2004

The performance dashboard for November 2004 (Appendix U) was given to the Trustees for their information.

President Hall reported on the following:

- New Freshman acceptance rate increased from 87 percent to 92 percent. President Hall stated that the drop in the number of traditional in-state students and the difficulty recruiting from out-of-state (due to House Bill 331) lowered the acceptance rate. He reported that 400 applicants were turned down because they did not meet the requirements for entrance. He said 600 fewer Utah high school seniors will graduate in 2005. After that the college-age students in Utah will increase.
- Full-time equivalent student count increased by twenty-one students this year. President Hall stated that Continuing Education enrollment has increased.
- Research awards are \$162 million, and research expenditures are \$154 million.

#### B. Banner Report

Trustees were given information concerning the Banner software project (Appendix V) for their information.

President Hall said that because implementation of the Banner software campus wide is not yet complete, it is a difficult time to change leadership. He reported that Kay Jeppesen has agreed to remain as Interim Vice President for Information Technology for a few more months. President Hall stated that Interim Vice President Jeppesen and his staff are doing a great job with this challenging project.

Interim Vice President Jeppesen reported that implementation of Banner is approximately mid-way. There are critical tasks to accomplish in the next few months. He reported that the project is on schedule and meeting deadlines and is on budget. He complimented his staff. He said that implementation of the software requires a process of fine-tuning after each phase is up and running.

In response to a question from Trustee Nyman, Interim Vice President Jeppesen reported that security is in place and there are no security restrictions in the production phase.

Chairman McKeachnie stated that during his years on the Board of Trustees Mr. Jeppesen has held several important positions, and expressed appreciation for his service to USU.

C. *The President's Report, 12/3/04*

*The President's Report* for 12/3/04 (Appendix W) was distributed to the Trustees.

Of the information in the report, President Hall highlighted the following:

- Ken White, professor of reproductive and embryo biology at USU, was the speaker for the Presidential Lecture Series in Washington, D.C. on 10 November. He spoke about stem cell research. President Hall reported that 127 people attended. He said this is a great way to keep connected with alums in the Washington, D.C. area.
- James Anderson, nationally recognized authority on diversity, was the keynote speaker for USU's Diversity Awards held on 2 November, and his speech was extremely well-received.
- USU's Space Dynamics Laboratory secured a \$40 million contract with NASA to build an orbiting telescope—the Wide-field Infrared Survey Explorer (WISE).
- USU's Women's Center celebrated thirty years at USU with an open house in its new offices in the Taggart Student Center.
- President Hall also mentioned that several student successes and faculty honors have occurred at USU.

D. Marketing

President Hall complimented John DeVilbiss and his staff for their efforts to market USU in innovative ways. Trustees received a booklet containing several complimentary articles about USU from various publications.

There was a USU commercial during the televised basketball game with BYU, and short commercials will be run prior to movies showing in the Salt Lake area.

E. M. Scott Mietchen, New Vice President for University Advancement

President Hall introduced and welcomed the new Vice President for University Advancement, M. Scott Mietchen. He said Vice President Mietchen was previously at the U of U. He is pleased that Vice President Mietchen is off to a great start with many innovative ideas.

F. Salt Lake City Office

The new USU Advancement Office will host a grand opening event on 15 December which will include an ice cream social, a ribbon cutting/press event, and an alumni celebration. Trustees were invited to participate in the activities.

G. Performance Measures

President Hall stated that the State of Utah (Legislative Fiscal Analyst) is adopting performance measures to review activities of higher education, which is a step forward. He stated that USU has led the way with its performance dashboards. He said these reports may play a role in funding for the state higher education institutions.

H. First USU December Commencement

Assistant Provost Sydney Peterson stated that the students, and especially graduate students, are excited to have the opportunity to participate in Commencement in December. Approximately 600 students will participate in the December graduation. She said that about thirty students who could graduate in December will wait and participate in the Commencement held in May.

