

UTAH STATE UNIVERSITY BOARD OF TRUSTEES
Utah State University, Logan, Utah
January 8, 2021

Minutes of the Regular Meeting of the Utah State University Board of Trustees held via videoconference commencing at 8:40 a.m.

MEMBERS PRESENT

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

MEMBERS EXCUSED

Terryl Warner

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
Amanda DeRito	Associate Vice President for Communications
Rene Eborn	Special Assistant to Vice President for Strategic Initiatives
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	Interim Vice President, Statewide Campuses
Timothy Taylor	President, Faculty Senate
Scott Theurer	Board of Higher Education Representative
Robert W. Wagner	Vice President, Academic and Instructional Services
Kenneth L. White	Vice President, Extension; Dean, College of Agriculture and Applied Sciences; Director, Agricultural Experiment Station
Matthew T. White	Vice President, University Advancement

OTHERS PRESENT

Marjorie Cortez	Deseret News
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Chair Burnett 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 John Ferry seconded the motion. The voting was unanimous in the affirmative.

Chair Burnett reopened the Regular Meeting at 9:30 a.m., thanking those present for their attendance.

I. CHAIR'S REPORT

A. Information Item

1. Welcome

Chair Burnett welcomed Scott Theurer, USU's liaison with the State Board of Higher Education, and Marjorie Cortez, reporter with the Deseret News. Trustee Terry Warner was excused for medical reasons.

2. The Next Board of Trustees Meeting will be held on March 5, 2021

B. Committee Reports

1. Academic Approval Committee Report

Trustee John Ferry reported that there are quite a few academic proposals on the consent agenda. The proposals for certificate programs are credited to college deans who are responding to the dynamics of the economy and society.

2. Recruitment, Retention and Completion Committee Report

Trustee Gina Gagon reported that the committee focused on statewide campuses. The statewide system has been in place for over 100 years with 30 campuses and centers, 2 residential campuses, 4,500 students, 166 faculty, and 123 programs ranging from certificates to doctoral programs. Vice President Robert Wagner's team has taken a strategic approach to increase enrollments. In-person events were successfully adjusted in response to the COVID-19 pandemic. A new position was added for Director of Statewide and USU Online Recruitment. Enrollment in the statewide system increased by 5% from 2019 to 2020.

3. Audit, Risk and Compliance Committee Report

Trustee Kent Alder reported that the committee reviewed the report to the Board of Higher Education to be given in March. Jodi Bailey, Chief Audit Executive, updated the internal audit quality improvement efforts. Vice President Mica McKinney updated risk management efforts particularly related to the COVID-19 pandemic. Vice President Dave Cowley presented the external audit report. The committee gave its support and placed it on this meeting's action agenda.

4. Student Health, Safety and Well-being Committee Report

Trustee David Huntsman reported that Scott Deberard, Executive Director of Counseling and Psychological Services, reviewed national 2020 statistics compared to 2019. A high percentage of students experienced anxiety and depression making it difficult for them to function and impairing their academic studies. USU's Counseling and Psychological Services (CAPS) focused specifically on identifying problems in mental and emotional health, doing early intervention and teaching skills to deal with pressures. The number of people being treated is higher than it has been historically. Resiliency has been up during this time. Binge drinking has gone down significantly because students are at home with their families around them for support.

President Cockett added that during the COVID-19 pandemic counseling appointments have been held virtually with great success. A large percentage of students prefer virtual appointments rather than face-to-face interactions.

II. PRESIDENT'S REPORT

A. Vice President Report

1. Information

President Cockett indicated that the spring semester start date has been postponed by eight days and will start on Tuesday, January 19, 2021, following the Martin Luther King holiday. Enrollment for spring is strong but down about 1% from the previous year. The enrollment decrease is understandable with the COVID-19 pandemic. As students and faculty return to campus, everyone will be tested for COVID-19 on the Logan, Blanding, and Brigham City campuses. Uintah Basin and Tooele campuses will test in conjunction with the local tech college because they share nursing programs and the nursing students play a key role at testing sites. Last semester USU issued over 20,000 tests to students, faculty, and staff. Spring activities will be restricted with the present case numbers. Graduation activities are being discussed. With the success of fall semester, classes will continue to be delivered as planned.

