



USU Board of Trustees Regular VIRTUAL Meeting

Friday, September 27, 2024, 8:30 AM-10:30 AM MDT

<https://usu-edu.zoom.us/j/84625521078?pwd=VZKlmp8uLd9s7T3CceiKMA9KFNPnVE.1&from=addon>

Agenda

- 1. Welcome** 8:30 AM
Presenter: Chair Jacey Skinner
- 2. CLOSED SESSION** 8:35 AM
- 3. President's Report and Year in Review** 8:55 AM
Presenter: Vice President Kerri Davidson
- 4. Committee Reports**
 - 4.1. Executive Committee** 9:25 AM
Presenter: Chair Jacey Skinner
 - 4.2. Audit, Risk and Compliance** 9:35 AM
Presenter: Trustee David Petersen
 - 4.3. Recruitment, Retention and Completion Committee** 9:40 AM
Presenter: Trustee Tessa White
- 5. Consent Agenda** 9:50 AM
 - 5.1. Approve: Space Dynamics Laboratory Board Director Reappointment, General Bruce Carlson**
 - 5.2. Approve: 8.23.24 USU Board of Trustees Regular Meeting Minutes**
- 6. Action Agenda**
 - 6.1. Approve: Authorization to Act in Capacity of Vice President for Finance and Administrative Services and Public Treasurer** 9:55 AM
Presenter: Vice President Dave Cowley
 - 6.2. Approve: Authorization to Adjust Summer Term Tuition Tables** 10:00 AM
Presenter: Vice President Dave Cowley
 - 6.3. Approve: 800 East Residence Hall (a Non-State Funded Capital Development Project)** 10:10 AM
Presenter: Vice President Dave Cowley
- 7. Information Agenda**
 - 7.1. Policy 500: Threat Assessment Management Team (TAMT)**
- 8. ADJOURN - 10:20 AM**

President's Report

SEPTEMBER 2024



Message from Utah State University President Elizabeth Cantwell

As we embark on the 2024-2025 academic year, I am heartened by the resilience and adaptability of our students. Despite the challenges posed by legislative changes relative to HB261 enacted on July 1, 2024, and a comprehensive reorganization of our Academic Enterprise, our Aggie family--faculty, staff and especially students--appear to be thriving. Our students are back on campus with incredible vitality and remain committed to their academic pursuits and roles as engaged citizens.



A few weeks ago, I had the privilege to welcome USU's incoming first-year students with the annual Luminary tradition, involving a march from the Spectrum to the Quad, where students formed an Aggie "A" and lit lanterns. The tradition is celebrated at all three residential campuses, with Blanding and Eastern participating virtually – a tremendous reminder of our university's rich history of academic excellence, innovation, and service to our community – shining brightly as ever.

As we mark the first anniversary of my presidency, I am pleased to present USU's Year in Review Report, which highlights the numerous accomplishments and milestones achieved by our university during this past year. Through the dedication and hard work of our faculty, staff, students, and alumni, we have made significant strides in advancing our mission and vision.

I am confident that this year will be marked by even greater achievements as we continue to inspire and empower our students to reach their full potential. Thank you for your leadership and support in this endeavor.

