

UTAH STATE UNIVERSITY BOARD OF TRUSTEES
Utah State University Eastern, Price, Utah
August 14, 2020

Minutes of the Workshop of the Utah State University Board of Trustees held at USU Eastern in Price, Utah, commencing at 1:30 p.m.

MEMBERS PRESENT

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| Jody K. Burnett | Chair |
| Kent K. Alder | Vice Chair |
| Sami I. Ahmed | |
| Laurel Cannon Alder | |
| John Y. Ferry | |
| Gina Gagon | |
| David H. Huntsman – by telephone | |
| Wayne L. Niederhauser | |
| David A. Petersen – by telephone | |
| Jacey Skinner | |
| Terryl Warner | |

UNIVERSITY REPRESENTATIVES PRESENT

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| Noelle E. Cockett | President |
| Teresa Denton | Staff Assistant |
| Sydney M. Peterson | Secretary of the Board of Trustees |
| Laurens H. Smith | Vice President, Statewide Campuses |
| Robert W. Wagner | Vice President, Academic and Instructional Services |

Chair Burnett opened the Workshop thanking those present for their attendance.

USU'S STATEWIDE CAMPUSES: OVERVIEW AND UPDATES (Appendix I)

Vice President Laurens Smith began with an overview of USU's statewide campuses framework. USU fulfills its land-grant mission to provide statewide access to educational opportunities with nine campuses and 21 educational centers throughout the state. A map showed the credentials that are offered at each statewide campus.

USU's integrated education delivery system includes the following methods: face to face, broadcast (IVC), online, and synchronous (live) web broadcast. Wherever faculty are located in the statewide system, a class can originate and then be delivered throughout the state. Graphs illustrate the percentage of face to face, broadcast, and online delivery systems used in the statewide system. On the main campus in Logan, 80% of delivery is face-to-face, 15% is online, and 5% is broadcast. At USU Eastern, 56% is face to face, 35% is broadcast, and 9% is online. At USU Blanding, 25% is face to face, 20% is online, and 14% is broadcast. At the other statewide campuses, 46% is online, 34% is face to face, and 20% is broadcast.

Dr. Pam Dupin-Bryant, Professor in the Data Analytics and Information Systems Department at the Tooele Campus, delivers her MIS 2100 class face to face at the Tooele campus and broadcast to other statewide classrooms. Faculty housed at statewide campuses total 166 in 31 departments. There are 19 new faculty in nine departments on seven campuses beginning fall 2020.

Dr. Wayne Freimund, Professor in the Environment and Society Department at the Moab campus, is one of the new faculty this year. He is a nationally recognized superstar in the area of recreation resource management with his career research in both Arches and Canyonlands National Parks. He was previously on the faculty at Clemson University, but joined the faculty at USU Moab in order to have his base in the area where he conducts his research.

A chart illustrates the enrollment at statewide campuses over the past five years. Each campus is either level or on a downward trend. Enrollment comparison between fall 2019 and fall 2020 shows that enrollment statewide is increasing where enrollment at the Logan campus may be flat. A reason for this may be attributed to the COVID-19 pandemic where students are staying home and taking advantage of educational opportunities at a campus near their home.

Enrollment comparison between summer 2019 and summer 2020 (beginning of the pandemic) shows that there is a drop in overall summer enrollment at the Logan campus; however, the statewide campuses have increased overall.

Graphs illustrate the ages of students at each campus. On the main campus in Logan, 83% of students are ages 18-24, 15% are 25-39, and 2% are 40 and older. At the other statewide campuses, 47% of the students are ages 25-39, 32% are 18-24, and 21% are 40 and older.

Graphs illustrate the gender of students at each campus. On the main campus in Logan, 52% of students are male and 48% are female. At USU Eastern, 56% of the students are female and 44% are male. At USU Blanding, 69% of the students are female and 31% are male. At the other statewide campuses, 69% of the students are female and 31% are male. The higher number of female students at statewide campuses may be attributed to the kinds of programs offered in the statewide system such as nursing, cosmetology, etc.

Part of Senate Bill 232 provided funding to help develop new programming in the statewide campus system. Instruments and Control programs were added to USU Eastern which targets energy industry and management of power plants. Automotive Technology and Certified Nursing Assistant programs were supported in Moab. Medical Assistant, Building Construction, and Construction Management programs were supported in Blanding.

A statewide tuition and fees structure was developed providing Price, Moab, and Blanding campuses to have the same tuition structure designed to lower tuition for students taking 65 credits or fewer. Above 65 credits the students pay the same tuition that students at other statewide campuses pay.

Senate Bill 232 also required USU to revisit the tuition structure for technical education programs. Technical education programs are based on membership hour rather than a strict credit mode. The membership rate is \$2.75 per hour. Total cost of technical education programs can vary widely; nevertheless, USU's tuition is competitive with similar programs in the rest of the state's technical education system.

Vice President Robert Wagner presented the new institutional financial aid strategies and scholarships. The need to update and change the financial aid strategies was identified through the strategic planning process. Consultants Ruffalo Noel Levitz were asked to look at the financial aid strategies for USU students. It was decided that USU should focus on three areas: 1) increase net tuition revenue, 2) increase overall headcount, and 3) balance quality vs. access.

