

UTAH STATE UNIVERSITY BOARD OF TRUSTEES  
Utah State University, Logan, Utah  
October 15, 2021

Minutes of the Regular Meeting of the Utah State University Board of Trustees held in the University Inn Sonne Room, Utah State University, commencing at 8:30 a.m.

MEMBERS PRESENT

Kent K. Alder	Chair
Gina Gagon	
David H. Huntsman	
Kacie Malouf	
Wayne L. Niederhauser	
David A. Petersen	
Jacey Skinner	
Lucas Stevens (via zoom videoconference)	
Tessa White	

MEMBERS EXCUSED

John Y. Ferry	Vice Chair
Steven L. Palmer	

UNIVERSITY REPRESENTATIVES PRESENT

Neil N. Abercrombie	Vice President, Government Relations
Jodi Bailey	Chief Audit Executive
Lisa Berreau	Vice President, Research
Janalyn Brown	Staff Assistant III
Noelle E. Cockett	President
David T. Cowley	Vice President, Business and Finance
Teresa Denton	Staff Assistant Senior
Boyd Edwards	President, Faculty Senate
Francis D. Galey	Executive Vice President and Provost
Mica A. McKinney	General Counsel and Vice President, Legal Affairs
Katie Jo North	Executive Director of New Student Enrollment
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
Robert W. Wagner	Vice President, Academic and Instructional Services

I. BOARD OF TRUSTEES REGULAR MEETING

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

A. INTRODUCTORY ITEMS

Chair Alder introduced today's agenda.

B. STRATEGIC AGENDA

1. GRAMA and Open Public Meetings Training (Appendix A)

Under state law, Board of Trustee members are required to receive training on the Government Records Access and Management Act (GRAMA). Vice President Mica McKinney also discussed open public meeting requirements.

GRAMA is Utah's public records statute. Freedom of Information Act (FOIA) requests are for federal public records. USU is not subject to FOIA even though some records are held by federal agencies. GRAMA is based on two principles – to provide access to public records and to protect privacy of data being gathered. GRAMA is based on records that exist. Records do not need to be created in order to answer a GRAMA request.

As members of the Board of Trustees, certain personal records may be subject to GRAMA requests. Daily notes, calendars, temporary drafts, telephone calls, junk mail, and commercial publications are not considered records and cannot be requested through GRAMA. Circulated drafts, board and committee meeting handouts and presentations, and emails and texts related to trustee business are considered records and may be requested through GRAMA. These records need to be saved and secured. Even if doing trustee business on a personal email account, the email is public record and must be retained.

If Board of Trustee members receive GRAMA requests, they should be forwarded to the Legal Affairs Office for processing. Any requests from the media should be forwarded to the Marketing and Communications Office.

Board of Trustee members will receive private information particularly in closed sessions. That information is confidential and should remain secure. Laptops should not be left in cars and papers should not be left out and accessible for people to read.

Board of Trustee meetings are open public meetings. All business needs to be conducted publicly. Social gatherings are not considered public meetings. Agendas for open meetings are posted on the state and university websites at least 24 hours prior to the meeting. Any item that does not appear on the agenda may be discussed but cannot be acted upon.

A closed meeting may be held to discuss confidential matters. The meeting must start with an open meeting and a quorum of the board present, then a motion and vote to go into the closed session. If anyone disagrees with the motion for a closed session, their name and reason must be recorded. Some topics for closed sessions include personnel, legal, and property issues.

C. PRESIDENT'S REPORT

1. Information

a. Student Commendation – Emilee Matheson (Appendix B)

Emilee Matheson is a senior at USU majoring in International Business and

Political Science and minoring in Anticipatory Intelligence and Arabic. She enjoys traveling and learning about foreign languages and cultures. She speaks four languages and was twice selected for the US Department of State Critical Language Scholarship Program. She is an undergraduate research fellow in the Center for Growth and Opportunity. She plans to work in national security, the intelligence community, or international affairs and is interested in pursuing graduate studies.

b. Presidential Priorities Update (Appendix C)

President Noelle Cockett updated the board on eight of her presidential strategic priorities.

**Student Success** – student persistence (first to second semester) and retention (first to second year) are major influencers on successful student completion. The Connections program expanded to USU Eastern and was very successful. Aggie First Scholars will expand throughout the state as well. The Career Services unit is implementing career shadowing and internship opportunities. More advisors and peer mentors will be added. Need-based scholarships will be expanded.