2. Vice President Neil Abercrombie, Government Relations

Vice President Abercrombie stated that with the federal government most of the time was spent in advocating and negotiating on continued COVID-19 relief funding. This funding helps defer the costs USU incurred keeping the campus open and operational. Congress passed \$22B of relief funding for higher education. The formula for distribution of funds is student enrollment, FTE, and headcount. USU will receive \$30M.

The state legislative session is 11 days away. Vice President Abercrombie thanked the board members for their help with networking and using their expertise to advance USU's agenda. The state of Utah has done well financially considering the pandemic and other challenges. USU's agenda includes items that were funded last year but pulled when the pandemic started as well as a few new items.

The legislature has limited on-going funding but a decent amount of one-time funds.

USU has a great list of items that reflect the diversity and expertise of USU. Vice President Abercrombie is working with the governor for funding for the San Rafael Research Center in Emery County for new equipment in coal combustion testing. Dr. Susan Madsen has been working with the governor for funding to expand her research in Extension.

An exciting initiative will partner USU with a local company, EP Systems, along with Boeing and the research center ASPIRE to look at electrification of aircraft. The goal is to convert some of our aircraft fleet to electric. EP Systems moved to Logan because of USU's research and the ASPIRE center.

The budget from the Utah System of Higher Education (USHE) will use measurement and a matrix to move toward performance-based funding where graduation and completion of students will have more impact on an institution's funding. Other USHE priorities include compensation and health benefits for employees.

Last year, funding was approved for the Global Communication and Cultural Complex; however, approval was retracted when the pandemic started. This year USU will advocate for the return of the \$14.5M funding that was approved last year.

Vice President Abercrombie does not know how interaction with the legislature will take place with the pandemic. There will probably be a mixture of in-person and virtual meetings. Events such as Posters on the Hill and the annual Aggie Ice Cream Day will not take place.

President Cockett added that the first round of COVID-19 aid funding resulted in \$7.7M distributed directly to 9,500 students. Vice President Matthew White and the Advancement group prioritized emergency hardship funds. Vice President James Morales distributed funds to an additional 3,500 students. The second round of aid funds will be dispersed directly to students.

Trustee Niederhauser explained that the ASPIRE research mentioned by Vice President Abercrombie is amazing research conducted by Dr. Regan Zane, USTAR Professor, who received a National Science Foundation grant of \$50M. USU is the world's epicenter for electrification of transportation. Utah is in a prime situation with Inland Port and other initiatives, as well as the Olympics, to become zero emissions.

B. Recent Events

1. Utah System of Higher Education Virtual Town Hall for Southeast Utah Region – October 20, 2020
2. Utah System of Higher Education Virtual Town Hall for Logan Region – October 21, 2020
3. Inaugural Professor Lecture, Steven P. Camicia – October 22, 2020

4. Football – USU at Boise State - October 24, 2020
5. USU Inclusive Excellence Virtual Symposium – October 26-30, 2020
6. 2020 Utah Economic & Energy Virtual Summit – October 26, 2020
7. Commission on Food, Environment, & Renewable Resources (CFERR) Virtual Executive Committee Meeting – October 26, 2020
8. Higher Education Strategic Planning Commission Virtual Meeting – October 28, 2020
9. Association of Public Land-Grant Universities Virtual Board Meeting – October 29, 2020
10. Utah Board of Higher Education Virtual Town Hall for Salt Lake/Tooele Region – October 29, 2020
11. Inaugural Professor Lecture, Corey Christiansen – October 29, 2020
12. Football - San Diego State at USU – October 31, 2020
13. Regence BlueCross BlueShield Community Board Virtual Meeting – November 4, 2020
14. Northwest Commission on Colleges and Universities Data Council Virtual Meeting – November 4, 2020
15. Inaugural Professor Lecture, Matthew Sanders – November 5, 2020
16. Football – USU at University of Nevada – November 5, 2020
17. Association of Public Land-Grant Universities Virtual Annual Meetings – November 9-11, 2020
18. Football – Fresno State at USU – November 14, 2020
19. Inaugural Professor Lecture, Sterling Bone – November 16, 2020
20. Inaugural Professor Lecture, Kevin R. Olson – November 17, 2020
21. Northwest Commission on Colleges and Universities Annual Virtual Conference – November 18-20, 2020
22. Opening Remarks at Virtual Research Landscapes – November 18, 2020
23. Inaugural Professor Lecture, Shane Graham – November 18, 2020
24. Inaugural Professor Lecture, Joseph (Earl) Creech – November 19, 2020
25. Utah Board of Higher Education Committee Virtual Meeting – November 20, 2020
26. Men’s Basketball – Bad Boy Mower Crossover Classic – November 25-27, 2020
27. Football – New Mexico at USU – November 26, 2020
28. Football – Air Force at USU – December 3, 2020
29. Men’s Basketball – BYU at USU – December 5, 2020
30. Women’s Basketball – BYU at USU – December 7, 2020
31. Men’s Basketball – College of Idaho at USU – December 8, 2020
32. Football – USU at Colorado State – December 12, 2020
33. Women’s Basketball – UTEP at USU – December 13, 2020
34. Northwest Commission on Colleges and Universities Virtual Meeting – December 15, 2020
35. Presidents’ Alliance Steering Committee Conference Call – December 16, 2020
36. Utah Board of Higher Education Virtual Meeting – December 18, 2020
37. Northwest Commission on Colleges and Universities Data Council Virtual Meeting – December 18, 2020
38. Women’s Basketball – USU at San Jose State – December 21, 2020
39. Men’s Basketball – San Jose State at USU – December 21, 2020
40. Women’s Basketball – USU at San Jose State – December 23, 2020
41. Men’s Basketball – San Jose State at USU – December 23, 2020
42. Women’s Basketball – Air Force at USU – December 31, 2020
43. Men’s Basketball – USU at Air Force – December 31, 2020

