

REGULAR MEETING
UTAH STATE UNIVERSITY BOARD OF TRUSTEES
4 NOVEMBER 2005

Minutes of the Regular Meeting of the Utah State University Board of Trustees held in the Alma Sonne Board Room of the University Inn at 9:45 a.m.

MEMBERS PRESENT

Richard L. Shipley	Chairman
Douglas D. Anderson	
David P. Cook	
Robert L. Foley	
Douglas S. Foxley	
Lynnette T. Hansen	
Quinn W. Millet	
R. Brent Nyman	
Kellie S. Wood	

MEMBER EXCUSED

L.J. Godfrey	Vice Chairman
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UNIVERSITY REPRESENTATIVES PRESENT

Stan L. Albrecht	President
Noelle E. Cockett	Interim Provost
Glenn W. Ford	Vice President for Business and Finance
Juan N. Franco	Vice President for Student Services
M. Kay Jeppesen	Interim Vice President and CIO 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 Extension
Gary A. Chambers	Associate Vice President for Student Services
Darrell E. Hart	Assistant Vice President for Facilities Management and Director of Physical Plant
Craig J. Simper	General Counsel
Sydney M. Peterson	Chief of Staff
John DeVilbiss	Executive Director of Public Relations and Marketing
Dan Peterson	Executive Director of Conference Services

Jodi Bailey	Director of Internal Audits
Randall W. Coleman	Director of Cash Management, Controllers Office
Jimmy Moore	Director of Admissions
Steven C. Jenson	Director of Housing and Dining Services
Bruce Miller	Head of the Department of Agriculture Systems Technology and Education Department
Alan A. Stephens	Head of the Department of Business Administration
Ben Renard-Wiart	Webmaster
Whitney Wilkinson	Public Relations Specialist
Vijay R. Kannan	Associate Professor, Department of Business Administration
Derek T. Mason	President of Faculty Senate
Marsha Howell	President of the Professional Employees Association
Karen Hoffman	Vice President of the Classified Employees Association
Lee H. Burke	Assistant to the President and Board of Trustees Secretary
Mira G. Thatcher	Secretary

MEMBERS OF THE MEDIA PRESENT

Marie MacKay *The Statesman*

Chairman Shipley conducted the meeting and welcomed those present. He excused Trustee Godfrey.

I Chairman’s Report

A. Oath of Office for Douglas S. Foxley

Chairman Richard Shipley administered the oath of office to Trustee Douglas S. Foxley. He stated that Trustee Foxley brings unique talents to the Board which will be beneficial to USU.

B. Regents Meeting at USU

Chairman Shipley reported that several of the Trustees attended the lunch meeting with the Board of Regents on the USU campus on 15 September. During that meeting the Regents Audit Committee reviewed USU’s Audit Committee. Chairman Shipley said that the Regents indicated that USU’s Audit Committee is the best of all of the institutions in the state. Chairman Shipley congratulated Chairman of the Audit Committee, David Cook, Trustee Foley, and Director of Internal Audits, Jodi Bailey, for their excellent work.

C. Trustee Attendance at Services for Students and Faculty Member Killed in Van

Accident

Eight students and one faculty member were killed in a tragic van accident on 26 September. Chairman Shipley expressed appreciation to Trustees for their care and representation at viewings and funerals. Floral arrangements were also sent to each service from the Trustees.

D. Presidential Lecture Series Fund

Those Trustees who have not yet done so were invited to contribute to the Presidential Lecture Series Fund.

E. Homecoming 2005

Chairman Shipley expressed appreciation to the Trustees who attended Homecoming activities on 7-8 October.

F. Advancement

Chairman Shipley stated that commitment to the Advancement Office's comprehensive campaign is still the Trustees number one priority. An excellent meeting was held on Monday in Salt Lake City with Vice President Mietchen and Trustee Foxley.

G. Date of the Next Board of Trustees Meetings

The next Board of Trustees meeting will be held on 2 December 2005. An Audit Committee Meeting will be held Thursday evening, 1 December 2005.