Trustees are invited to participate in the dinner on Friday, 17 December, as well as Commencement exercises on 18 December. Assistant Provost Peterson reviewed the schedule. Following the ceremony, which will be held in the Dee Glen Smith Spectrum, colleges will celebrate in the Taggart Student Center where each college will display projects.

I. Executive Committee and Faculty Senate Consultant Visit

President Hall stated that Jared Bleak, Consultant, will meet with the USU Executive Committee and also the Faculty Senate leaders on 26-27 January. He will discuss ways that the Faculty Senate can be more effective in the governance of the University.

J. Budget Reductions

President Hall reported that a one-time budget reduction is needed because of the lack of funding provided for fuel and power. He said the University needs to have enough funds at the end of the year to pay fuel and power, so cuts have been made in

the academic budget. Provost Albrecht said the cut of \$1.8 million is in place.

K. Tuition Increase

President Hall reported that the 43 percent tuition increase will include a surcharge for fuel and power. He has met with students, and they are aware of the needs, understand the budget problems, and seem to be supportive.

Trustee Essig stated that students have been informed and understand that this is a state-wide problem. Students appreciate the time President Hall has spent to discuss the tuition increase with them and determine details. President Hall reported that student government has requested funds that amount to 1 percent of the tuition increase for things such as student advising.

President Hall said that it is difficult for Utah families to sustain additional increases because of lower wages in Utah and large families, but USU has been ranked nationally as number one in the nation for the best education for the least amount of dollars. President Hall said that the increases are sustainable and viable.

Chairman McKeachnie, currently the Lt. Governor of the State of Utah, stated that Utah is losing its tax base, in part because corporate income taxes have decreased 8 percent a year and sales tax by 1 percent a year, which is a loss of millions of dollars. He encouraged those present to study the tax information package that Governor Walker has proposed. He said we need to get a handle on how we fund State government as well as education. Chairman McKeachnie said it is easy to request funds from the Legislature, but we need to look to the future. The base is getting worse, not better. He stated that even if the economy were to turn for the better, the State would just hold its own.

President Hall stated that Les Essig is doing a wonderful job as student body president. We have had no one better as student body president while President Hall has been at USU. He said they do not always agree, but they have a healthy relationship.

IV. Consent Agenda

Trustees were given the following consent agenda material for their consideration:

Minutes of the Regular Meeting Held 24 September 2004;

Resolution 04-12-2 Certificate of the Treasurer for the Period 1 July 2004 to 31 July 2004 (Appendix X);

Resolution 04-12-3 Certificate of the Treasurer for the Period 1 July 2004 to 31 August 2004 (Appendix Y);

Resolution 04-12-4 Report of Investments for July 2004 (Appendix Z);  
Resolution 04-12-5 Report of Investments for August 2004 (Appendix AA);

Resolution 04-12-6 Auxiliary and Service Enterprises Annual Reports (Appendix BB);  
Resolution 04-12-7 Contract/Grant Proposals and Awards for August 2004  
(Appendix CC);

Resolution 04-12-8 Contract/Grant Proposals and Awards for September 2004  
(Appendix DD);

Resolution 04-12-9 Contract/Grant Proposals and Awards for October 2004  
(Appendix EE);

Acceptance of the following written reports:

Academic Services (Appendix FF);

Faculty and Staff Activities and Achievements (Appendix GG);

Business and Finance (Appendix HH);

Business and Finance Performance Dashboard, November 2004 (Appendix II);

Leased Facilities Report (Appendix JJ);

Extension/Continuing Education (Appendix KK);

Cooperative Extension Performance Dashboard (Appendix LL);

Continuing Education Performance Dashboard, 2003-04 (Appendix MM);

Conference Services Performance Dashboard, 2003-04 (Appendix NN);

Information Technology (Appendix OO);

Information Technology Services Performance Dashboard for November 2004  
(Appendix PP);