44. Women's Basketball – Air Force at USU – January 2, 2021
45. Men's Basketball – USU at Air Force – January 2, 2021
46. Men's Basketball – USU at New Mexico – January 6, 2021 (game was played in Lubbock, Texas)
47. Women's Basketball – New Mexico at USU – January 7, 2021
48. USU Board of Trustees Regular Meeting – January 8, 2021

C. Upcoming Events

1. Men's Basketball – USU at New Mexico – January 8, 2021 (game will be played in Lubbock, Texas)
2. Women's Basketball – New Mexico at USU – January 9, 2021
3. Northwest Commission on Colleges and Universities Virtual Board Meeting – January 13-15, 2021
4. Opening Remarks at Blue Plate Research Virtual Session – January, 13, 2021
5. Utah System of Higher Education Innovation Task Force Virtual Meeting – January 14, 2021
6. Women's Basketball – USU at San Diego State – January 14, 2021
7. Men's Basketball – San Diego State at USU – January 14, 2021
8. Utah Board of Education/Student Safety Summit – January 15, 2021
9. Women's Basketball – USU at San Diego State – January 16, 2021
10. Men's Basketball – San Diego State at USU – January 16, 2021
11. Men's Basketball – Colorado State at USU – January 19, 2021
12. Women's Basketball – USU at Colorado State – January 20, 2021
13. Men's Basketball – Colorado State at USU – January 21, 2021
14. Association of Public Land-Grant Universities Board of Directors Virtual Special Meeting – January 22, 2021
15. Women's Basketball – USU at Colorado State – January 22, 2021
16. Women's Basketball – UNLV at USU – January 25, 2021
17. Men's Basketball – USU at UNLV – January 25, 2021
18. Women's Basketball – UNLV at USU – January 27, 2021
19. Men's Basketball – USU at UNLV – January 27, 2021
20. Utah System of Higher Education Innovation Task Force Virtual Meeting – January 29, 2021
21. Women's Basketball – Fresno State at USU – February 4, 2021
22. Men's Basketball – USU at Fresno State – February 4, 2021
23. Women's Basketball – Fresno State at USU – February 6, 2021
24. Men's Basketball – USU at Fresno State – February 6, 2021
25. President's Alliance on Higher Education Steering Committee Call – February 10, 2021
26. Men's Basketball – USU at Wyoming – February 10, 2021
27. Remarks at Tuition Review Committee – February 11, 2021
28. Women's Basketball – USU at Wyoming – February 11, 2021
29. Men's Basketball – USU at Wyoming – February 12, 2021
30. Women's Basketball – USU at Wyoming – February 13, 2021
31. Association of Public Land-Grant Universities Meeting – Date TBD
32. USUSA Executive Council Meeting – February 16, 2021
33. Presidents' Alliance Steering Committee Call – February 17, 2021
34. Men's Basketball – USU at Boise State – February 17, 2021
35. Women's Basketball – Boise State at USU – February 18, 2021

