

UTAH STATE UNIVERSITY BOARD OF TRUSTEES
Utah State University, Logan, Utah
October 16, 2020

Minutes of the Regular Meeting of the Utah State University Board of Trustees held via Zoom videoconference commencing at 9:04 a.m.

MEMBERS PRESENT

Jody K. Burnett	Chair
Kent K. Alder	Vice Chair
Sami I. Ahmed	
Laurel Cannon Alder	
Gina Gagon	
David H. Huntsman	
Wayne L. Niederhauser	
David A. Petersen	
Jacey Skinner	
Terryl Warner	

MEMBERS EXCUSED

John Y. Ferry

UNIVERSITY REPRESENTATIVES PRESENT

Neil N. Abercrombie	Vice President, Government Relations
Jodi Bailey	Chief Audit Executive
Paul Barr	Vice Provost
Lisa Berreau	Vice President, Research
Noelle E. Cockett	President
David T. Cowley	Vice President, Business and Finance
Teresa Denton	Staff Assistant
Francis D. Galey	Executive Vice President and Provost
Mica A. McKinney	General Counsel and Vice President, Legal Affairs
Sydney M. Peterson	Secretary of the Board of Trustees
William M. Plate	Vice President, University Marketing and Communications
Timothy Taylor	President, Faculty Senate
Scott Theurer	Utah Board of Higher Education Member
Kenneth L. White	Vice President, Extension; Dean, College of Agriculture and Applied Sciences; Director, Agricultural Experiment Station
Matthew T. White	Vice President, University Advancement

Vice Chair Alder called the meeting to order and welcomed those present for their attendance.

Action: Trustee Kent Alder moved in accordance with 52-4-205 of the Utah Code, that the Trustees go into a Closed Session for the sole purpose of discussing the character, professional competence, or physical or mental health of individuals, pending or reasonably imminent litigation, and the possible sale of real property. Trustee David Huntsman seconded the motion. The voting was unanimous in the affirmative.

Chair Burnett reopened the Regular Meeting at 10:08 a.m., thanking those present for their attendance.

I. CHAIR'S REPORT

A. Committee Reports

1. Audit, Risk and Compliance Committee – Kent Alder

The Audit, Risk and Compliance Committee met on October 15, 2020, and had a good discussion about several issues. The Committee had nothing to bring to the board at this time.

2. Marketing/Public Relations Committee – Jacey Skinner

The Marketing/Public Relations Committee met two weeks ago. USU has been proactively communicating about the COVID-19 virus. Materials from the meeting are included as Appendix A.

3. Recruitment, Retention and Completion Committee – Gina Gagon

The Recruitment, Retention and Completion Committee met on October 6, 2020. Recruiting faces many challenges during the pandemic. Recruitment events are still being held throughout the state and scaled-back events are being held out of state. An earned admission option was discussed for students who do not meet the criteria for admission. This is a great option for students who want to go to USU but for some reason did not do well in high school.

4. Student Health, Safety and Well-being Committee – David Huntsman

There has never been a time when student welfare has been more analyzed and discussed at all levels. The COVID-19 impact is certainly felt by students and faculty all across campus. Vice President James Morales is doing an excellent job helping students to socially interact in ways that are effective but do not pose risk or threats to others. The mental health impact that many are experiencing is devastating. Studies show that 25% have considered suicide. Rates of depression and anxiety have increased. There are excellent resources on campus to help students through this stressful time.

B. Information Items

1. The next meeting of the Board of Trustees will be held on December 4, 2020.

II. PRESIDENT'S REPORT

A. Information Items

1. Pandemic Update

President Cockett pointed out that the pandemic was included in most of the committee reports. The majority of COVID-19 cases at USU are in Logan. There is

a daily forum for people on campus and USU has opened a testing lab. There were many weeks with no positive cases among the faculty and staff. Now, positive cases for staff members are increasing and causing concern. All infections were due to community spread; none of the staff were infected at the work place. USU will put out a news blast next week to encourage everyone to remain conscious of pandemic risks.