Research (Appendix QQ);

Research Performance Dashboard, October 2004 (Appendix RR);

Research Expenditures, June Final 2004 (Appendix SS);

Technology Management Indicators (Appendix TT);

Student Services (Appendix UU);

Student Services Performance Dashboard for October 2004 (Appendix VV);

University Advancement (Appendix WW);

University Advancement Dashboard for December 2004 (Appendix XX);

Development Fund Report for Fiscal Year 2004-2005 (Appendix YY);

Affirmative Action/Equal Opportunity (Appendix ZZ);

Alumni (Appendix AAA);

ASUSU (Appendix BBB);

Athletics (Appendix CCC);

Graduate Studies (Appendix DDD);

Public Relations and Marketing (Appendix EEE);

Public Relations and Marketing Performance Dashboard for November 2004  
(Appendix FFF);



Professional Employees Association (Appendix GGG);  
Classified Employees Association (Appendix HHH);  
Executive Session, to be held at the 18 February 2005 Board of Trustees meeting to  
discuss those items which are permitted by law to be discussed in Executive Session.

Action: Trustee Watts moved approval of the items on the consent agenda. Trustee  
Nyman seconded the motion, and it passed unanimously.

V. Strategic Agenda–Development Program and Upcoming Campaign

Trustees were given information concerning the Development Program and Upcoming Campaign under the direction of the new Vice President for University Advancement, M. Scott Mietchen (Appendix III). A draft of the case study, *Minds for What Matters–The Campaign for Utah State University* is Appendix III. Additional material is in the files of the Board of Trustees Secretary.

A. The Role of a Campaign Relative to Today’s Public University Campus

Trustee Shipley, Chairman of the Financial Resource Committee, stated that there was good discussion during their committee meeting held on 2 December, and that several of the Trustees attended. He encouraged each of the Trustees to be a resource in the development program and campaign.

Trustee Shipley distributed information which President Hall uses in his presentations titled *Utah State University: Infinite Ambition, Finite Resources* (Appendix JJJ). He said that a comprehensive campaign for funds is important to USU and pointed out that funding from the Legislature has decreased from 37 percent to 29 percent in the last four years. For a university the size of USU, we should be in our second or third comprehensive campaign, but we are only on our first campaign. Millions of dollars raised in a campaign will be critically important to USU. Two of the ten goals set for USU are to expand and diversify the revenues of the University and to launch and complete a successful comprehensive campaign.

President Hall stated that the key needs of the University are related to human capital. He said that it is critical to provide scholarships for undergraduate students and fellowships for graduate students. We also need to provide a higher level of support for faculty through professorships and endowed chairs. The resources should be used inside the University to keep key faculty, but USU also needs to hire a few nationally distinguished faculty members. President Hall reiterated that this campaign is about investing in human capital.

President Hall stressed that this will be an on-going comprehensive campaign. The funds will be used to build the institution. Much of it will be endowed in order to provide an ongoing stream of money. The fund-raising future of USU is that we must expand the base of individual giving in Utah and with alumni. President Hall said that when the campaign is finished we need to have an endowment of more than \$100 million. We are currently at \$35 million.

Trustee Shipley stated that it was determined at the Trustees Workshop that the number one priority for Trustees for the coming year is development—that includes a relationship with legislators, with alumni, and helping to get the comprehensive campaign successfully started. USU has been working on development, and there

are approximately thirty-nine staff members. The costs are at 8 percent to 9 percent, which is incredibly good. He said that the Trustees also need to be a responsible part of the team.

Trustee Shipley expressed confidence in Vice President Mietchen who has had successful experiences with capital campaigns. He has started strong at USU. Vice President Mietchen said that President Hall, Trustee Shipley, and Jonathan Bullen, Chairman of the USU Foundation, inspired in him the vision of USU's future, and he feels that the potential is incredible. He stated that BYU and the U of U have already held several campaigns. The first campaign for a University can change the institution.