**Post-secondary Access for Underserved Students** – under-represented students are 10% less likely to attend college. Increases in peer mentors, advisors, and retention specialists will be developed. Under-represented faculty and staff will be added to all campuses. Opportunities to stack degrees will be built; i.e., certificates leading to associate's degrees, associate's degrees leading to bachelor's degrees, etc.

**Diversity, Inclusion and Respect** – under-represented or marginalized students rate their sense of safety and belonging 6% lower than white students in a 2019 survey. The position of Vice President for Diversity, Equity, and Inclusion has been created. Aggie First Scholars, Inclusion Center, and other services for marginalized students have expanded across all campuses. A partnership with Fort Valley State University is being developed.

**Research Distinction** – USU is recognized as one of two research institutions in Utah. As Utah's land-grant institution, research focuses on relevant and applicable areas for Utah and the western United States. Faculty cluster hires have been very successful; i.e., hiring several faculty in one particular emphasis. USU will seek opportunities to increase contracts and grants. A priority will be to move from Carnegie R2 to R1 classification.

**Excellence in Land, Water, and Air** – competition for natural resources and open space is getting more restrictive and is reducing quality of life. State agencies and leaders are turning to USU for expertise.

**Outreach in Health and Wellbeing** – mental health issues and associated problems are dramatically rising across all age groups and demographics.

Extension will deliver more “train the trainer” programs; i.e., emergency preparedness, family relations, opioid addiction, and mental health first aid. These experts will go to communities and multiply the number of contacts made. USU will also increase educated workforce in social work, psychology, nursing, health care, clinical services, and nutrition and dietetics. The Sorenson Center is doing well with telehealth programming at the statewide campuses.

Comprehensive Campaign – there is significant need for expanded financial resources to address declining state support, increasing expenses, and expanding scholarships. The next comprehensive campaign will focus primarily on student scholarships and fellowships as well as experiential learning programs. The campaign launch was delayed due to the pandemic. Current plans are to launch the campaign next fall.

Competitiveness in Mountain West Conference – the Mountain West Conference will likely realign in 2024-25 to position itself as the premier conference among the non-autonomous conferences. USU will prioritize private fundraising, recruit and retain top coaches and athletic staff, invest in academic resources for student athletes, increase quality of facilities, and improve involvement and participation in athletic events.

Trustee Dave Petersen suggested periodically following up to see how these goals are progressing. President Cockett stated that she envisions a dashboard for each priority that will be presented to the Board of Trustees periodically. Trustee Jacey Skinner asked that the percentages be quantified on the dashboard.

Trustee Tessa White suggested that it would be more effective for the Board of Trustees to focus on one or two priorities that are more critical to the university.

Chair Alder assigned the Executive Committee to determine priorities for the Board of Trustees to narrow its focus and present those priorities to the board at a later meeting.

## 2. Recent Events

- a. Economic Development Corporation of Utah Board of Trustees Virtual Meeting – July 13, 2021
- b. Utah Board of Higher Education Meetings at Utah State University – July 16, 2021
- c. Remarks at USU Summer Citizens Closing Social – July 22, 2021
- d. Speak at National Historically Black Colleges & Universities Foundation Virtual 7<sup>th</sup> National Conference – August 7, 2021
- e. Panelist at Transgenic Animal Research Virtual Conference – August 12, 2021
- f. Envision Utah Executive Committee Virtual Meeting – August 12, 2021
- g. USU Board of Trustees Meeting and Workshop – August 13, 2021
- h. Speak at Department Head Retreat – August 16, 2021

- i. Host and Welcome Remarks at New Faculty Dinner – August 16, 2021
- j. Opening Remarks at Blue Plate Research Virtual Session – August 19, 2021
- k. Utah Board of Higher Education Virtual Committee Meetings – August 20, 2021
- l. Speak at Connections Luminary – August 27, 2021
- m. Football – North Dakota at USU – September 10, 2021
- n. Welcome Remarks at Post-Doctoral Research Fellows Dinner, President's Home – September 14, 2021
- o. Utah Board of Higher Education Virtual Meetings – September 16-17, 2021
- p. Football – USU at Air Force – September 18, 2021
- q. USU Foundation Board Meeting and Dinner – September 24, 2021
- r. Football – Boise State University at USU – September 25
- s. Panelist at Experiment Station Section Annual Meetings, Lake Tahoe, California – September 28, 2021
- t. Football – Brigham Young University at USU – October 1, 2021
- u. USU Staff Retirement Dinner – October 7, 2021
- v. Speak at Religion in Life – October 8, 2021
- w. Speak at USU 2<sup>nd</sup> Annual Celebration of World Mental Health Day – October 11, 2021
- x. EDCUtah Quarterly Board of Trustees Meeting, Salt Lake City, Utah – October 12, 2021
- y. USU Board of Trustees, October 15, 2021