The state of Utah has developed a new way of designating levels of infection by county. Cache County is in the high level of infection. Carbon County, San Juan County, and other counties where USU campuses are located are in the moderate level of infection. Regardless where campuses are located, they must adhere to USU's precautions. USU's current requirements meet the criteria for a high level of infection. USU is now doing rapid point-of-care testing and opened a PCR testing site available to students and employees who are worried that they have been exposed as well as those who are showing symptoms. Due to the lab designation and tracking results, the test site will only be able to test people with USU identification numbers and secure passwords. At this time, it is not able to extend services to family members or others. If the test is administered in the morning, results are available by that evening. This will give USU an advantage in identifying positive cases and quickly containing those patients to reduce community spread.

The total ICU utilization rate in Utah is 73.7% which is the biggest concern for the state. The goal was to keep the rate below 70% and closer to 60%. This is where the state is focusing their efforts.

College Magazine reviewed colleges across the country and published the "Top Ten Colleges Deserving Recognition for their Response to COVID-19." USU is ranked No. 6 for aid given to students and class options offered. The article is included as Appendix B.

Fall semester is now in week seven. The Thanksgiving holiday comes at week 12 followed by remote instruction for the remaining weeks of the semester. This provides students the option of staying home through the holidays until the beginning of the next semester. Spring semester will be delayed to begin after the Martin Luther King holiday which allows students two weeks following Christmas for a recovery period, if needed, before the semester begins.

USU's response to a positive test includes immediate isolation of the infected person and anyone who had contact with them. Contact is defined as 15 minutes or greater with less than six feet in proximity.

B. Recent Events

1. Utah Public Radio recording – August 19, 2020
2. Utah Board of Higher Education Virtual meeting – August 21, 2020
3. Year of Woman Celebration of 100th Anniversary – August 26, 2020
4. Fraternity & Sorority Virtual Town Hall – August 27, 2020
5. Mountain West Board of Directors Virtual meeting – August 28, 2020
6. Remarks at USU Connections Luminary – August 28, 2020
7. Utah Public Radio weekly recording – September 2, 2020

8. Mountain West Board of Directors Virtual meeting – September 4, 2020
9. USU Ambassadors Virtual Meet & Greet – September 8, 2020
10. Judge Miss USU Pageant – September 8, 2020
11. Utah Public Radio weekly recording – September 9, 2020
12. K-16 Alliance Meeting – September 10, 2020
13. Mountain West Board of Directors Virtual meeting – September 11, 2020
14. Mountain West Board of Directors Virtual meeting – September 15, 2020
15. Association of Public Land-Grant Universities Council of Presidents by Video Conference – September 16, 2020
16. Utah Board of Higher Education Virtual Meeting – September 18, 2020
17. Council of Presidents by Video Conference – September 21, 2020
18. Utah Public Radio weekly recording – September 21, 2020
19. Northwest Commission on Colleges and Universities 2020 Standards Virtual meeting – September 22, 2020
20. Virtual Remarks at Departmental Seminar at University of Wisconsin at Madison – September 22, 2020
21. Mountain West Board of Directors/Directors of Athletics Virtual meeting – September 24, 2020
22. USU Board of Trustees Executive Committee conference call – September 29, 2020
23. Remarks at Virtual Blue Plate Research – September 29, 2020
24. Utah Public Radio weekly recording – September 29, 2020
25. Plenary Session Panelist at Experiment Station Section Virtual Annual Meetings – September 29, 2020
26. Present at Commission on Food, Environment, & Renewable Resources Mental/Behavioral Health Webinar – October 1, 2020
27. Mountain West Board of Directors Virtual meeting – October 2, 2020
28. Council of Presidents by Video Conference – October 5, 2020
29. Remarks at Center for Growth and Opportunity Virtual Student Reception – October 5, 2020
30. Utah Public Radio weekly recording – October 6, 2020
31. Meeting with Robert C. O'Brien, National Security Advisor – Salt Lake City, October 6, 2020
32. USU Board of Trustees Executive Committee conference call – October 6, 2020
33. USU Residence Life Virtual Town Hall – October 6, 2020
34. Utah Board Transfer Council Virtual meeting – October 12, 2020
35. Salt Lake Chamber Board of Governors Meeting – Salt Lake City, October 13, 2020
36. President's Alliance on Higher Education Steering Committee conference call – October 14, 2020
37. Panelist at Washington Monthly/New America Virtual event – October 15, 2020
38. Utah Public Radio weekly recording – October 15, 2020
39. USU Board of Trustees – October 16, 2020

