

UTAH STATE UNIVERSITY BOARD OF TRUSTEES
Utah State University, Logan, Utah
August 12, 2021

Minutes of the Workshop and Regular Meeting of the Utah State University Board of Trustees held in the Sonne Room at Utah State University commencing at 4:28 p.m.

MEMBERS PRESENT

Kent K. Alder	Chair
John Y. Ferry	Vice Chair
Gina Gagon	
David H. Huntsman	
Kacie Malouf	
Wayne L. Niederhauser	
Steven L. Palmer	
David A. Petersen	
Jacey Skinner	
Lucas Stevens	
Tessa White	

UNIVERSITY REPRESENTATIVES PRESENT

Neil N. Abercrombie	Vice President, Government Relations
Noelle E. Cockett	President
Teresa Denton	Staff Assistant Senior
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

OTHERS PRESENT

Jody K. Burnett

I. BOARD OF TRUSTEES REGULAR MEETING

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

A. CHAIR'S REPORT

1. Oaths of Office

Chair Alder administered the oath of office to new trustees Kacie Malouf, Steven L. Palmer and Tessa White.

2. Election of Executive Committee Members

Chair Alder presented members of the Executive Committee: Gina Gagon, David H. Huntsman, and David A. Petersen.

Action: Trustee John Ferry moved to approve the Executive Committee members. Trustee David Huntsman seconded the motion. The voting was unanimous in the affirmative.

3. Next Meeting of the Board of Trustees will be held on Friday, October 15, 2021, in Logan

Action: Trustee John Ferry 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 Dave Petersen seconded the motion. The voting was unanimous in the affirmative.

Chair Alder reopened the Regular Meeting at 5:24 p.m.

B. CONSENT AGENDA

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

1. Minutes from the Regular Meeting held on June 25, 2021
2. Program Reviews and Accreditations
 - a. Department of Aviation and Technical Education, College of Agriculture and Applied Sciences, submits a new program review of the Master of Aviation Science degree program (Appendix A) [Resolution 21-08-01]
 - b. Department of Aviation and Technical Education, College of Agriculture and Applied Sciences, submits a new program review of the Technology Systems Bachelor of Science degree program (Appendix B) [Resolution 21-08-02]
 - c. Departments of Nutrition, Dietetics, and Food Sciences and Animal, Dairy, and Veterinary Sciences, College of Agriculture and Applied Sciences, submits a new program review of the Master of Public Health (MPH) degree program (Appendix C) [Resolution 21-08-03]
 - d. Department of Landscape Architecture and Environmental Planning, College of Agriculture and Applied Sciences, submits a new program review of the Accelerated Master's Program of Landscape Architecture degree program (Appendix D) [Resolution 21-08-04]
 - e. Department of Landscape Architecture and Environmental Planning, College of Agriculture and Applied Sciences, submits a new program review of the Ph.D. in Landscape Architecture and Environmental Planning degree program (Appendix E) [Resolution 21-08-05]
 - f. Department of Applied Sciences, Technology, and Education, College of Agriculture and Applied Sciences, submits a departmental program review (Appendix F) [Resolution 21-08-06]

- g. Department of Nutrition, Dietetics, and Food Sciences, College of Agriculture and Applied Sciences, submits a program review of graduate degrees (Appendix G) [Resolution 21-08-07]
- h. Department of Kinesiology and Health Science, Emma Eccles Jones College of Education and Human Services, submits a new program review of the Master of Public Health degree program (Appendix H) [Resolution 21-08-08]
- i. Department of Psychology, Emma Eccles Jones College of Education and Human Services, submits a new program review of the Ph.D. with Behavior Analysis Specialization degree program (Appendix I) [Resolution 21-08-09]
- j. Department of Psychology, Emma Eccles Jones College of Education and Human Services, submits a new program review of the Ph.D. with Brain and Cognition Specialization degree program (Appendix J) [Resolution 21-08-10]
- k. Department of Psychology, Emma Eccles Jones College of Education and Human Services, submits a new program review of the Ph.D. in Neuroscience degree program (Appendix K) [Resolution 21-08-11]
- l. Department of Psychology, Emma Eccles Jones College of Education and Human Services, submits a new program review of the Ph.D. with Quantitative Psychology Specialization degree program (Appendix L) [Resolution 21-08-12]
- m. Department of Psychology, Emma Eccles Jones College of Education and Human Services, submits a new program review of the Ph.D. with Sociobehavioral Epidemiology Specialization degree program (Appendix M) [Resolution 21-08-13]
- n. Department of Instructional Technology and Learning Sciences, Emma Eccles Jones College of Education and Human Services, submits a program review of graduate degrees (Appendix N) [Resolution 21-08-14]
- o. Department of Kinesiology, Emma Eccles Jones College of Education and Human Services, submits a program review (Appendix O) [Resolution 21-08-15]
- p. Department of Special Education and Rehabilitation Counseling, Emma Eccles Jones College of Education and Human Services, submits a program review of Disability Disciplines Ph.D. program (Appendix P) [Resolution 21-08-16]
- q. Department of Special Education and Rehabilitation Counseling, Emma Eccles Jones College of Education and Human Services, submits a program review of master's degree programs (Appendix Q) [Resolution 21-08-17]