36. Utah Board of Higher Education Committee Meeting – February 19, 2021
37. Men’s Basketball – USU at Boise State – February 19, 2021
38. Women’s Basketball – Boise State at USU – February 20, 2021
39. Women’s Basketball – USU at Nevada – February 25, 2021
40. Men’s Basketball – Nevada at USU – February 26, 2021
41. Women’s Basketball – USU at Nevada – February 27, 2021
42. Men’s Basketball – Nevada at USU – February 28, 2021
43. Opening Remarks at Virtual Research Landscapes – March 2, 2021
44. Remarks at Truth in Tuition Hearing – March 3, 2021
45. USU Board of Trustees Regular Meeting – March 5, 2021

III. CONSENT AGENDA

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

- A. Minutes from the Regular Meeting held on October 16, 2020
- B. Minutes from the Closed Session held on October 16, 2020
- C. Minutes from the Emergency Meeting held on December 12, 2020
- D. Minutes from the Closed Session held on December 12, 2020
- E. Academic Proposals
 1. Department of Aviation and Technical Education, College of Agriculture and Applied Sciences, proposes changing the name of the Certificate of Proficiency in Police Officer Standards and Training to Peace Officer Standards and Training [Resolution 21-01-01] (Appendix A)
 2. Department of Applied Economics, College of Agriculture and Applied Sciences, proposes creating an Institutional Certificate of Proficiency in the area of Small Firm Management [Resolution 21-01-02] (Appendix B)
 3. Department of Applied Economics, College of Agriculture and Applied Sciences, proposes changing the name of the Applied Economics-Small Firm Management minor to Small Firm Management minor [Resolution 21-01-03] (Appendix C)
 4. Department of Data Analytics and Information Systems, Jon M. Huntsman School of Business, proposes establishing an emphasis in Cybersecurity within the Information Systems undergraduate degree program [Resolution 21-01-04] (Appendix D)
 5. Department of Data Analytics and Information Systems, Jon M. Huntsman School of Business, proposes establishing an emphasis in Data Engineering within the Information Systems undergraduate degree program [Resolution 21-01-05] (Appendix E)

6. Department of Data Analytics and Information Systems, Jon M. Huntsman School of Business, proposes establishing a Web Development emphasis within the Information Systems undergraduate degree program [Resolution 21-01-06] (Appendix F)
7. Department of Data Analytics and Information Systems, Jon M. Huntsman School of Business, proposes restructuring and changing the existing degree program name from Management Information Systems to Information Systems [Resolution 21-01-07] (Appendix G)
8. Department of Marketing and Strategy, Jon M. Huntsman School of Business, proposes creating a Consulting Minor [Resolution 21-01-08] (Appendix H)
9. Center for Persons with Disabilities, Emma Eccles Jones College of Education and Human Services, proposes changing the name of the Center for Persons with Disabilities to the Institute for Disability Research Policy and Practice [Resolution 21-01-09] (Appendix I)
10. Department of Special Education and Rehabilitation Counseling, Emma Eccles Jones College of Education and Human Services, proposes restructuring and name change for the Certificate of Proficiency in Rehabilitation Counseling to Certificate of Proficiency in Rehabilitation and Disability Studies [Resolution 21-01-10] (Appendix J)
11. School of Teacher Education and Leadership, Emma Eccles Jones College of Education and Human Services, proposes creating an Education Paraprofessional Certificate of Completion [Resolution 21-01-11] (Appendix K)
12. Center for Intersectional Gender Studies and Research, College of Humanities and Social Sciences, proposes a name change from the Center for Women and Gender to the Center of Intersectional Gender Studies and Research [Resolution 21-01-12] (Appendix L)
13. Center for Intersectional Gender Studies and Research, College of Humanities and Social Sciences, proposes discontinuing the Minor in Women and Gender Studies [Resolution 21-01-13] (Appendix M)
14. Center for Intersectional Gender Studies and Research, College of Humanities and Social Sciences, proposes creating a Certificate of Proficiency in Inclusive Leadership [Resolution 21-01-14] (Appendix N)
15. Center for Intersectional Gender Studies and Research, College of Humanities and Social Sciences, proposes creating a Minor in Sexuality Studies [Resolution 21-01-15] (Appendix O)
16. Center for Intersectional Gender Studies and Research, College of Humanities and Social Sciences, proposes creating a Minor in Intersectional