C. Upcoming Events

1. Council of Presidents by Video Conference – October 19, 2020
2. Presidents' Alliance on Higher Education Steering Committee conference call – October 21, 2020
3. Utah System of Higher Education Virtual Town Hall for Logan Region – October 21, 2020

4. Utah Public Radio weekly recording – October 22, 2020
5. Football – USU at Boise State - October 24, 2020
6. Virtual USU Inclusive Excellence Symposium – October 26-30, 2020
7. Panel Moderator at 2020 Utah Economic & Energy Summit – Salt Lake City, October 26, 2020
8. Commission on Food, Environment, & Renewable Resources Virtual Executive Committee Meeting – October 26, 2020
9. Utah Public Radio weekly recording – October 27, 2020
10. Association of Public Land-Grant Universities Virtual Board Meeting – October 29, 2020
11. Utah Board of Higher Education Virtual Meeting – October 30, 2020
12. Football - San Diego State at USU – October 31, 2020
13. Council of Presidents by Video Conference – November 2, 2020
14. Utah Public Radio weekly recording – November 4, 2020
15. Regence BlueCross BlueShield Community Board Virtual meeting – November 4, 2020
16. Football – USU at University of Nevada – November 7, 2020
17. Association of Public Land-Grant Universities Virtual Board Meeting – November 9-11, 2020
18. Utah Public Radio weekly recording – November 11, 2020
19. K-16 Alliance Meeting – November 12, 2020
20. USU Foundation Board Meeting – November 13, 2020
21. Football – Fresno State at USU – November 14, 2020
22. Council of Presidents by Video Conference – November 16, 2020
23. Northwest Commission on Colleges and Universities Annual Conference – Location TBD, November 17-20, 2020
24. Utah Public Radio weekly recording – November 18, 2020
25. Remarks at Virtual Research Landscapes – November 19, 2020
26. Football - USU at University of Wyoming – November 21, 2020
27. Utah Public Radio weekly recording – November 25, 2020
28. Football – New Mexico at USU – November 28, 2020
29. Utah Public Radio weekly recording – December 2, 2020
30. USU Board of Trustees Regular Meeting – December 4, 2020

III. CONSENT AGENDA

Chair Burnett stated that the Trustees received the following agenda items for review.

- A. Minutes from the Regular Meeting held on August 14, 2020
- B. Minutes from the Closed Session held on August 14, 2020
- C. Minutes from the Workshop held on August 14, 2020
- D. Academic Proposals
 1. Emma Eccles Jones College of Education and Human Services, School of Teacher Education and Leadership, proposes offering an Interventions for Secondary Students' Specialization within the existing Master of Education in Curriculum and

Instruction (Appendix C) [Resolution 20-10-01]

2. Emma Eccles Jones College of Education and Human Services, School of Teacher Education and Leadership, proposes offering an Interventions for Secondary Students' Specialization within the existing Master of Science in Curriculum and Instruction (Appendix D) [Resolution 20-10-02]