### 3. Upcoming Events

- a. Football – USU at UNLV – October 16, 2021
- b. Opening Remarks at Research Landscapes, Salt Lake City, Utah – August 21, 2021
- c. Football – Homecoming - Colorado State at USU – October 22, 2021
- d. USU Homecoming Events – October 22-23, 2021
- e. Speak at Alumni Association Cap and Gown Ceremony – October 23, 2021
- f. Institute of Government and Politics 10-year Anniversary – Washington, D.C. – October 28-29, 2021
- g. Football – Hawaii at USU – October 30, 2021
- h. Football – USU at New Mexico State – November 6, 2021
- i. Association of Public Land-grant Universities Board of Directors Virtual Meeting – November 10, 2021
- j. Football – USU at San Jose State – November 13, 2021
- k. Association of Public Land-grant Universities Annual Meetings – November 14-17, 2021
- l. Northwest Commission on Colleges and Universities Virtual Annual Conference – November 17-19, 2021
- m. Space Dynamics Laboratory Board of Directors Dinner – November 15, 2021
- n. Envision Utah Executive Committee Virtual Meeting – November 18, 2021
- o. Utah Board of Higher Education Meetings, Davis Technical College, Kaysville, Utah – November 19, 2021
- p. Football – Wyoming at USU – November 20, 2021\
- q. Football – USU at New Mexico – November 26, 2021

r. USU Board of Trustees, December 3, 2021

D. CHAIR'S REPORT

1. Broadcasting Ownership Questionnaire

The Board of Trustees is deemed the owner of the campus radio station. The FCC requires that this questionnaire be completed.

2. Next Meeting of the Board of Trustees will be on December 3, 2021

3. Committee Reports

a. Executive Committee

Chair Alder stated that the Executive Committee discussed shortages of nurses and welders in Price. Vice President Dave Cowley presented the capital expenditures for the next five years – the Animal Science Building is first on USU's capital expenditure priority. The Monument Valley Building is next in priority. The Science Engineering Building and the Business Experiential Building are also priorities.

b. Academic Approval Committee

Trustee Wayne Niederhauser stated that the actions from this committee are included on the consent and action agendas.

c. Audit, Risk and Compliance Committee

Trustee Dave Petersen stated that there are a few items on the consent agenda. The Annual External Audit Report was accepted by the committee. The IT Auditing Plan considers two items: the level of IT decentralization on campus and data security. Jodi Bailey updated the committee on the internal audit program. Vice President McKinney updated them on risk assessment and compliance.

d. Honorary Degrees, Awards and Recognition Committee

Vice Chair John Ferry was ill and not able to provide a committee update.

e. Recruitment, Retention and Completion Committee

Trustee Gina Gagon stated that the recruiting season is in full swing. There will be 29 enrollment open houses across the country between now and Thanksgiving. Fall 2021 first-time enrollment is stable but down slightly from Fall 2020. Total enrollment is down about 1%. Graduate student enrollment and net tuition revenue are up from last year. Fall 2022 enrollment goals are aggressive. It seems that students are staying home or taking a gap year due to the pandemic. The new USU Promise Scholarship will go to students who qualify for Pell Grants with USU meeting the difference.

Retention for Fall 2020 was 74.24% and 66.79% for first-generation college students.

f. Student Health, Safety and Well-being Committee

Trustee David Huntsman stated that USU's Counseling and Psychological Services (CAPS) program is a first line of defense and very proactive. Resources are being used more than ever before. Students are generally happy and glad to be back in the classroom and engaged in activities. Socializing is not back to normal yet. Students who are fearful and apprehensive are taking advantage of online classes. Reports about students of concern have doubled since last year.

g. Marketing and Communications Committee (Appendix D)

Trustee Jacey Skinner stated that the committee focused on enrollment marketing. Vice President Bill Plate gave a presentation on their efforts.

The University Marketing and Communications Office (UMAC) collaborates with the Admissions Office for enrollment marketing. Direct mail and events communications have increased. Email is preferred by students while paper communication is preferred by parents. Text communications have increased. The platform USU uses allows for two-way communication and USU has received a 50% response rate.

The Admissions website allows prospective students to see a virtual campus tour. In-person campus tours were reinstated and may be scheduled on the website along with 15-minute online appointments with members of the recruitment team.