- r. Department of Political Science, College of Humanities and Social Sciences, submits a program review (Appendix R) [Resolution 21-08-18]
- s. Department of Watershed Sciences, S.J. and Jessie E. Quinney College of Natural Resources, submits a program review (Appendix S) [Resolution 21-08-19]
- t. Department of Mathematics and Statistics, College of Science; Departments of Economics and Finance and Data Analytics and Information Systems, Jon M. Huntsman School of Business, submits a new program review of the Master of Data Analytics degree program (Appendix T) [Resolution 21-08-20]
- u. Department of Theatre, Caine College of the Arts, submits the accreditation of the bachelor's and master's degree programs (Appendix U) [Resolution 21-08-21]
- v. Department of Wildland Resources, S.J. and Jessie E. Quinney College of Natural Resources, submits the accreditation of the Forest Ecology and Management Bachelor of Science degree program (Appendix V) [Resolution 21-08-22]

Action: Trustee John Ferry moved to approve the Consent Agenda. Trustee David Huntsman seconded the motion. The voting was unanimous in the affirmative.

Action: Trustee John Ferry made a motion to adjourn the meeting until tomorrow. Trustee David Huntsman seconded the motion; voting was unanimous in the affirmative.

The meeting adjourned at 5:25 p.m. and will reconvene tomorrow morning.

UTAH STATE UNIVERSITY BOARD OF TRUSTEES
Utah State University, Logan, Utah
August 13, 2021

Minutes of the Regular Meeting and Workshop of the Utah State University Board of Trustees held in the Sonne Room at Utah State University reconvening at 8:23 a.m.

MEMBERS PRESENT

Kent K. Alder	Chair
John Y. Ferry	Vice Chair
Gina Gagon	
David H. Huntsman	
Kacie Malouf	
Wayne L. Niederhauser	
Steven L. Palmer	
David A. Petersen	
Jacey Skinner	
Lucas Stevens	
Tessa White	

UNIVERSITY REPRESENTATIVES PRESENT

Neil N. Abercrombie	Vice President, Government Relations
Noelle E. Cockett	President
David T. Cowley	Vice President, Business and Finance
Teresa Denton	Staff Assistant Senior
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
Laurens H. Smith	Vice President, Statewide Campuses
Scott Theurer	Board of Higher Education, Member
Robert W. Wagner	Vice President, Academic and Instructional Services

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

II. BOARD OF TRUSTEES REGULAR MEETING (continued)

A. ACTION AGENDA

1. Utah State University 2021-22 Budgets (Appendix W) [Resolution 21-08-23]

Vice President Dave Cowley stated that USU's appropriated budget requires approval from the Board of Trustees. This budget is appropriated from the legislature to USU from state tax funds and tuition. The Logan campus receives 75% of the budget with statewide campuses receiving 13% and the remaining 11% going to special categories.

In 2002, the state of Utah covered 73% of USU's operating budget with tuition covering the rest. After several years of budget cuts, the state currently covers 55.4% of the budget with the rest coming from tuition. Personnel funding accounts for 78% of USU's budget and the remaining 22% goes toward operating expenses.

Bills affecting higher education did well in the 2020 legislative session including a 2.5% increase in state employee salaries. However, right after the legislative session, the COVID-19 pandemic began and in a special session the legislature rescinded the approved changes. The 2021 legislative session approved a 3% increase or a total of \$7.5M in tax funds for salary increases. The state legislature approves the salary increase but only funds 75% of the increase. Each institution must provide the remaining 25% through tuition increases.

Other approved initiatives affecting USU included monies for specific college programs, \$4M for performance funding which will be discussed later in the agenda, and just under \$17M of new on-going funds.

USU proposed a 2.9% tuition increase. Undergraduate resident students will see a 6.12% increase with 2.9% of that going to all student categories – undergraduate resident and non-resident students as well as graduate resident and non-resident students. With some student fees moving to tuition, the increase is a bit complicated this year but the base increase is 2.9%.

Action: Trustee John Ferry moved to approve the Utah State University 2021-22 Budgets. Trustee Dave Petersen seconded the motion. The voting was unanimous in the affirmative.