II. President's Report

A. Performance Dashboard for October 2005

The performance dashboard for October 2005 (Appendix A) was given to the Trustees for their information. President Albrecht said the dashboard system of reporting is being reviewed to determine whether it is the most effective response to performance measures used by legislators. They are mainly concerned with enrollment, graduation rates, and extension numbers.

B. Banner Report

Trustees were given information concerning the Banner software project (Appendix B). Interim Vice President Jeppesen reported that Banner is moving forward. Human Resources is being brought onto the system. He said parallel reporting (both hard copy and Banner software) will be used for November and December reports in order to have a backup in case problems develop.

C. University Advancement Update

Trustees were given an update concerning the capital campaign (Appendix C). Vice President Mietchen said there is a lot going on. Chairman Shipley said things have significantly improved in the last year, but there is much more needed to be done.

D. *The President's Report, 11/4/05*

The President's Report for 11/4/05 (Appendix D) was distributed to the Trustees.

President Albrecht stated that the inaugural address with the theme of "Transformation," which would have been given had his inaugural ceremony not been cancelled due to the van accident, will be printed in booklet form and distributed. It will highlight USU's vision and goals. He said Trustees will receive a copy of the address, and he asked for feedback, recommendations, and input from the Trustees as the address is meant to be interactive.

President Albrecht was the Commencement speaker at the anniversary celebration of Dominican Republic's Autonomous University of Santo Domingo on 27 October. The University, founded in the 1500s, is the oldest institution of higher education in the Western hemisphere and has a student population of 170,000. He also participated in the Commencement exercises. President Albrecht said that the Dominican Republic is pleased with the partnership that USU has with their students at USU, and are ready to extend some of the agreements in the areas of Instructional Technology and Biotechnology. President Albrecht said that President Fernandez of the Dominican Republic will be USU's Commencement speaker in 2007.

E. Scheduled Memorial Service

A memorial service to honor those who were killed in the van accident on 26 September 2005 will be held on 7 November 2005 in the Dee Glen Smith Spectrum. President Albrecht, Interim Provost Cockett, and Elder L. Tom Perry will speak. The Tabernacle Choir will perform.

F. Roads Scholars Tour Update

President Albrecht reported that the Roads Scholars Tour in Southeastern Idaho in October was successful. He and others from USU met many prospective USU students and their parents during the trip.

G. Reception for New Provost

Ray Coward will become USU's Provost effective January 2005. A reception for Dr. Coward and his wife will be held on Tuesday, 8 November, at 2 p.m. in the Alumni Center.

H. Philanthropy Day "Foundation Spirit of Giving Award" to Marie Eccles Caine Foundation

Vice President Mietchen reported that the seventh annual Philanthropy Day will be held on 10 November in Salt Lake City. He said it is one of the largest events in the state—approximately 900 people will attend. Corporations, foundations, and individuals will be honored. This year the Caine Foundation will be honored as well as fifteen USU alumni who will receive recognition from different colleges.

I. Innovation Campus Celebration

The Innovation Campus will hold its twenty-year celebration on 21 November at 11:30 a.m. in the Calibration Auditorium. President Albrecht invited Trustees to attend if possible. Christopher Roybal, State of Utah Economic Development Office, will give the keynote address.

J. December 2005 Commencement

USU's December 2005 Commencement is scheduled for 17 December. A dinner to honor college valedictorians will be held on 16 December, to which the Trustees are invited. Associate Professor Sonia Manuel-Dupont, an outstanding teacher and researcher, will be the Commencement speaker.