Betsy



Academic Enterprise

Growing and Thriving



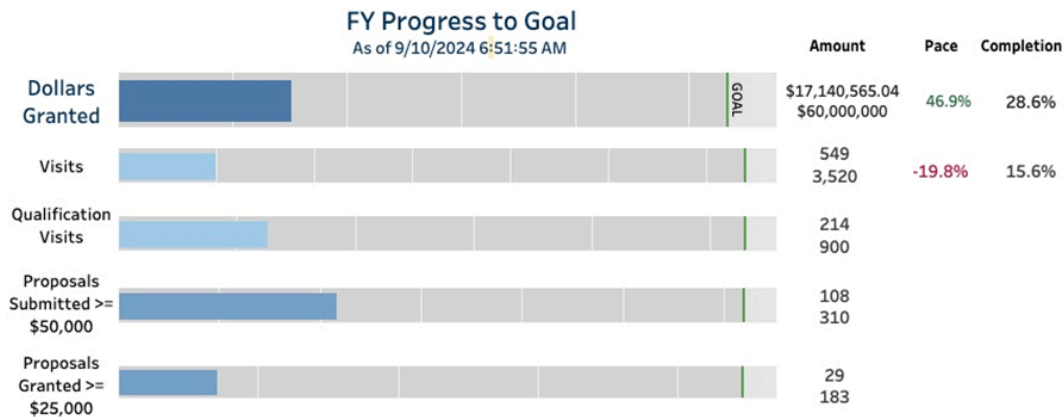
Highlights from USU's Academic Enterprise: USU's Fall 2024 undergraduate enrollment jumped 6.8%, with all campuses seeing growth. Student Affairs has been restructured to enhance collaboration and offer expanded services. USU significantly boosted funding for AmeriCorps and Utah Conservation Corps programs. The new academic year kicked off with retreats and training for faculty and students. USU also welcomed 114 new faculty members (see table below). Students are thriving and we are off to a great start!

- Fall 2024, reflects a **new undergraduate enrollment** increase of 375 student (+6.8%), with Logan up 3.7%, USU Eastern up 30%, and Statewide up 28%.
- **Members of the Board of Trustees** are welcome to attend fall 2025 new student events such as:
 - Open Houses- <https://www.usu.edu/admissions/openhouse/>
 - True Blue Days- <https://www.usu.edu/admissions/events/>
 - What's Next Events- <https://www.usu.edu/admissions/whatsnext/>
 - New View book- <https://www.flipsnack.com/utahstate/usu-viewbook/full-view.html>
- As part of the restructuring, **Student Affairs has joined the Academic Enterprise** under Provost Larry Smith. This adjustment enhances collaboration opportunities and holistic education, with Krystin Deschamps as Interim Vice President, and expanded services including the Disability Resource Center, SAAVI, the new Center for the Study of Community, and a broadened CARE Team.
- USU has significantly **increased its funding** for key service areas, with AmeriCorps funding rising from \$162,000 to \$5.1 million and the Utah Conservation Corps budget growing from \$3.8 million to \$6.2 million, solidifying USU's leadership in AmeriCorps national service within the state and expanding impactful opportunities for students across campuses and other USHE institutions.
- Habits of Mind courses, supported by Success Coaches which enhance college success through skill-building and purposeful work, were standardized in August 2024, with 451 students enrolling for 777 credits across all USU campuses and online.
- USU's Connections Course is a nationally recognized academic course that goes beyond traditional First Year Experience (FYE) models by exploring questions of purpose, engagement, and community, with 3,139 students enrolled this year, culminating in a unique luminary event with President Cantwell.

2024-2025 FACULTY NEW HIRES by COLLEGE	
College of Agriculture & Applied Sciences	22
Caine College of Arts	9
Jon M. Huntsman School of Business	3
Emma Eccles Jones College of Education & Human Services	10
College of Engineering	8
College of Humanities & Social Sciences	23
S.J. and Jessie E. Quinney College of Natural Resources	6
College of Science	15
College of Veterinary Science	5
USU Extension	6
USU Libraries	7
TOTAL	114

Advancement & USU Foundation

The USU Advancement team continues to outperform in many ways, creating great value for Utah State.