Gender Studies [Resolution 21-01-16] (Appendix P)

17. Departments of English and Journalism and Communication, College of Humanities and Social Sciences, proposes creating a Certificate of Proficiency in Digital Writing and Publication [Resolution 21-01-17] (Appendix Q)
 18. Department of Languages, Philosophy and Communication Studies, College of Humanities and Social Sciences, proposes creating a Certificate of Proficiency in Teaching English to Speakers of Other Languages [Resolution 21-01-18] (Appendix R)
 19. Departments of Languages, Philosophy and Communication Studies, Political Science and Economics and Finance, College of Humanities and Social Sciences and Jon M. Huntsman School of Business, proposes creating a Certificate of Proficiency in Philosophy, Politics and Economics [Resolution 21-01-19] (Appendix S)
 20. Department of Sociology, Social Work and Anthropology, College of Humanities and Social Sciences, proposes creating a Certificate of Proficiency in Social Analytics [Resolution 21-01-20] (Appendix T)
 21. Department of Sociology, Social Work and Anthropology, College of Humanities and Social Services, proposes creating a new Department of Social Work by dividing the Department of Sociology, Social Work and Anthropology into the Department of Social Work and the Department of Sociology and Anthropology [Resolution 21-01-21] (Appendix U)
 22. Department of Biology, College of Science, proposes discontinuing the Biology: Environmental Bachelor of Arts and Bachelor of Science programs [Resolution 21-01-22] (Appendix V)
 23. Department of Biology, College of Science, proposes changing the name of the Ecology/Biodiversity Bachelor of Arts and Bachelor of Science to Ecology and Evolutionary Biology Bachelor of Arts and Bachelor of Science [Resolution 21-01-23] (Appendix W)
 24. Department of Computer Science, College of Science, proposes restructuring the Master of Computer Science program to a 33-credit professional, coursework-only degree [Resolution 21-01-24] (Appendix X)
 25. Department of Geosciences, College of Science, proposes adding a GeoWorkforce emphasis to the existing Bachelor of Arts and Bachelor of Science degrees in Geology [Resolution 21-01-25] (Appendix Y)
- H. Bad Debt Write-off Recommendations for Fiscal Year Ending 30 June 2020 [Resolution 21-01-26] (Appendix Z)
- I. Report of Institutional Discretionary Funds [Resolution 21-01-27] (Appendix AA)

J. Capital Improvement Priority List for FY22 [Resolution 21-01-28] (Appendix BB)

Action: Trustee Wayne Niederhauser moved to approve the Consent Agenda. Trustee Sami Ahmed seconded the motion. The voting was unanimous in the affirmative.

IV. ACTION AGENDA

A. Academic Proposal

1. Departments of Electrical and Computer Engineering and Mechanical and Aerospace Engineering, College of Engineering, proposes creating a Master of Science degree in Space Systems Engineering [Resolution 21-01-29] (Appendix CC)

Trustee John Ferry explained that this master's degree program is a result of the Space Dynamics Lab (SDL) and a collaboration of different departments putting together a degree for space exploration.

Executive Vice President and Provost Francis Galey added that the departments of Mechanical and Aerospace Engineering and Electrical Engineering collaborated with aerospace companies who are looking for engineers who have expertise in aerospace and electrical engineering and also have a master's-level education. Successful candidates will be able to look at the whole system while programs are assembled. This program is a result of industry and workforce need and demand. USU has all the expertise needed for this program and will package it for a higher master's-level program.

Action: Trustee John Ferry moved to accept the Academic Proposal. Trustee Gina Gagon seconded the motion. The voting was unanimous in the affirmative.

B. Faculty and Staff Adjustment [Resolution 21-01-30] (Appendix DD)

1. Teppo Felin to be Professor with tenure, and as the inaugural Douglas D. Anderson Endowed Professor, Department of Marketing and Strategy, Jon M. Huntsman School of Business; effective 01 July 2021. M.B.A. Brigham Young University, 2000; Ph.D. University of Utah, 2005

Executive Vice President and Provost Galey indicated that this faculty appointment includes the granting of tenure and needs the board's approval. Professor Teppo Felin is a remarkable educator and researcher in strategic development. He is currently a professor at Oxford University in England and was a member of the faculty at the Marriott School at Brigham Young University. He is internationally known for strategic research. He will be the Douglas D. Anderson Chair which is funded by the Huntsman Foundation.