III. Consent Agenda

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

Minutes of the Executive Session Held on 7 October 2005;
Minutes of the Regular Meeting Held 7 October 2005;
Minutes of the Special Meeting Held on 13 October 2005
Resolution 05-11-1 Faculty and Staff Adjustments (Appendix E);

Resolution 05-11-2 Certificate of the Treasurer for the Period 1 July 2002 to 31 July 2005 (Appendix F);

Resolution 05-11-3 Certificate of the Treasurer for the Period 1 July 2005 to 31 August 2005 (Appendix G);

Resolution 05-11-4 Report of Investments for July 2005 (Appendix H);

Resolution 05-11-5 Report of Investments for August 2005 (Appendix I);

Resolution 05-11-6 Contract/Grant Proposals and Awards for June 2005 Final (Appendix J);

Resolution 05-11-7 Contract/Grant Proposals and Awards for August 2005 (Appendix K);

Resolution 05-11-8 Contract/Grant Proposals and Awards for September 2005 (Appendix L);

Resolution 05-11-9 Capital Facilities Improvement List for 2006-07 (Appendix M);

Acceptance of the following written reports

- Academic Services (Appendix N);
 - Faculty and Staff Activities and Achievements (Appendix O);
- Business and Finance (Appendix P);
 - Business and Finance Performance Dashboard, November 2005 (Appendix Q);
 - Leased Facilities Report (Appendix R);
- Extension/Continuing Education (Appendix S);
 - Cooperative Extension Performance Dashboard (Appendix T);
 - Continuing Education Performance Dashboard (Appendix U);
 - Conference Services Performance Dashboard, September 2005 (Appendix V);
- Information Technology (Appendix W);
 - Report on Help Desk Alumni (Appendix X);
- Research (Appendix Y);
 - Research Performance Dashboard, FY 2004 (Appendix Z);
 - Technology Management Indicators (Appendix AA);
 - Innovation Campus (Appendix BB);
- Student Services (Appendix CC);
- University Advancement (Appendix DD);
 - Development Fund Report for FY 2005-2006 (Appendix EE);
- Alumni (Appendix FF);
- ASUSU (Appendix GG);
- Athletics (Appendix HH);
- Graduate School (Appendix II);
- Public Relations and Marketing (Appendix JJ);
 - Public Relations and Marketing Performance Dashboard, October 2005 (Appendix KK);
- Faculty (Appendix LL);

Professional Staff (Appendix MM);
Classified Staff (Appendix NN);
Executive Session, to be held on 2 December 2005 to discuss those items which are permitted by law to be discussed in Executive Session.

Action: Trustee Nyman moved approval of the Consent Agenda items, and Trustee Foley seconded the motion. The voting was unanimous in the affirmative.

IV. Action Agenda

A. Proposal from the Business Administration Department to Offer a Major in International Business

Trustees were given the proposal from the Business Administration Department to offer a major in International Business. This major will provide an opportunity to leverage their overseas experience with interests in business (Appendix 00) for their consideration. Alan Stephens, Head of the Department of Business Administration, and Vijay Kannan, Associate Professor in the Department of Business Administration, represented the department.

Dr. Kannan stated that USU has a large number of students who have international experience. The proposed program will benefit students who have an interest in working in an international field in business or government. Students will gain an understanding of cultural awareness and a knowledge of business skills and be able to function in a global environment. There is not another program like the proposed program in the state.

In response to Trustee Nyman's question about travel, Dr. Kannan said that one of the requirements is for international experience either through language, study abroad, or through work experience. Students could participate in the study abroad programs sponsored by the colleges. We will identify international opportunities for students both overseas and domestically in areas with significant international exposure.

Trustee Anderson asked what universities abroad will be involved. Dr. Kannan listed the following universities: Jonkopping National Business School in Sweden, Hanzehogeschool in Groningen in the Netherlands, Bristol Business School affiliated with the University of Western England, and the University of Western Sydney in Australia. He said that those are college administered programs.

Action: Trustee Foley moved approval of Resolution 05-11-10 from the Business Administration Department to offer a major in International Business (Appendix 00). Trustee Hansen seconded the motion, and the voting was unanimous in the affirmative.

B. Proposal from the Departments of Agricultural Systems Technology and Education and Journalism and Communication to Offer a Bachelor of Science in Agricultural Communication and Journalism

Trustees were given a proposal from the Departments of Agricultural Systems Technology and Education and Journalism and Communication to offer a Bachelor of Science in Agricultural Communication and Journalism (Appendix PP) for their consideration.