B. Short-, Medium-, and Long-Term Benefits and Implications of a Campaign

Vice President Mietchen said we have to create and change the culture of giving among alumni and friends long-term. He said this campaign will bring significant increases because efforts will focus on encouraging people to participate. The end of a successful campaign brings long-term benefits for the University. If a university is at \$20 million to \$30 million a year, by the end of the campaign it will be at \$40 million to \$60 million a year, and the next campaign brings even more. There are two real benefits in a campaign—the campaign period and the post-campaign period.

Trustee Shipley said that even though we have not completed a comprehensive campaign, we appreciate that we are beginning a campaign, and it needs to be carefully planned. It involves leadership, planning, logistics, volunteers, execution, and persistence.

Vice President Mietchen stated that there is a need for a vision of the future of USU. The structure of the campaign is being formulated and will involve identifying major prospects, choosing campaign leadership, determining the role of the USU Foundation, and strengthening the Foundation. The first couple of years will be the quiet phase when Development officers will meet with the top donors to USU. A goal will not be set nor a public announcement made until we are sure that the major donors will participate at a significant level. These will not be one-time meetings, but will require a period of time with potential donors expressing their interests and concerns and passions.

Vice President Mietchen said it is vital to the success of the campaign to have the support of the top 200 donors. It will make or break the campaign. Half of the money needs to be raised during the quiet phase. It will require a period of time for donors to make arrangements with their financial planners, family, etc. Donors will feel engaged, informed, and enthusiastic. When they feel a partnership in investing, they will be enthused to help USU.

The public phase is the next phase and includes broader participation with new potential donors being contacted. The goal will be set and announcement made during the public phase. Vice President Mietchen stressed the importance of completing a successful campaign. He said it is better to set a lower goal and exceed that amount than to set a goal which you do not reach. He feels confident that the campaign will be successful. Vice President Mietchen said the number one reason people do not donate is because they are not asked, or are asked in a way not appropriate for them.

President Hall indicated that the alumni events which have been held throughout the country are tools to develop relationships with alumni. During the campaign more of his time will be directed to development. Vice President Mietchen said that President Hall is connecting with potential donors and promoting the vision for USU.

### C. Role of the Trustees in Fund-raising

Trustee Shipley reported that as a result of discussions held during the Trustees workshop concerning the importance of the role of Trustees in the comprehensive campaign, each member of the USU Board of Trustees contributed money and paid in advance a three-year lease for a vehicle for Vice President Mietchen. Trustee Nyman met with dealers to negotiate and made a deal to lease the vehicle at cost. He said the dealers were receptive and delighted to participate. There was no expense to the University. Vice President Mietchen expressed appreciation to the Trustees for their generosity and support. Trustee Shipley said that the Trustees realize the importance of the campaign.

Vice President Mietchen said he will work closely with President Hall to define the USU Foundation and recruit additional individuals to serve on that Board—alums and non-alums—who can bring resources to the University. He said that Jonathan Bullen, Chairman of the USU Foundation, is enthusiastic.

Trustee Shipley indicated that the USU Board of Trustees have a unique role in fund-raising. He reviewed the following responsibilities of the Board:

- *See that planning is conducted.*
- *Be involved in planning* –especially those Trustees who have had experience in giving need to give input.
- *See that an adequate development budget is established* –Trustee Shipley said the numbers range from a 10 percent investment up to 16 percent. It is a large investment for approximately five years. Vice President Mietchen said that President Hall has made available an adequate budget for the campaign, and they will be efficient in using the dollars. President Hall added that even with the budget reductions, Enrollment and Admissions and Development will be held harmless. Money will be moved in order to invest in the Development operation.
- *See that top staff is enlisted* –Vice President Mietchen said that manpower is important. We need people who can work with major donors and talk about hopes, dreams and aspirations.
- *Set the example for others by giving—both annual and capital—commensurate with their means.* Trustee Shipley said that the Trustees are at different levels and they should participate in giving.
- *Talk up the institution to their contacts, especially to potential donors.* Trustee Shipley said the Trustees should be involved in this effort. Vice President Mietchen said one of the most important things the Trustees can do is to tell others