2. Capital Development Priority for Fiscal Year 2022-23 (Appendix X) [Resolution 21-08-24]

Vice President Cowley explained that capital development is defined as capital projects, either new or renovations, over a dollar threshold of \$3.5M. The capital development process was going to change this year; however, the pandemic has pushed that change back another year.

USU's five-year plan includes the Animal Science Building renovation. This building was built in 1918 and has never been significantly renovated. The building has historic significance and actually houses the Mathematics and Statistics Department rather than Animal Science as the building's name suggests. This building renovation will have the best chance of being funded of any other USU project.

Vice President Mica McKinney added that this historic building does not have ventilation; therefore, it has not been used during the pandemic. President Cockett said that USU would do well to invest in a 100-year-old building to be able to last another 100 years rather than building a new building. This will not add new space to campus but will preserve space that already exists.

Another project in the five-year plan is a building in Monument Valley to accommodate teaching Navajo students. The current space is an old hospital. There have been discussions with the Navajo Nation to build a better facility. The state has received \$1.5B in COVID-19 relief funding. Service to the Navajo Nation would qualify for access to these relief funds. Vice President Abercrombie added that the Navajo Nation has \$2B in American Rescue Plan Act (ARPA) funds allocated for structural projects. USU will meet with the Navajo Nation leadership to discuss these issues.

The remaining projects in the five-year plan are the Science Engineering Research (SER) Building renovation, the Business Experiential Learning Building for the Jon M. Huntsman School of Business, and the Family Life Building and the Ray B. West Building renovations.

Action: Trustee David Huntsman moved to approve the Animal Science Building renovation as USU's Capital Development Priority for Fiscal Year 2022-23. Trustee Tessa White seconded the motion. The voting was unanimous in the affirmative.

3. Proposed Research Revenue Bonds, Series 2021 (Appendix Y) [Resolution 21-08-25]

Vice President Cowley said the addition to the building at the road electricity project (ASPIRE) was already approved. However, the track specifications required a small change so final approval is needed before issuing \$9.2M in bonds. This proposal will need to go before the Board of Higher Education in their September meeting.

Vice President Abercrombie added that Boeing and John Deere are partnering in this project with the potential for more industry partners. There are some companies who have relocated to Cache Valley because of the ASPIRE research. A Kenworth semi-truck with prototype battery for testing and analysis has arrived requiring a bigger track to accommodate this larger truck.

Action: Trustee Dave Petersen moved to approve the Proposed Research Revenue Bonds, Series 2021. Trustee Gina Gagon seconded the motion. The voting was unanimous in the affirmative.

4. Performance Measures (Appendix Z) [Resolution 21-08-26]

President Cockett gave an overview of the new Utah System of Higher Education (USHE) performance measures matrix: access, timely completion, and high-yield graduates.

The access matrix measures the college-going rate of Utah high school graduates within three years of graduation from high school.

The timely completion matrix measures the number of students who complete their first post-secondary certificate or degree within 150% time or three years for associate degrees and six years for bachelor's degrees. Utah has a unique situation with youth serving missions for The Church of Jesus Christ of Latter-day Saints. Returned missionaries typically complete their bachelor's degrees in five years plus one semester which would fit better in a seven-year completion time period.

The high-yield graduates matrix measures the proportion of institutional graduates that receive degrees associated with high-wage/high-demand career fields as determined by the Utah Division of Workforce Services.

Each USHE institution must set goals now that should be reached in 2027. Institutions that met or exceeded their targets in a given year will receive performance funding from the legislature. No additional credit is given for exceeding a target in a given year; however, funding will be reduced in a fiscal year when the target is not met. USU received \$4M in performance funding last year.

USHE has set 2027 system targets and they are included in the appendix. The top table shows Utah high school freshmen within three years of graduating high school. The column labeled "2017" was calculated using 2014 high school graduation data and shows the actual number of students who enrolled at USHE institutions, enrolled at any institution (including Brigham Young University), and did not enroll in college at all. The column labeled "2020" was calculated using 2017 high school graduation data. The last column labeled "Goal 2027" shows USHE's system goals for 2024 high school graduates.

The bottom table shows underrepresented students using the same criteria. These students go to college at a lower percentage compared to their fellow high school graduates. USHE's projected goals show tremendous growth by 2027. Underrepresented students were defined differently in each matrix. Access defines underrepresented students using race/ethnicity and low income. Low income is defined as those high school students who qualify for free or price-reduced lunch.

The next table shows USU's share of the total USHE enrollment for high school graduates and underrepresented students from 2017 through 2020. Most Utah students enroll at USU within one year of graduating high school. USU's market share is declining. Market share is impacted by competitive forces including price of degree, institutional scholarships, and proximity of campuses. All Utah institutions are competing for the same Utah high school graduates in order to receive performance funding. Utah students tend to go to institutions close to their parents' residence. With the highest population along the Wasatch Front, institutions in that area have an advantage.