Action: Trustee David Huntsman moved to accept the Faculty and Staff Adjustment. Trustee Kent Alder seconded the motion. The voting was unanimous in the affirmative.

C. Request to Approve Non-State Funded Project and Bonding Authorization [Resolution 21-01-31] (Appendix EE)

Vice President Dave Cowley explained that this request is associated with the ASPIRE program. USU has an existing electrified track and the research is led by Dr. Regan Zane. The program is currently housed in a small single-story building. USU requests approval to build an addition to the building which is shown in the graphic in the appendix which would hold expanded lab areas, office space for expanding staff, and an observation area. Dr. Zane received a five-year grant worth approximately \$26M and will likely be able to expand the grant to ten years for \$50M.

A feasibility study resulted in a \$9.2M estimate. There is donor interest in helping to fund this building. This request will need to bond for a portion of the funding and requires the Board of Trustees' approval for the bond and the ability to forward the request to the Board of Higher Education. The bonding request is for the full \$9.2M expense. The source of repayment will be from recovered F&A funds. Overhead expenses are built into grant budgets and are split 70% to the Vice President for Research and the remaining 30% is split among the college, department, and the principal investigator. The 30% overhead amount will be used to repay this bond. The existing building was internally funded and has \$1M remaining balance. This remaining obligation will be included with the bond.

Action: Trustee Wayne Niederhauser moved to approve the Non-State Funded Project and Bonding Authorization for up to \$9.2M. Trustee Kent Alder seconded the motion. The voting was unanimous in the affirmative.

D. Review and Acceptance of the External Audit Reports [Resolution 21-01-32] (Appendix FF)

Action: Trustee Kent Alder moved to accept the External Audit Reports. Trustee David Huntsman seconded the motion. The voting was unanimous in the affirmative.

V. STRATEGIC AGENDA/MINI WORKSHOP

A. What Does Higher Education in the State of Utah Look Like Going Forward? (Appendix GG)

President Cockett indicated that the future of higher education has always been of utmost importance for USU and it has taken on an even greater importance in anticipation of moving out of the COVID-19 pandemic. The pandemic has brought more awareness to how students can receive an education in a variety of instructional formats. USU has always been a leader in this area because of the statewide campuses and centers. Last year was the 25th anniversary of online classes at USU. USU will be very engaged at the state level in developing instructional materials and products and magnifying delivery beyond in-person classroom settings. USHE has created a taskforce to study this issue and asked President Cockett and Vice President Robert Wagner to serve on this taskforce.

Vice President Wagner and Rene Eborn, Special Assistant to the Vice President for Strategic Initiatives, presented USU's vision of the future of higher education.

The categories of change for the future include COVID-19 effects, digital transformation, dynamic credentialing, innovative programming, and partnerships. The future of research, athletics, and Extension in higher education will also be changing but they will focus on the academic area of the institution in this presentation.

COVID-19 effects are accelerating a change in higher education. The expectation and need to always be connected with students has been critical to COVID-19 success. Reliance on technology or digital transformation has been critical and USU was ready and able to respond. Remote learning, hybrid teaching, and virtual labs are not ideal but they are possible. The focus has been to be more student centric. Negative impacts on students due to the pandemic are isolation, mental health and well-being, gap years or gap semesters, and the lack of traditional college experiences. Institutional changes must include flexible financial and business models, mergers in acquisitions, partnerships, and remote staff support. Faculty and staff have learned that they can do at least part of their job remotely. The need for brick and mortar space for students, faculty, and staff is seen as less important.

Digital transformation includes an information technology portfolio and an instructional technology portfolio. USU's approach to the information technology portfolio is the student information system (SIS, Banner), the learning management system (Canvas), and communication with students (CRM). The world is not analog anymore; it is digital. USU is well positioned to be able to provide what the students need.