There is a social-media type platform for parents to communicate with USU. Information about events, vaccines, and updates are sent to parents with 43% of prospective student's parents involved.

UMAC is running a digital advertising campaign including displays, videos, and searches. USU produced 23 how-to videos for YouTube to help students with applications, financial aid, diversity and inclusion.

Open house recruiting has been difficult with the pandemic. Upcoming open houses are scheduled in Lehi, Logan, and Layton. On campus True Blue Events target on-campus events and groups. USU hosted the High School Leadership Conference on campus allowing high school leaders to experience USU first hand. The Ambassadors Program receives 800 applications every year but only accepts 25 students into the program per year. These ambassadors lead campus tours, host events with President Cockett, and make phone calls. About 80% of prospective students who visit campus end up applying.

*The College Tour* is a 30-minute video segment series on Amazon Prime that helps elevate the reputation of the institution. The USU segment was

filmed in July and features ten two-minute student segments. USU's segment will be Episode 1 of Season 3. This is a big opportunity to recruit out-of-state students.

Social media has received a lot of focus because a big audience can be reached with a relatively small investment. USU has a specific strategy for each channel. A lot of alumni interact through social media as well.

Aggie Impact spots are available on the website. Views may be tracked through Google funnel to see where viewers go after viewing the spots. Spots are also on billboards along I-15. Multiple billboards in a row are used where drivers can get a better story rather than just a single billboard view.

USU contracted with Google Search to allow USU ads to be one of the first few options in a search result. Even when searchers look for competing institutions, USU's ad will be in the top results.

#### 4. Technical College Board Reports

Trustee Gina Gagon stated that the Uintah Basin Tech College's (UBTC) strategic plan is to increase certificate program completers and to establish partners for each certificate program. The current focus is to get UBTC's certificates to transfer to USU for stackable degrees – certificate's leading to associate's degree programs at USU.

Trustee John Ferry serves on the Bridgerland Tech College (BTC) Board. Executive Vice President and Provost Frank Galey stated that there are a number of articulation agreements with BTC. Several of BTC's certificates segue into applied sciences associate's and bachelor's degree programs.

Trustee Dave Petersen stated that the Tooele Tech College has a great culture and the community rallies around it. However, the community seems to lack support for stackable degrees.

#### E. CONSENT AGENDA

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

1. Minutes from the Regular Meeting and Workshop held on August 12-13, 2021
2. Minutes from the Closed Session held on August 12, 2021
3. Minutes of the Special Meeting held on August 27, 2021
4. Re-appointment of Gen. Bruce Carlson as Director to the USU SDL Board of Directors for three-year term (Appendix E) [Resolution 21-10-01]
5. Academic Proposal/Program Reviews



- a. Career Services, Office of the Executive Vice President and Provost, proposes changing the name from Career Services to Career Design Center (Appendix F) [Resolution 21-10-02]
  - b. Department of Aviation and Technical Education, College of Agriculture and Applied Sciences, submits the Professional Pilot Degree program review (Appendix G) [Resolution 21-10-03]
  - c. Department of Human Development and Family Studies, Emma Eccles Jones College of Education and Human Services, submits the program review (Appendix H) [Resolution 21-10-04]
6. Policy 330 Telework (Appendix I) [Resolution 21-10-05]

Action: Trustee Dave Petersen moved to approve the Consent Agenda. Trustee Gina Gagon seconded the motion. The voting was unanimous in the affirmative.

F. ACTION AGENDA

1. Non-state Funded Capital Development Projects (Appendix J) [Resolution 21-10-06]

The Animal Science Building renovation is going forward as the state-funded request. There are two other projects that will not seek state funding.

Nora Eccles Harrison Museum of Art Education and Research Center – This project is a two-story building with a basement addition located to the west of the Fine Arts Center complex. There will be space for a significant newly donated collection of art.

The building will also support teaching, learning, and research for the university and community. The main floor will include a classroom, research library, and visible storage area. The second floor will include an area for K-12 students to participate in art appreciation and hands-on art projects. The basement will include a compact storage area that will be temperature and humidity controlled and will not be available to the public.

The total budget is \$6.05M with a request to the state for operating and maintenance funds of \$65,961 per year. The lead gift is from one donor for a pledge of \$2.8M. The remaining amount will come from several additional donors.

The donated art is consistent with the art that is in the museum now – California art, mid-century to modern, western artists – and is of tremendous value.