Bruce Miller, Head of the Department of Agricultural Systems Technology and Education, said that agriculture business employs a large number of communicators. There is interest from students to work with commodity organizations as well as community groups. This is in conjunction with Journalism and Communication in order to take advantage of the expertise in journalism. The job prospects in agriculture communication are increasing nationally. USU would be the only institution in the state to offer this program. Interim Provost Cockett added that a planned gift in the College of Agriculture will help fund this program.

Action: Trustee Cook made a motion to approve Resolution 05-11-11 from the Departments of Agricultural Systems Technology and Education and Journalism and Communication to offer a Bachelor of Science in Agricultural Communication and Journalism (Appendix PP). Trustee Anderson seconded the motion, and the voting was unanimous in the affirmative.

C. Auxiliary and Service Enterprises Annual Reports

Trustees were given the Auxiliary and Service Enterprises Annual Reports (Appendix QQ) for their consideration.

Vice President Ford stated that the auxiliaries at USU include the Bookstore, Food Services, Housing Services, Parking Operations, the Student Health Center, the University Inn, and the Student Center. Auxiliary Enterprises are business enterprises or other support activities operated essentially on a self-supporting basis and provide specific services to students, faculty, staff, or guests of the institution. Vice President Ford reported that, overall, auxiliaries are healthy. One of the key financial indicators is our debt ratio. Vice President Ford stated that the debt ratio required is 1.2, and at the end of fiscal year 2005 USU was at 1.68. The auxiliaries generated a net income of nearly \$2.1 million on total revenue of \$27.5 million. Auxiliaries set aside \$1.2 million for repairs and replacements.

Some of the key changes made recently, with the support of President Albrecht and

working with Vice President Franco, was to bring all of the auxiliaries in Student Services and Business and Finance under one administrator, Gary Chambers. Vice President Ford said that having one administrator will help focus on a more holistic vision and financial plan.

Vice President Ford reported that there was a net loss in the dining area. A new dining director was recently hired who has experience in both the private sector and higher education.

Vice President Ford said that Service Enterprises provides services to departments (rather than individuals), such as printing services, motor pool, mail distribution, surplus property, telephone services, and computer services. At the end of the year there was a cash balance of \$11.1 million in Service Enterprises.

Trustee Foxley asked if studies have been conducted to determine whether it would be more profitable to out-source any of the services. Vice President Ford said that Dining Services and the Bookstore investigated outside firms, and it was determined that we were better served to stay as is.

Trustee Nyman noted that Student Health Services was operating in a negative position. He asked if students should be charged fees. Associate Vice President Chambers explained that Health Services uses a different accounting structure. The dollars generated go into a fund balance at the end of the year so the fund balance at the beginning of the year was \$316,000. During the year renovations and physical therapy expansions were completed and paid for using the operating budget, which put the yearly operating balance into a negative number. He stated that there is approximately \$230,000 in the Health Center fund balance. The Center provides services on a day-to-day basis and is analyzed annually by the Student Fee Board. If costs increase, the Student Fee Board will determine whether to raise fees for the day-to-day operations. Health services are basically free to students except for minimal costs.

Trustee Foxley asked if students are required to have health insurance. Trustee Millet said that most insurance companies for universities have run a deficit for the last couple of years. On the average, for every \$1 received there is \$1.06 spent. At USU the cost is \$1.29 spent. He said that requiring students to have insurance is being considered and may be part of student lobbying efforts in the state at the next state legislative session. Trustee Millet stated that if health insurance becomes mandatory for students it may price some students out of school. The question is whether that is the role of higher education. Associate Vice President Chambers said that international students are required to have health insurance.

In response to a questions from Trustee Anderson, Vice President Franco stated that the vendors who supply insurance take the risk. He said that fewer students are

buying insurance, and many times it is those students who need it most. The cycle is that when the price of insurance increases, the number of students who buy it decreases. That issue is being studied to determine how it can be improved. It is a statewide issue, and if all universities in the state would make it mandatory, there would be more students enrolled, and the price of insurance per individual would dramatically decrease. Vice President Franco also mentioned that at some point additional fees could price students out of education. President Albrecht said many uninsured students have to use emergency care on charity, which increases hospital costs. The issue of health insurance for students is student driven, and President Albrecht felt that the Regents need to study the issue.