Rene Eborn pointed out that being digitized and being digital are two different things. Digitized means taking your existing instructional technology portfolios, looking at the data from a student or faculty perspective, and creating new ways of doing things. Partnering with other technologies such as zoom for videoconferencing helps engage learners so they don't feel so isolated and helps focus on the student and faculty experience. USU has a strong foundation and is searching for better learning opportunities.

Dynamic credentialing includes stackable credentials, alternative credentials, industry certifications, and industry skills mapping. Students can gain credentials and skills that are stackable and go toward associate's degrees or certificates. USU is working to reimagine degrees and programs to provide what students need for credentials in the future. Higher education will need to offer a broadening portfolio of credentials, industry certifications, and quick degrees. Academic degrees are important but are not the only end point for education. Many colleges and departments are reaching out to industry and aligning curriculum with skills mapping to make sure students get a degree with a minor and a certificate to focus on the industry skills they need for their career.

Innovative programming includes competency-based education; new academic programming; accelerated programs (i.e., online MBA one-year program); internships, research, and community engaged learning; and prior learning credit. There are a variety of ways to offer and deliver education. How to deliver education to diverse and at-risk populations is also important. Institutions need to be ready for the students, not

the students being ready for the institutions. Student readiness is still important, but institutions also need to adapt to serve reentry students or students with diverse backgrounds who did not have the same opportunities.

Institutions need to collaborate rather than compete with educational, industry, and community entities. Partnerships will allow the flow of information between institutions and businesses.

President Cockett added that tech college partnerships are the new frontier in post-secondary education. The Board of Trustees has an opportunity to take an active role after being charged by the legislature to restructure USHE. The single system includes the eight academic institutions and the eight tech colleges. The other part of the restructure mandate is to add a member of that region's academic institution's board of trustees to the tech college's advisory board. USU has the opportunity to participate with three tech colleges by having a trustee sit on their advisory boards. This will develop a wider vision of post-secondary education. The broader view includes high school concurrently enrolled students through someone in the industry who needs new credentials.

Chair Burnett stated that Trustee Gina Gagon will sit on the Uintah Basin advisory board and Trustee John Ferry will sit on the Bridgerland advisory board. He asked if a trustee would volunteer to serve on the Tooele advisory board.

Trustee Kent Alder mentioned that in the Audit, Risk, and Compliance Committee meeting Vice President Mica McKinney talked about the value of education which is educating students about the degrees and majors they select and what they could expect for an income after they graduate. This will help students see the long-term return on their education.

Trustee David Huntsman asked about the cost structure of on-site learning versus remote learning. President Cockett said USU has multiple tuition tables – tech certificates at Eastern, Blanding, and Moab; academic-credit bearing classes less than 65 credits; and additional credits to lead to bachelor's degrees. Other institutions use one tuition table for undergraduates and do not differentiate between programs that students are pursuing. Tech colleges charge 10% of the total cost of tuition with the state providing 90% of the cost. For bachelor's programs the state provides about 50% and the institution charges 50% for tuition. For graduate master's programs the state provides 40% and the institution charges 60%. For Ph.D. programs the state provides 35% and the institution charges 65%. On the Moab campus, associate's degree programs do not collect full tuition and USU is losing money. If this protocol were to be done at all statewide campuses and centers, USU would lose approximately \$30M. To pursue this change, USU would require substantial state support. State institutions adjusting tuition according to the degree being pursued would be good for students, not necessarily good for institutions.

Vice President Wagner stated that three areas are important: value, flexibility, and access. USU has to show and prove the value of the credentials, to adapt and evolve quickly, and to be accessible to a diverse student body in delivery methods and research.

B. Board of Trustees Review of Tuition Requests and Adjustments (Appendix HH)

President Cockett stated that the Board of Higher Education has directed that each institution's board of trustees begin a formal review of student fees making sure they are used as intended, are meeting expectations, and are still desired by the student body. After examining fees, any inappropriate fees should be moved to tuition. Tuition and student fee increases will be discussed in the Board of Trustee's meeting to be held in March.

Trustee Sami Ahmed read USHE's recommendation for moving some fees to tuition. His concern is that students will lose their voice and wondered if a portion of a fee could be moved to tuition and the rest of the fee left with student fees. Often there are salaries attached to the student fee. Even in a pandemic year where the activities have been canceled, the fees that include salaries still need to be collected. Some student fees are general and specific details are not available.