Maverik Stadium Enhancements – This project enhances access and services on the east side of Maverik Stadium including adding ADA seating at several levels,

increasing the number of restrooms, addressing crowd circulation issues, and improving the concessions area on the south concourse.

This project will cost \$7M with no request to the state for operating and maintenance funding. Funds will come from restructuring bonds that exist on the stadium. The bonds are repaid by an existing student fee. Funds from the student fee allow improvements to be made on athletic facilities about every ten years.

Action: Trustee David Huntsman moved to approve the Non-state Funded Capital Development Projects. Trustee Kacie Malouf seconded the motion. The voting was unanimous in the affirmative.

2. USU Logan Campus and Statewide Campuses Master Plans and Update on the Innovation Campus (Appendix K) [Resolution 21-10-07]

The Logan campus is divided into districts for planning purposes. Improvements to the Innovation Campus, East Gateway, and Utilities districts have been completed. Current improvements target the Housing and Central Academic Core districts.

Statewide Campuses Master Plans are periodically updated with the latest being the Salt Lake Center in Taylorsville. Each campus is reviewed about every ten years.

Projects recently completed include the Biology and Natural Resources Building renovation, the Space Dynamics Lab Buildings 416 and 1500, and the Gateway Parking Terrace.

Projects under construction are the Mountain View Tower Residence Hall replacement, the Space Dynamics Lab Building 1480, the Information Technology Services Building, and the Moab Academic Building.

Projects in design are the Mehdi Heravi Teaching and Learning Center, the Electrified Vehicle Roadway addition, and the Equine and Human Science Center Arena in Wellsville.

Action: Trustee Tessa White moved to approve the USU Logan Campus and Statewide Campuses Master Plans and Update on the Innovation Campus. Trustee Gina Gagon seconded the motion. The voting was unanimous in the affirmative.

3. Statewide Federal Compliance Audit (Single Audit) Report (Appendix L) [Resolution 21-10-08]

The Statewide Federal Compliance Audit Report was reviewed in the Audit, Risk, and Compliance Committee Meeting. The committee requested that the Board to accept the report.

Action: Trustee Dave Petersen moved to accept the Statewide Federal Compliance Audit (Single Audit) Report. Trustee Kacie Malouf seconded the motion. The voting was unanimous in the affirmative.

4. Faculty and Staff Adjustment (Appendix M) [Resolution 21-10-09]
  - a. Change in Title or Assignment – Courtney G. Flint to be Professor with tenure in Department of Environment and Society, S.J. and Jessie E. Quinney College of Natural Resources. This tenure decision is a result of a transfer to a new academic department.

Action: Trustee Tessa White moved to approve the Faculty and Staff Adjustment. Trustee David Huntsman seconded the motion. The voting was unanimous in the affirmative.

#### G. WRAP-UP DISCUSSION

Board of Trustees members would like to look at the statutory perspective of the board's responsibilities and merge that view with President Cockett's priorities in order to select one or two priorities on which to work. Board of Higher Education representatives will be invited to a future meeting to discuss how the Board of Trustees fits with the Utah System of Higher Education.

Chair Alder would like to invite USU's academic deans to attend a future meeting to discuss the vision of their college. This will provide board members insight into the level of administration that works closest with students.

Chair Alder suggested that at a future meeting an agenda item include a discussion on how statewide campuses are helping to achieve President Cockett's priorities.

Board of Trustees members requested training on diversity and inclusion. The President's Executive Committee will receive this training in the near future and the Board of Trustees members will be invited to join that training.

Trustee Lucas Stevens stated that USU Eastern held a special election to join the USU Student Association. In the past, USU Eastern has had their own student body president and student association with no representation on the USU Student Board. Now, on a student level, all statewide campuses are unified in one student association and are all represented equally.

#### H. INFORMATION AGENDA

1. Policy 540 University Social Media Accounts (Appendix N)
2. Leased Facilities Report (Appendix O)
3. Auxiliary and Service Enterprises Reports for FY2020-21 (Appendix P)

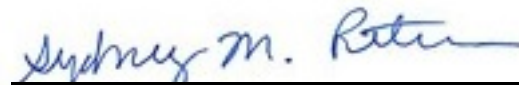
4. Report of Investments for March 2021 (Appendix Q)
5. Report of Investments for April 2021 (Appendix R)
6. Report of Investments for May 2021 (Appendix S)
7. Report of Investments for June 2021 (Appendix T)

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

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

The meeting adjourned at 2:26 p.m.

  
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Kent K. Alder, Chair

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

December 3, 2021  
Date Approved