USU changed its Scholarship Index which shows parents how much it will cost for their child to attend USU. In the past the index was weighted more toward placement tests such as ACT and SAT exams. Higher education is learning to rely less on placement exams and more on high school GPA. High school GPA is a more accurate predictor of student success than scores on a placement exam. Recently, USU announced that for fall 2021 placement test scores would be optional for admission. Due to the COVID-19 pandemic, SAT and ACT exams have not been available for some students to take. Placement exam scores will still be needed to qualify for scholarships.

Merit awards will shift from percentages to fixed-dollar amounts. Percentages allowed for tuition increases where fixed-dollar amounts do not. Lower-tier awards are two-year scholarships. Upper-tier awards are multi-year awards. After two years, students are moving into specific departments and can qualify for departmental awards.

USU has \$1.25M for need-based awards which provide funding for academically qualified students who do not have sufficient economic resources to go to college.

The Advancement Office is identifying more private funding for students, i.e., Ivory Foundation, to focus on former USU students who are within 30 credits of completing their degree but have been away from campus for at least five years. These students may be awarded \$4,000 over two semesters. A new Integrated Studies program will help these students return to complete their degrees.

A comparison of online headcount on August 9 in both 2019 and 2020 showed 9,329 students in 2019 and 18,033 in 2020. Major initiatives include 25 years of teaching online courses, new online degree programs, competency-based programming, corporate and educational partnerships, and a new director of statewide and online recruiting. One possible explanation for the almost doubled headcount is the COVID-19 pandemic where students are staying home and continuing their education online. The average student at USU takes one or two online courses a semester because of flexibility. USU online programs have received three awards from *U.S. News and World Report* in 2020 including Best Online Programs for Bachelor's, Best Online Programs for Veterans Bachelor's, and Best Online Programs for Grad Education.

Vice President Smith presented an overview of statewide facilities. A new Moab campus building is funded with a groundbreaking possible in late fall. This building will be a total of 22,500 square feet and include classrooms, labs, shops, and centers. The USU Blanding Technical Education building has a total of 23,000 square feet. A trucking program will start summer 2021 with a welding program next. The USU Salt Lake Greenhouse supports horticulture and landscape architecture programs including courses in greenhouse management and turf grass management. The greenhouse provides support for the International Rescue Committee New Roots program for refugees.

The Statewide Strategic Enrollment Management plan focuses on recruitment, retention and completion, and student advising and success coaching. Its process is to develop new analytical tools for enrollment data, hold statewide workshops, organize work groups, and plan and set goals.

Statewide recruitment was reorganized to include a recruitment leadership team; central admissions, statewide student affairs, marketing, and online programs; and priorities and campus plans. Campus recruitment teams include individual campus recruitment committees,

campus-specific recruitment plans, and the Statewide Recruitment Collaborative. Anca Matcovschi was selected as Director of Statewide and USU Online Recruitment where she will focus on post-traditional student recruitment, expansion of online program offerings, and development of academic programs with corporate partners.

Fall 2020 recruitment strategies include individually contacting 4,100 transfer and first-time students who were admitted to the Logan campus but have not enrolled. Spring 2021 recruitment strategies include contacting 2,700 students who were admitted in the past but never enrolled or graduated from another institution. Contacts include emails, direct mailers, digital advertising, and a personalized outreach campaign.

A future degree completion campaign will focus on 25,000 students who attended between 2006 and 2015 but did not complete their degrees. This multi-faceted campaign will encourage students to finish their degree at USU.

A retention and completion campaign showed that texts were the most effective in communicating with students with a 49% response rate or 162 students registered or applied for graduation. Rebecca Berrett is the new Completion Coordinator and will focus on planning completion outreach and campaigns for current and prospective students. The Integrated Studies degree began in fall 2018 and has a 100% online option. So far 52 students have graduated with 10 more this summer. In fall 2020 enrollment was at 56 students.

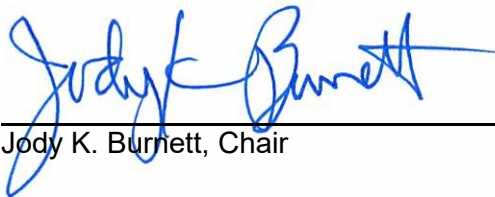
Student Success and Support is undertaking a large-scale effort to recruit. Academic Advising and Success will coordinate using best practices to support student success. Success messaging will communicate with students more effectively. Faculty mentoring will increase connection to support and motivate. First-year students will develop a sense of belonging for new students. Online student services will provide expanded and relevant resources. Statewide exploratory will encourage major declaration and completion.

The Learn and Work in Utah program received state CARES funding from the governor's office and USHE in the amount of \$783,968 for tuition awards and support for certificate programs and training opportunities for rural students who are unemployed, underemployed, or vulnerable to economic impacts of the COVID-19 pandemic.

Future statewide programs include an Entrepreneurship Certificate in the Management Department and a Cybersecurity Certificate, an Analytics Programming Certificate, and a Data Engineering Certificate in the Data Analytics and Information Department.

Action: Trustee Terryl Warner made a motion to adjourn the meeting. Trustee Laurel Cannon Alder seconded the motion; voting was unanimous in the affirmative.

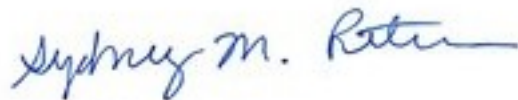
The meeting adjourned at 2:40 p.m.



Jody K. Burnett, Chair

October 16, 2020

Date Approved



Sydney M. Peterson, Secretary
(Minutes taken by Teresa Denton)