Action: Trustee Foley made a motion to approve Resolution 5-11-12 the Auxiliary and Service Enterprises annual reports (Appendix QQ), and Trustee Nyman seconded the motion. The voting was unanimous in the affirmative.

V. Strategic Agenda– “Enrollment Management”

A. Student Enrollment Numbers

Interim Provost Cockett excused Vice Provost Kinhead, who heads the Enrollment Management team. She said that the Enrollment Management team was given the charge to recruit students to USU for fall semester 2005.

Interim Provost Cockett reviewed the USU Enrollment Comparison Chart – Day 15 Final – Fall Semester 2004 vs 2005 (see Appendix A). She reported that there was a decrease of 801 students in head count from 2004 to 2005. In 2005 a new system was instigated for enrollment numbers – students who register through the main campus are called main campus enrollment, and students who enroll through Continuing Education are called Continuing Education enrollment. She noted that students taking from 13 to 18 credits hit a tuition plateau so they do not pay extra. Also, student fees plateau at 10 credits. In head count, students enrolled could be taking from one to any number of credits. Interim Provost Cockett said that students had difficulty registering for classes this year because the new Banner software used to register was not working correctly. Also, the credit for financial aid was not accounted correctly, so students had trouble getting waivers assigned, etc. The problems have been worked out.

Interim Provost Cockett reported that there were thirty-seven fewer freshmen in 2005 than in 2004. There were significant head count changes in sophomores, juniors, and seniors. One reason is the lack of retention, and another reason is that because of the improved graduation rates, students are getting through the system faster, thus there are fewer students in the upper levels which causes a decrease in head count. She reported that the number of readmits was less in 2005 than 2004, indicating that students are not returning to USU. That needs to be investigated.

Interim Provost Cockett reported that the number of master degree students was down 150, but the number of doctoral students increased by thirty-three. That is directly related to tuition remission given doctoral students. First-time freshmen retention is at 72 percent, which is an increase from 67 percent in 2002. Retention of higher level students is approximately 55 percent, which needs to be improved. The high percent of retention for freshmen indicates that they are getting the help they need, making connections with peer groups and organizations, etc. She said there needs to be a focus on retention of upper level students.

The number of first-time freshmen decreased by 129. Interim Provost Cockett said there is a limited number of available students to enroll in higher education, and USU competes with nine other institutions in the state. Transfer students were down forty-four students. She stated that efforts in recruitment of first-time freshmen and transfer students is effective, and efforts need to now include the higher levels.

Vice Provost Cockett feels that full-time equivalent (FTE) enrollment is a better indication of enrollment than head count. FTE is the number of credit hours taken by students. There was a 4.7 percent decrease in 2005 in on-campus credit hours, a 6.5 percent decrease in non-resident FTE, and also a decrease in FTE for Continuing Education students.

Interim Provost Cockett reviewed the Third Week Comparison chart from the Utah System of Higher Education (Appendix SS). She noted that SUU, Dixie State College, and UVSC show an increase in head count while other institutions had a decrease in head count—USU a decrease of 801 students. She then reviewed the FTE for those institutions which indicate that CEU was down 11.62 percent in FTE and Dixie was down .81 percent. USU had a decrease of 3.19 percent FTE. There are only two universities in the system with an increase in FTE, and the increases are 1 percent and almost 2 percent. She said that USU students are the highest in the system taking full loads.

Both Interim Provost Cockett and President Albrecht asked Trustees to help people understand that FTE is the important number in enrollment. The charts showing head count give the perception that CEU and Dixie are increasing enrollment, when actually the number of credits taken is down.