the exciting things about USU. They need to share their knowledge, experience, and enthusiasm. Vice President Godfrey suggested that talking points be developed for the Trustees to use. Trustee Watts said that the Trustees should speak of the positive things rather than the negative aspects. Vice President Mietchen said we are not asking for money because of budget problems or deficits or losing people—we are asking for money because we are going to become greater.

Donors will help to fund the vision and the future of USU. He said people give because they have the ability to change someone's life and because they have the resources.

- *Identify potential prospects* –Vice President Mietchen stated that the Trustees know individuals who should be contacted, even if they have not previously donated to USU. These could be individuals who have business, corporate, or research ties to USU. It may take as long as five or six years to develop the relationship. Trustees should give names of individuals to him. Vice President Mietchen also pointed out that the Trustees should write letters or call individuals to thank them for significant contributions. It is important and is a key role Trustees can play. Trustee Shipley suggested that the Trustees invite some of their contacts to the Open House for the new Advancement Office in Salt Lake on 15 December.

(Note: The discussion was delayed for the introduction of the Carnegie Professor of the Year, Bonnie Glass-Coffin.)

President Hall introduced Professor Glass-Coffin, the winner of this year's Carnegie Professor of the Year for the State of Utah.

Provost Albrecht said Professor Glass-Coffin finished a Ph.D and Master's in Anthropology at UCLA. Since she joined the faculty at USU, she has made marvelous contributions. He pointed out that Professor Glass-Coffin is the seventh USU faculty member to receive the award for Carnegie Professor of the Year for the State of Utah in the last nine years. He congratulated her for this honor.

Professor Glass-Coffin said she was honored to receive the award, to be part of USU, and to be numbered with the other seven recipients of the award.

The meeting recessed at 11:00 a.m.

The meeting reconvened at 11:15 a.m.

(Strategic Agenda Discussion Continued)

D. USU Salt Lake City Office Grand Opening

The new USU Office in Salt Lake City which will house the Advancement Office will hold a grand opening on Wednesday, 15 December. Vice President Mietchen said the goal by the end of the week is for everyone to know that USU has an office in the Wells Fargo Building in Salt Lake City.

He reviewed the schedule of the following events on Wednesday: an ice cream social beginning at noon, a ribbon cutting at 4:00 p.m., a celebration at 7:00 p.m., and President Hall's remarks at 8:00 p.m. There will be a breakfast for the USU Foundation and corporation contacts on Thursday at 8:00 a.m. He said there will be news coverage of the opening. They are hoping for a large group, and he asked for the Trustees' help and participation. He said the goal is that by the end of Wednesday everyone will know that USU is in Salt Lake. Trustee Shipley added that it is important for USU to have representation in Salt Lake along with the U of U. He said the Trustees should help to welcome those who attend. He also mentioned that this would be a good event for the Trustees to invite their contacts.

E. Case Statement Draft for the Comprehensive Campaign– *Minds for What Matters*

Trustees were given the Case Statement for the Comprehensive Campaign, *Minds for What Matters* for their information (Appendix III).

Director DeVilbiss introduced Dan Yoxall, Senior Marketing Consultant with Carnegie Communications, who has worked with USU for a couple of years on some publications. He knows USU well and co-authored *Minds for What Matters*. Mr. Yoxall said it is important for a case statement to inspire. He said the case statement for USU's development program focuses on people. He asked for input from the Trustees concerning the statement.

Trustee Nyman said throughout the statement the point is made that supporting students today is an investment in tomorrow, which he felt was good. He liked the draft.

Trustee Hansen said that there will be individuals who want to hold onto some of the old ways. She felt that the case statement leads in the right direction. She suggested that a visual might be helpful.