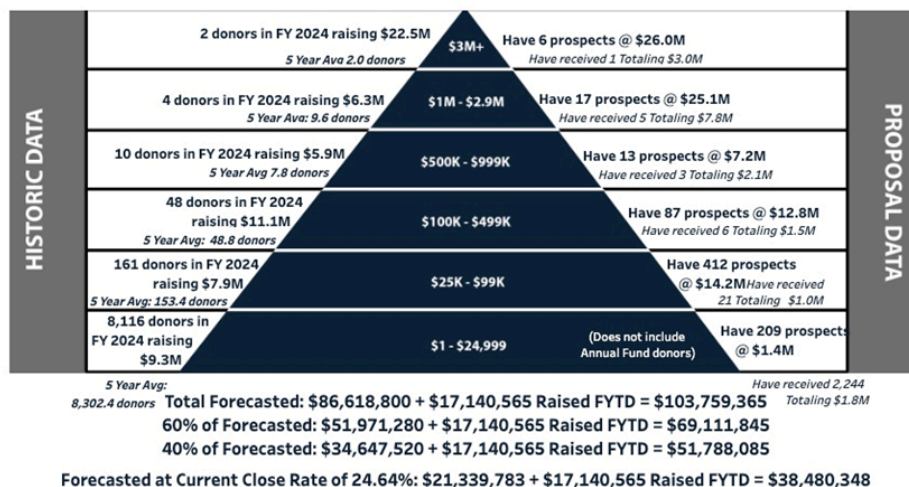
Advancement Marketing & Communications

- Aggie Impact giving stories:
 - [Paying it Forward to the Next Generation of USU Aggies](#)
 - [Spark Ignited at Utah State Leads to International Adventure and Giving Back](#)

Alumni Engagement

- USU alumni events have been instrumental in fostering connections and generating support for the university. Through these gatherings, we've raised funds for scholarships, faculty endowments, and campus improvements, demonstrating the power of alumni engagement. Past events include movie nights, luncheons, football tailgates and a golf tournament. Future events include:
 - September 15-21: Aggie Travel: Kansas City
 - September 16: Emeriti Luncheon
 - September 21: USU vs Temple Football Tailgate
 - September 22: USU vs GCU Women's Soccer Tailgate

\$60M GOAL JUSTIFICATION FY25





Aggies Reach and Rise

Advancement

- Sold out of Loge Boxes for the football season. Launched the True Blue Aggie Tailgate before home football games in partnership with the President's Office that saw over 400 attendees for the Robert Morris game.

Aggie Athletes Shine in the Classroom

- 374 student-athletes enrolled in Fall 2024 semester.

Community Service

- Football player Jacob Garcia (LS) was named a Wuerffel Trophy/AFCA Good Works Team Nominee.

Athletic Honors - Soccer, Football, Volleyball, Cross Country

- SOCCER - Utah State women's soccer is ranked in the United Soccer Coaches Poll for the first time in program history. The team entered the poll at No. 19 and has since climbed to No. 9 in the nation. Utah State currently ranks in the top 10 nationally in several statistical categories, including winning percentage (1st – 1.000), assists (5th – 27), goals (5th - 25), points (5th - 77) and goal differential (5th - +21). Individually, senior forward Bizzy Arevalo ranks 11th in the nation with five assists. Sophomore goalkeeper Shay Kercher-Pratt ranks eighth nationally with four shutouts. Utah State defenders (Kylie Olsen, Shay Kercher-Pratt and Addy Weichers) earned Mountain West Defensive Player of the Week honors each of the first three weeks of the season.
- FOOTBALL - Utah State reintroduced the Aggie Walk this fall. In the team's season-opening 36-14 home win against Robert Morris, USU gained 646 yards of total offense, ranking ninth all-time in school history.
- VOLLEYBALL - Adna Mehmedovic (OPP) and Tierney Barlow (MB) were each named to the All-Mountain West Preseason Team, while the team was picked to finish second in the conference, receiving two first-place votes and 84 total points.
- CROSS COUNTRY - Hosted the Alumni Challenge on Aug. 31, women placed first and men finished second.

These numerous accomplishments underscore Utah State's dedication to fostering well-rounded student-athletes.