There are nine institutions of higher education in the state competing for available high school graduates. Interim Provost Cockett noted the chart of “Number of High School Graduates 1991-2018” showing the projected number of high school graduates by state, and charts on enrollment projections (Appendix TT). She said the primary growth in population in Utah is Hispanic students. She pointed out that enrollment in higher education is driven not just by the number of high school graduates, but also by tuition costs, financial aid available, economic times, and the

type of programs available. Chairman Shipley noted that there is a large decrease in students who go into higher education, and because of the competition we have to be good at recruiting. He feels that USU offers as fine or better education than any institution in the state, but is not getting that message out.

B. Enrollment Management

Interim Provost Cockett distributed information concerning enrollment management (Appendix UU). She explained that enrollment consists of new undergraduate students, continuing students, graduate students, and off-campus students. Enrollment managements includes, (1) recruiting, (2) admitting students, and (3) retaining students. Some of the programs which help students are the Honors program which is available to the top 25 percent of students on campus, and Student Services which provides housing, student government, student programs, and activities.

Jimmy Moore, the Director for Recruitment and Enrollment Services, reiterated that the number of high school graduates who enroll in college in Utah is decreasing. In the past USU did not have enough communication with prospective students. He challenged his staff to think of creative ideas to help meet USU's recruitment and admission goals. Director Moore distributed the packet they now use to Trustees which included the 2006 Enrollment Management Master Plan for Recruitment, post cards sent to prospective students, a rubber Aggie wrist band, and Aggie lip balm. Director Moore said that every student who submits an application to USU receives the Aggie wrist band. The lip balm is sent to all students who are admitted to USU. The eight post cards are sent bi-weekly as part of a comprehensive communication plan. Prospective students will regularly receive information about what they need to do to enroll at USU. He is hopeful that this campaign will increase enrollment in 2006.

Interim Provost Cockett reviewed information in the 2006 Enrollment Management Plan for Recruitment which showed that out of 80,000 prospective students only 2,600 are expected to enroll. Director Moore said there are 90,000 students in the prospect pool for 2006, and those students will receive the first post card. From there it will be narrowed to the inquiry pool, and then to the admission applicant pool. In order to meet the goal of approximately 2,600 students, we need to have 90,000 to 100,000 prospects. Recruiters are in their last week of an eight-week tour of high schools and community colleges in Utah and southern Idaho.

In response to a question from Trustee Nyman concerning high school counselors, Director Moore said that all of the counselors at high schools in Utah and most of those in Idaho have received a USU packet of information. There have been four breakfasts for counselors so far this year to review USU requirements. He said his staff keeps in touch with counselors.

Trustees saw a new recruitment video which was shown to students during the Roads Scholar Tour and also during high school visits in Utah. Whitney Wilkinson, Public Relations, said the video and post cards use a coordinated theme.

C. Roads Scholars Tour

Ms. Wilkinson distributed news releases (Appendix VV) covering USU's Roads Scholar tour. She said there was news coverage from every major media outlet in Idaho as well as from Salt Lake stations. It was exciting to see USU in Idaho. It was a successful tour in terms of parents, students, counselors, and media.

Interim Provost Cockett said that they often heard that students would love to attend USU, but the change in residency requirements has affected their ability financially to enroll. President Albrecht has been working with Representative Craig Buttars who will sponsor a bill which will increase the number of non-resident tuition waivers so that students will pay only in-state tuition. Those waivers are expected to result in a significant increase in enrollment from Idaho students.

A video of the media coverage of the Roads Tour was shown with the message that USU wants Idaho students back.

D. Trustees Discussion

Trustee Wood asked if there is a formalized alumni volunteer recruitment program. Interim Provost Cockett said there has been discussion about how to organize alumni for recruitment. President Albrecht said that the alumni chapter presidents are not being used as effectively as they could for recruiting, and a plan is in process. He expressed appreciation to alumni for their commitment.

Trustee Cook asked if there will be return trips to the high schools when it gets down to the yield point. Associate Vice President Chambers reported that during the Idaho tour 609 students were contacted. More than 1,000 parents, 33 principals and high school counselors, and 15 civic leaders in the communities of Idaho Falls, Pocatello, and Malad were also contacted. Letters have already been sent to those students, civic leaders, counselors, and principals. Recruiters sent lists of students who are interested in particular programs to the college deans of those areas, and the deans will also make contact with potential students.