President Cockett explained that when moving some fees or a portion of the fees to tuition, the perception is that net revenue would remain the same. However, that is not actually what will happen. Students receiving a Presidential Scholarship have all tuition and fees waived. Other scholarships may waive the tuition but not the fees. For those fees that are moved to tuition, that fee will not be collected from students with Presidential Scholarships. So net revenue will be reduced.

Vice President Cowley showed a spreadsheet of current student fees. Some student fees cover several areas which are not easily identified. For example, the building fee is split three ways for the Taggart Student Center, the Spectrum and stadium, and the Aggie Recreation Center. The activity fee is split two ways between the USU Student Association (USUSA) and the Statesman. The campus recreation fee is split two ways between Campus Recreation and the Fieldhouse. Fees include bond payments, O&M, and salaries. Students do not see what areas get a portion of that fee.

Every student fee came into existence because the students supported the idea. USU has an advisory fee board where 25 students participate on the board. Most of the students are elected student body officials and five students at large that apply for the position. The students typically hold that position for nine months and are replaced by new students. They do not have the time during their service to delve deeply into each student fee. Each unit receiving student fees have to provide documentation to support what they are doing with the revenue. When a fee increase request is made, the board determines if the increase is merited. If the student fee is implemented to help pay for a building, that student fee will never go away until the building is gone. Once a fee is put in place to support a building, the institution cannot be subjected to a decision made by students many years later not to pay the fee. Some of the other fees can be stopped when the service is discontinued.

Vice President Cowley stated that if fees were moved to tuition, tuition would need to increase approximately 10% to recover the net revenue lost by students receiving tuition waivers. It is not expense neutral to every student. Students with an 80% scholarship would love to have fees moved to tuition. The students who pay full tuition and do not have scholarships would pay more tuition. There are many levels of tuition

involved and it will take a lot of work to see how closely it can be made neutral at the student level.

President Cockett explained that if salaries are included in a student fee, that salary cannot be moved to tuition. For example, if someone is hired for the Aggie Recreation Center (ARC) using student fees, another person can be hired. If that portion of the student fee is moved to tuition, the salary position would have to go through the budget process where another area may be deemed more in need of a new position and the ARC would lose a position. Those fees would not necessarily pay for what the fee was designed to cover.

Vice President Cowley said the second part of USHE's policy expects the trustees to become more involved than they have been in the past. Trustees will be involved in the review of student fees in the future.

Chair Burnett said in 2021 the Board of Higher Education will give a grace period to move fees to tuition. After that period, the fees will be more closely scrutinized. He will make a presentation to the Board of Higher Education on March 25. He wanted to introduce the policy today and have a proposal ready for approval at the Board of Trustee's meeting on March 5.

Trustee Ahmed stated that he meets with students who are against student fees. After he explains what the fees cover, the students change their minds. Educating students on what fees do for them is important.

Chair Burnett stated that a robust discussion will take place at the March meeting with proposals to consider. There will be a one-year grace period to move fees to tuition. USHE recognizes trustees' obligation to raise tuition. Trustees will defend and justify tuition increases to the Board of Higher Education. Public expectation may be to reduce tuition because of the COVID-19 pandemic. Actually, the pandemic has cost the institution more to implement a variety of instructional methods.

The Board of Trustees supports a rigorous review of student fees.

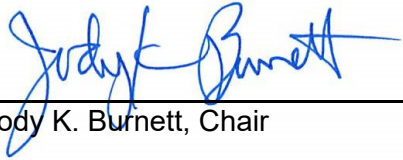
VI. INFORMATION AGENDA

- A. Report of Investments for June 2020 (Appendix II)
- B. Report of Investments for July 2020 (Appendix JJ)
- C. Report of Investments for August 2020 (Appendix KK)
- D. Report of Investments for September 2020 (Appendix LL)
- E. Annual Financial Report for Fiscal Year Ending 30 June 2020 (Appendix MM)

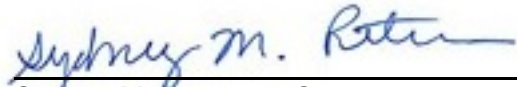
Chair Burnett asked if there were any other items the Trustees would like to discuss before the meeting closed; none were mentioned.

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

The meeting adjourned at 12:45 p.m.



Jody K. Burnett, Chair



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

March 5, 2021
Date Approved