E. Fall 2020 Program Reviews Submissions to Utah System of Higher Education

1. Summary Page (Appendix E)
2. Emma Eccles Jones College of Education and Human Services, Teacher Education Program Accreditation Review (Appendix F) [Resolution 20-10-03]
3. Emma Eccles Jones College of Education and Human Services, Instructional Leadership Program Accreditation Review (Appendix G) [Resolution 20-10-04]
4. Emma Eccles Jones College of Education and Human Services, School Counseling Program Accreditation Review (Appendix H) [Resolution 20-10-05]
5. Caine College of the Arts, Master of Music in Performance – Voice Program Accreditation Review (Appendix I) [Resolution 20-10-06]
6. Emma Eccles Jones College of Education and Human Services, Nursing Bachelor of Science (BSN) Program Accreditation Review (Appendix J) [Resolution 20-10-07]
7. Emma Eccles Jones College of Education and Human Services, Practical Nursing (PN) and Associate Degree Nursing (AD) Program Accreditation Review (Appendix K) [Resolution 20-10-08]
8. S.J. and Jessie E. Quinney College of Natural Resources, Department of Environment and Society, Undergraduate and Graduate Programs Accreditation Review (Appendix L) [Resolution 20-10-09]

Action: Trustee Terry Warner moved to approve the Consent Agenda. Trustee Laurel Cannon Alder seconded the motion. The voting was unanimous in the affirmative.

IV. ACTION AGENDA

A. Academic Proposals

1. College of Agriculture and Applied Sciences, Department of Aviation and Technical Education proposes offering a Bachelor of Science Degree in Aviation Technology-Aviation Management (Appendix M) [Resolution 20-10-10]

The aviation program in the College of Agriculture and Applied Sciences has experienced tremendous demand for people who are trained in the management area of aviation. This new program pulls together a number of certificates and classes that are already offered.

Action: Trustee Terryl Warner moved to accept the Academic Proposal. Trustee Wayne Niederhauser seconded the motion. The voting was unanimous in the affirmative.

2. College of Humanities and Social Sciences, Department of Languages, Philosophy and Communication Studies proposes restructuring the department which will result in two departments; specifically, the Department of World Languages and Cultures and the Department of Communication Studies and Philosophy (Appendix N) [Resolution 20-10-11]

The Department of Languages, Philosophy and Communication Studies in the College of Humanities and Social Sciences has grown from 20 to 58 faculty and 1,000 majors. The languages program has grown large enough to become its own department with additional programs and certificates. This proposal splits the department into two new departments. The Communications Studies major is one of the biggest on campus with 600 majors. This reorganization will be more efficient and will provide better services to students and faculty. The existing assistant deans and staff will be split and can efficiently manage the two new departments. Additional funding will be needed for a new department head.

Action: Trustee Jacey Skinner moved to accept the Academic Proposal. Trustee Laurel Cannon Alder seconded the motion. The voting was unanimous in the affirmative.

- B. Authorization to Organize a Nonprofit Foundation and Enter into a Non-traditional Arrangement for Development of the Moab Academic Building (Appendix O) [Resolution 20-10-12]

Vice President Dave Cowley explained the need to organize a non-profit Aggie Red Rock Foundation (ARRF) in order to access funds through the Federal New Markets Tax Funds program. The foundation will use funds from this program to construct a building on the USU Moab campus. The ARRF will lease ground from USU to build the building. USU will lease the building from the ARRF. This arrangement will exist for seven years at which time the ARRF will be dissolved and the building will revert back to USU ownership on USU land. There will be an agreement between the ARRF and USU so that USU actually becomes the developer of the building on behalf of ARRF. Another agreement will allow USU to provide accounting services to ARRF for seven years.

This federal program is available to all states. In Utah there is an organization called Community Development Finance Alliance (CDFA) Utah which was formed specifically to access federal money in communities that qualify such as Moab. The net benefit of the project is just under \$3M.

This resolution has two components: (1) to create the Aggie Red Rock Foundation (ARRF) and (2) to approve ARRF to develop on USU land. This non-traditional agreement needs approval by the Board of Higher Education. With the Board of Trustees' approval it will be forwarded to the Board of Higher Education for their approval.