Trustee Shipley said there was discussion during the committee meeting about the word mark and symbols used in the case statement which are part of the image projected. It was pointed out that certain standards must be implemented. He asked if the profile layout was what is usually used to relate specifically to USU. Mr. Yoxall said that this is a singular document and is personalized. He emphasized that this is a draft document.

Trustee Watts asked if there is enough included in the statement. Mr. Yoxall said for

right now it is probably long enough. The audience for the statement is the top 200 investors to USU.

Trustee Eyre said she liked the title because it made her think. One idea is that we are raising money to educate minds. She asked if we are still using the “Think” title. Mr. Yoxall said the “Think” campaign is part of a broader focus across the University. He said the case statement for the fund-raising campaign needs to be separated, but still have a connection with “Think.”

Trustee Cook said he stumbled over the structure, and he felt it would help to lead the reader along better. He said there is a good warm feeling in the testimonials. He suggested that testimonials from the top 200 donors be included. President Hall said that should be considered.

Trustee Patel suggested using short highlights concerning key things at the University such as over \$150 million in research, seven Carnegie Professor of the Year awards. He said that many individuals will not read the entire document, but would look through a summary at the beginning. He asked if there would be more material with it. Mr. Yoxall said there is a profile of facts that goes along with the statement which maybe should be put with it now. President Hall agreed with Trustee Patel and said the thing that is not in the case statement is “What is Utah State University?”



Trustee Essig agreed that a summary of facts would be beneficial for a quick overview. He also agreed that targeting the top 200 donors, or even the top twenty donors, would be good.

Trustee Nyman said the statement needs to highlight what USU has been in the past, what it is today, and where it is going. He said research, teaching, and service are important to USU and could be incorporated into the message. That would historically take us back, but look to the future as well. President Hall indicated that one of the pictures in a recent brochure is a visual of past and present showing cattle in the foreground and the new Biomolecular Building behind. He said we need to promote the idea of transformation and change. It is about becoming something more than we have been and the process that is required. President Hall said that service now is public and private and that Cooperative Extension is changing. Research is also public and private and now focuses more in space than in agriculture. Teaching now concerns the introduction of technology. He said we need to invest in transformation.

Trustees Shipley suggested that color would add. Pictures tell a story of the exciting things happening at USU.

Chairman McKeachnie suggested that a conclusion may be needed, but that there is a balance in telling people what to conclude from the information. He said he liked the testimonials. They add to the emotion, and he feels that people give because of emotion more than because of facts. Chairman McKeachnie said that each story has a great message and asked if we need to indicate that they can have a part in making this kind of thing happen for more students.

Trustee Watts felt it was important to personalize people and their aspirations for the University past, present, and in the future.

Trustee Godfrey said there may be significant donors that need a specific list showing how the University relates to them and tie it to the emotional. He felt that how people feel is a major part of getting them to give. He emphasized the importance of the first campaign being done right. He said the planning looks good.

President Hall said that the exceptional nature of Cache Valley and how it comes together in a unique way in higher education and athletics should be added. Stories from Willie Redman and Clark Miller, who believe in USU, are moving. He said we need to use these kinds of stories.

Chairman McKeachnie complimented the work that has been accomplished to begin the campaign. He said we need to keep the campaign the main thing. President Hall said a campaign report will be given at each Trustees meeting.

VII. Gifts to Trustees

President Hall gave the Trustees a gift from himself, Mrs. Hall, and the University in expression of appreciation for the things they do for the University. He distributed gifts of ceramics made by USU students.

Chairman McKeachnie thanked those who furnished information for the agenda and wished everyone a happy holiday and a prosperous new year.

The Regular Meeting adjourned at 11:45 a.m.

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Gayle McKeachnie, Chairman

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Lee H. Burke, Secretary  
(Minutes Taken by Mira G. Thatcher)

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Date Approved