Associate Vice President Chambers said that each of the colleges contributed funds for producing the new video. Recruitment is not solely the responsibility of the Recruitment Office, it is the responsibility of everyone to get the message out.

Visits will be made to four more locations before the end of January—Preston, Davis County, Jordan School District, and southern Utah.

Trustee Foxley commended the Recruitment staff for the “Take Back Idaho” campaign, and is hopeful that the Legislature will pass the bill for additional tuition waivers. He recommended that USU hire a firm to conduct a survey to find out why students with the right profile for USU are not coming, and use that information to build their campaign and focus resources on those students who should come to USU. He said specific students should be targeted to receive materials. It would be well advised to spend money to determine what is driving students in their decisions and using that information to compile a comprehensive plan for resources. He said that not only are there nine institutions of higher education in the state of Utah competing for students, but institutions outside of the state are actively recruiting the best and brightest students from Utah.

Director Moore stated that a consulting firm was hired and conducted a survey of issues before the current recruitment plan was developed. The results helped us understand where the students were coming from, and why we are not getting some of the students we used to get. We still try to recruit students we think are a perfect fit for USU. Other institutions are also recruiting, and often it becomes an issue of the best deal. USU’s scholarships have changed, and we no longer pay full tuition. Presidential scholarships receive approximately 80 percent of their tuition, and many other institutions pay full tuition.

Trustee Foxley said the issue of recruitment is a subset of a greater issue. He thinks USU has a great product to sell, but it is not doing a very good job of selling the product. He used the example of Gerry Sherratt, former president of Southern Utah University, who conducted survey research about perceptions of SUU and used the information to extol the virtues of SUU and increase enrollment. He felt that USU has not done what it needs to do in this area. The real issue is the value, of a degree from USU compared to other institutions. This needs to be included in recruiting materials. This is not a one-time thing—it needs to be a prolonged telling the story of what USU offers.

Trustee Wood said the Recruiting Office has done an exceptional job with the resources it has. Director Moore said that the U of U spends in recruiting approximately \$400 per student, Weber State spends approximately \$200 per student, and USU is spending approximately \$57 per student. He said that the lack of resources is one of the challenges.

Faculty Senate President, Derek Mason, who served on the Enrollment Task Force, said that group recommended more research and a careful analysis of why students do not come to USU. He said that USU needs to be aware of trends or issues that affect enrollment. That means additional investment in research surveys. He felt that the recruiting video should also include a message about the value to students and their future because of attending USU—translated into high paid professional careers.

Trustee Foxley said that good research makes good decisions. There are two audiences—the student and the parent. They need to know the value of the degree. A student’s choice of future vocation drives the decision of which school to attend.

President Albrecht said we need to create a more discerning consumer in the state of Utah. Some decisions about which school to attend are based on \$200 difference in tuition, rather than the graduated student being able to interview with one of the top four accounting firms. He said that is not a wise choice. We need to better inform the parents. USU has a good image and we need to build on that.

Vice President Payne stated that Patricia Jones’ consulting firm conducted a survey for USU a few years ago at a cost of \$30,000, and there was a survey ten years prior to that. Questions were asked of parents, prospective students, guidance counselors, and business people. They compared images of BYU, the U of U, and USU, and USU came out very favorable. One of the results indicated that USU has a caring faculty and safe campus. That idea is not being used in our current marketing, and it is an important message.

Chairman Shipley added that another important part of enrollment includes transfer students. At the present time it is difficult for students to transfer to USU, so students are being lost. The entire enrollment system needs to work together. USU has a good product and can be competitive. Chairman Shipley committed Trustees to be supportive concerning enrollment.

Action: Trustee Nyman made a motion for the meeting to adjourn, and Trustee Cook seconded the motion. The voting was unanimous in the affirmative.

The Regular Meeting adjourned at 11:55 a.m.

Richard L. Shipley, Chairman

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

Date Approved