Action: Trustee Kent Alder moved to authorize the Organization of a Nonprofit Foundation and Enter into a Non-traditional Arrangement for Development of the Moab

Academic Building. Trustee Sami Ahmed seconded the motion. The voting was unanimous in the affirmative.

C. Proposed Ground Lease with Davis County for Agricultural Heritage Center (Appendix P)
[Resolution 20-10-13]

Vice President Cowley explained that this non-traditional arrangement will allow Davis County to lease ground at USU's Utah Botanical Center in Kaysville to construct an agricultural heritage center including indoor and outdoor arenas. Davis County has a Legacy Event Center which includes an arena, spectator stands, and pens but will use these facilities and grounds for other events besides horse shows and rodeos. USU will manage and use the new center for USU-related events and Davis County events. Davis County will pay all costs of construction and operation in a 15-year agreement. After 15 years, all buildings will revert back to USU. The Utah Botanical Center master plan anticipated facilities for Extension, non-credit education and training, master gardener program, and animal events. Non-USU entity development on USU land requires a non-traditional development program and needs the Board of Higher Education approval. After the Board of Trustees' approval, it will be forwarded to the Board of Higher Education.

Trustee Wayne Niederhauser owns property near the area and has some personal interest in the redevelopment so will abstain from voting.

Action: Trustee David Petersen moved to accept the Proposed Ground Lease with Davis County for Agricultural Heritage Center. Trustee Terryl Warner seconded the motion. The voting was in the affirmative with Trustee Wayne Niederhauser abstaining.

D. Real Property Acquisition (Appendix Q) [Resolution 20-10-14]

Vice President Cowley explained that USU seeks approval to acquire approximately 40 acres of additional agricultural property. On the map, the red highlighted area is what USU already owns. The yellow highlighted area is the property to be acquired and comes with water shares. The College of Agriculture and Applied Sciences (CAAS) will use this land for production of crops to feed animals. Funds for the purchase will be provided by CAAS. The purchase price is low enough that it only requires Board of Trustees' approval; it does not require Board of Higher Education approval.

Action: Trustee Kent Alder moved to approve the Real Property Acquisition. Trustee Jacey Skinner seconded the motion. The voting was unanimous in the affirmative.

E. Request to Approve Non-State Funded Capital Development Projects (Appendix R)
[Resolution 20-10-15]

Vice President Cowley explained that the process to receive approval for non-state funded capital facilities must still go through the approval process. USU's non-state funded project this year is the Equine and Human Science Center Arena. This project is in the feasibility and design phase and will be part of a complex of buildings. On the map, the red roofed buildings have already been built at the USU Equine Center. The project site is just east of that area. The entire area has been identified for equine activities. The College of Agriculture and Applied Sciences already offers equine therapy activities and

education. This facility will allow this program to expand. Equine therapy for veterans is an area that is growing and is very successful.

The additional map shows all the future buildings that will be built at the Equine and Human Science Center. This project is labeled No. 6 on the map. Funding is primarily through donations. No state funds will be requested. This will be USU's submission this year for a non-state funded project for approval by the state boards.

Vice President Ken White added that programs in animal therapy are growing with interested students from psychology, education, and social work. This type of therapy has had huge impacts on veterans with Post-traumatic Stress Disorder and persons with disabilities. There is some interest in isolating this program a little from traditional programs due to issues with some clients and older veterans who are hesitant to mingle with college-aged students.

Action: Trustee Kent Alder moved to approve Non-State Funded Capital Development Projects. Trustee Terryl Warner seconded the motion. The voting was unanimous in the affirmative.

F. Utah State University 2020-21 Budgets (Appendix S) [Resolution 20-10-16]

Chair Burnett acknowledged that this has been an unusual year and the budget has been a victim of COVID-19 because it is usually approved in the spring. The Executive Committee met on October 6, 2020, to review the budget in depth and voted to recommend approval of the budget to the full board.