Other considerations in USU's declining market share are aggressive recruitment in Utah high schools and broad advertising, new programs previously available only at USU and the University of Utah being added at other institutions, and advanced degrees being added at other institutions.

The next slide graphically compares USU's current percentage of enrollment to demographic growth in Utah. Predicted population growth of residents 18-24 years of age from 2020 to 2028 will occur in areas of the state where USU receives fewer students.

USU's proposed access target will concentrate on underrepresented students. Currently, underrepresented high school graduates are 21.5% of the total number of high school graduates attending USU. The five-year goal for 2027 is an increase of underrepresented students to 25.6%.

The next matrix timely completion counts the number of students graduating within 150% time or six years for bachelor's degrees, three years for associate's degrees, and two years for certificates. Students who graduate beyond 150% time are not counted. Underrepresented students in this matrix are determined by race/ethnicity. The original intent of the student as they enter college is considered. For example, students who change from bachelor's to certificate programs are not counted.

USU currently exceeds USHE's timely completion goals and is 2.4% higher than USHE's projected five-year target. Multiple factors impact timely completion. USU's recent gain in bachelor's six-year graduation rate is due to changes in enrollment patterns (more students taking more than 15 credits per semester). The Church of Jesus Christ of Latter-day Saints' missionary age change had an impact on past timely completion. Prior to the change, returning missionary students took more than six years to complete their degrees and, therefore, were not counted.

Students taking more than 15 credits per semester have plateaued. The trend is less students taking 12 credits and more students take 15 credits per semester. In 2014 when USU implemented the tuition plateau allowing students to take more credits for the same cost, graduation rates increased significantly five years later.

When looking at underrepresented students, USU's timely completion is 0.3% higher than USHE's current rate. USU has more space to improve completion numbers with underrepresented students; however, improvements are challenging and costly. Underrepresented students need help adjusting to college life, may need to take more remedial classes, switch majors often, and feel less safe in classrooms.

Multiple factors complicate timely completion. Timely completion is measured in 2020 counts of four-year degree students who started in 2013. USU is increasing focus on retention and completion initiatives such as assigning a peer mentor. The largest loss of students is between the first and second year. USU's 2021 successes for first-year retention will not be measured until 2027. Graduation of the 2021 freshmen cohort will be measured in spring 2027.

USU's proposed timely completion target for all students is 53% and is 39% for underrepresented students.

The next matrix of high-yield graduates measures the percentage of degrees awarded each year on USHE's list of high-yield degrees. High-yield graduates are students who qualify for high wage/high demand jobs as defined by the Utah Division of Workforce Services. USU's current rate of 66% is 8.5% to 12.7% higher than USHE's current average and is 3% to 5% higher than USHE's 2027 target.

Multiple factors complicate high-yield degrees. There may be a decline at USU if new program offerings are approved at other USHE schools in areas such as business and engineering. High-yield degree goals may run counter to efforts in access and timely completion initiatives. USU targeting underrepresented students will affect access and timely completion but will not impact high-yield goals. High-yield underrepresented students are determined by race/ethnicity and gender.

USU's current high-yield degrees rate for all students is 8.5% higher than USHE's current value and 3% higher than USHE's system goal for 2027. USU's high-yield degrees rate for underrepresented graduates is 12.7% higher than USHE's current value and 5% higher than USHE's system goal for 2027. USU's proposed high-yield degrees target for 2027 is 65% for all students and 64% for underrepresented students.

USU's proposed five-year performance targets compared to USHE's five-year performance targets are:

Access – all students – USU 6.4% (USU's share); USHE 58%
Access – underrepresented students – USU 4% (USU's share); USHE 51%
Timely Completion – all students – USU 53%; USHE 50.1%
Timely Completion – underrepresented students – USU 39%; USHE 42.4%
High-Yield Awards – all students – USU 65%; USHE 63%
High-Yield Awards – underrepresented students – USU 64%; USHE 60%

Action: Trustee John Ferry moved to approve the five-year performance targets. Trustee Dave Petersen seconded the motion. The voting was unanimous in the affirmative.

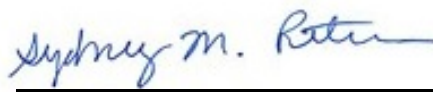
Chair Alder asked if there were any other items the Trustees would like to discuss before the meeting closed; none were mentioned.

Action: Trustee Gina Gagon made a motion to adjourn the meeting. Trustee Lucas Stevens seconded the motion; voting was unanimous in the affirmative.

The meeting adjourned at 12:43 p.m.



Kent K. Alder, Chair



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

October 15, 2021
Date Approved