Vice President Cowley explained that the biggest portion of the budget is the appropriated budget which is made up of state appropriations from the state legislature combined with tuition and fees. The budget also includes auxiliary enterprises and service enterprises. The athletic budget receives some of the appropriated budget as well. The research arm of USU is not budgeted as a single item. Research faculty and principal investigators propose to funding agencies to do research for them and deliver whatever is required in results. Budgets are required for every proposal and are strictly followed when proposals are funded. Research includes the Space Dynamics Lab which has grown to over \$200M in revenue.

A small addition is proposed to be added to the resolution. The text "(Moab, Price, Blanding)" has been added to clarify the Technical Education line item. Technical education is offered across the state by the technical colleges except in the southeast part of the state where USU is the designated provider of technical education. There are no technical colleges in that area of the state. That particular line item is for USU's technical education offerings in that area of the state. Vice President Cowley requested approval with the slight amendment to add "(Moab, Price, Blanding)" to the Technical Education line.

Action: Trustee David Huntsman moved to accept the USU 2020-21 Budgets with the added qualifying language. Trustee Wayne Niederhauser seconded the motion. The voting was unanimous in the affirmative.

V. INFORMATION AGENDA

- A. Lease Facilities Report (Appendix T)
- B. USU and USU Eastern and USU Blanding Auxiliary Annual Reports and USU Service Enterprises for FY2019-20 (Appendix U)
- C. Policy 20.T4: Student Code Health and Safety Violations (Appendix V)

VI. STRATEGIC AGENDA

- A. Increasing Fundraising Productivity and Advancement's Return on Investment – Vice President Matthew T. White (Appendix W)

President Cockett introduced Vice President Matthew White stating that he has done a remarkable job in the past three years looking at past performance, capacity of fundraising, and the next level of fundraising for USU. Vice President White will explain a recommendation put forward by the USU Foundation Board to bring more money into the Advancement operation.

Vice President White stated that a typical capital campaign begins by bringing in a consultant to work with the foundation board, leadership, and boards to determine a strategic plan. This is quite expensive. USU will benefit more by not paying that expense and hiring strategic support instead.

Two years ago USU raised \$41M. Last year, even with the last quarter lost due to the pandemic, USU raised \$46.6M. This surpassed last year's goal in a time when other institutions were struggling to reach their goals. There were 32 major gifts totaling \$4.4M from first-time donors. There were 57 new scholarships created with 39 from first-time donors. Planned or estate gifts totaled \$17.3M, up from \$9.7M. There were 11 \$1M gifts up from nine gifts last year and two gifts in FY19. There were 12 new alumni chapters created.

USU participated in the EAB Peer Benchmarking Study to evaluate current efforts compared to other institutions around the country. EAB provides data on how effective an institution is with its peer group.

Several graphs were shared explaining USU's current position compared to peer institutions in areas such as fundraising production, meaningful donor visits, number of proposals submitted, etc.

USU is the first higher education institution to go away from portfolios. There is a white paper being written on USU and how we are approaching fundraising. This is the next model of fundraising – calculating productivity.

With the pandemic, the USU Foundation Board decided to stay with last year's goal of \$45M. So far this year, USU has raised 33.8% of total dollars expected this year. USU wants to double the endowment while ensuring all donors have exceptional giving and engagement experiences. Advancement is putting a lot of emphasis in return on investment (ROI).

In the new Advancement Funding Model, an advancement fee of 1.5% will be assessed on the total endowment of all funds that do not have a waiver of fee, currently \$180M. The fee will never come out of the principal gift. The goal of the fee is to get the fundraising budget level to \$4M-\$5M and will take a substantial time to get there.

The USU Foundation Board will make a recommendation to put \$1.4M into a reserve fund to protect against risk of a negative market which is enough funds for one year of operation. The complete USU Foundation Board would need to approve any use of the reserve funds.

The least capital campaign ended with a high of 68 full time employees. Advancement has started staff growth this fiscal year in preparation for the campaign and will need to add 60 new funding allocations. USU's current funding model structure, with budget cuts and endowment return reduced because of pandemic, totals \$7.2M. Growth for campaign positions and operations is \$1.1M totaling \$8.6M total future budget. USU ranks fourth lowest among Mountain West peers.

Several operating model scenarios were considered and illustrated on slides. The funding model selected by the USU Foundation Board follows scenario two which implements a 5% fee on all new non-endowed gifts and advancement pays the salaries for all unit fundraisers and their travel.

Advancement extensively researched other institutions – Mountain West, peer, aspirational peer, and other higher education institutions. Of the institutions contacted, 87% had gift investment fees. A 2020 CASE study shows that both institutions with endowments less than \$1B and complex research institutions tend to have gift investment fees. Out of 47 higher education institutions surveyed, 21 had fees of 5% and only five had no fee at all. Of 50 institutions contacted, 18 had 1.5% endowment fees. Organizations other than higher education also collect administrative fees; i.e., American Cancer Society 22%, American Red Cross 9%, local CAPSA 12%, local Humane Society 4%.

The university gift investment fee would increase the capacity to grow philanthropic giving to USU. As state support for higher education continues to diminish as a portion of the budget, charitable giving becomes even more crucial to sustain USU as a vital, thriving institution. The USU Foundation Finance Committee looks at the books and budget line by line and has approved the funding model. The board plans to add a dean to the finance committee.

The funding model that the USU Foundation Board unanimously supports includes 4% investment fee on all new cash gifts to support USU Advancement and 1% investment fee on all new cash gifts to support USU units with a fundraiser. There will be a scaled investment fee on large gifts. This will exclude all athletic premium seat gifts and lease payments. This will also exclude any foundation that has a no-fee policy. The gift fee is on new cash gifts only, not on gifts designated to the endowment.

The USU Foundation Board will recommend the new funding model to President Cockett. It will be presented to the Board of Trustees and the President's Executive Committee. Planned implementation is FY21.

Trustee David Huntsman expressed concern about asking donors to fund advancement operations. Vice President White explained that typically across the country unrestricted gifts are used to fund advancement. USU receives E&G funds to support advancement staff but does not receive E&G funds for fundraisers. Sponsored Programs receives overhead fees (F&A) directly from grants to USU and units to provide infrastructure for the research. Advancement has looked at several models and decided the new funding model is the best for USU.

President Cockett added that the University of Utah uses earnings on their cash reserve to fund advancement. USU uses earnings on cash reserve to fund athletics.

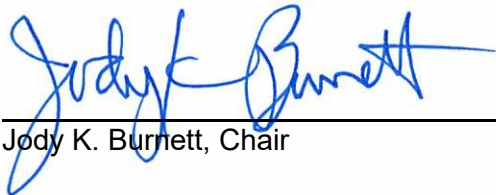
Trustee Laurel Cannon Alder stated that funded project costs are often questioned within the state. She realizes the challenges and difficulties but understands the need for fees. She supports this funding model.

Trustee Kent Alder admitted skepticism at first not wanting to think that part of a donation did not go to the purpose for which it was given. With Vice President White's structure, USU is much more organized with goals, objectives, and transparency. Measurements are in place to show if the model is working and if adjustments need to be made. He supports the proposed funding model.

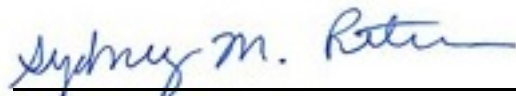
Chair Burnett asked if there were any other items the Trustees would like to discuss before the meeting closed; none were mentioned.

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

The meeting adjourned at 12:08 p.m.



Jody K. Burnett, Chair



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

January 8, 2021

Date Approved