Statewide Enterprise

USU Statewide Enterprise including Extension are Making Significant Impacts

Statewide Campuses

- USU Eastern
 - Volleyball ranked 10th in nation and Men's Soccer ranked 18th in nation.
 - On-campus housing is full and currently has a waitlist.
 - Luminary event had record student attendance. Each new student received a "Key to the City" from Mayor Korianous.
- Blanding
 - The USDA National Institute of Food and Agriculture awarded Blanding \$250,000 over 4 years for the "New Beginnings for USU Blanding Tribal Students" project.
- Moab
 - Third year in a row with a 100% RN-NCLEX first attempt pass rate.
 - Now offers on-campus advising for CTE programs.
 - Holding a non-credit ESL class to help serve the Hispanic community. 49 students are enrolled (37 in Beginner and 12 in Intermediate).
- Statewide-led Ivory Foundation Campaign awarded \$142,500 to 37 returning students across the USU system. 11/37 students from the 2024-25 campaign graduated in Summer 2024.

USU Extension

- **Extension programs** across the state have made significant strides in various areas.
 - Since June 1, Create Better Health has successfully conducted 39 Create Healthy Garden classes at 12 garden sites, reaching 158 individuals. They've also taught 152 Food, Fun, and Reading classes in 10 counties, impacting 730 children.
 - The E-Commerce Accelerator (ECA) program, funded by Rep. Carl Albrecht, has assisted 12 businesses in developing e-commerce-enabled websites, leading to increased revenue. The ECA team actively promoted the program at the Beef Quality Assurance event in Richfield.
 - In Cache County, Extension partnered with AggieDrone Academy to offer workshops for agricultural producers and showcased drone technology at the Cache County Fair.
- These initiatives demonstrate the valuable contributions Extension programs are making to communities throughout the state.

Research and outreach have also been priorities.

- Susan Madsen, director of the Utah Women & Leadership Project, spoke at Hill Air Force Base to commemorate the Women's Suffrage movement. She emphasized the value of women in leadership roles and provided updates about "A Bolder Way Forward," which aims to help Utah girls/women thrive.

These accomplishments demonstrate USU Extension's commitment to addressing critical community needs and making a positive difference in the lives of Utah residents.



E-Commerce Accelerator (ECA)



Susan Madsen

Finance & Administrative Services

Investing in our Success

Our university is committed to providing state-of-the-art facilities that enhance the learning experience for our students. We are currently undertaking several ambitious construction projects across our campuses, including:

- **EVR/ASPIRE** - completion scheduled for Summer 2024
- **Mehdi Heravi Global Teaching and Learning Center** ribbon cutting October 11, 2024 (Figure 1.)
- **NEHMA Art Research Center** - completion scheduled for February 2025
- **Gardner Learning & Leadership Building** - completion scheduled for Spring 2025
- **South Campus Residence Hall** - completion scheduled for Summer 2025 (Figure 2.)
- **South Campus Parking Terrace** - completion scheduled for Summer 2025
- **Monument Valley** - completion scheduled for Winter 2025
- **College of Veterinary Medicine Building** - completion scheduled for Summer 2026



Figure 1. Mehdi Heravi Global Teaching & Learning Center



Figure 2. South Campus Residence Hall

These projects will create modern classrooms, research labs, and student support spaces, ensuring that our students have the resources they need to succeed.

- **USU Human Resources** continues to work toward the January 1, 2025, cutover for the **benefited employee payroll from monthly to semi-monthly** to align with USHE peers.
- **Launched THE MEMO**, a new internal communication newsletter for leaders and employees.

Government & External Relations

Institute of Government and Politics (IOGP)

- Vice President Devin Wiser moderated a panel of senior staff for governors from around the country, including Neil Abercrombie, Senior Advisor for Legislative Affairs and Policy to Utah Governor Spencer J. Cox, at the APLU's Council on Government Affairs (CGA) Summer Meeting in Lawrence, Kansas.



- President Cantwell and Vice Presidents Devin Wiser and John O'Neil visited the Idaho National Laboratory to discuss Utah's energy future and USU's role in preparing the state's future workforce. The event was attended by numerous members of the House and Senate, including legislative leadership, as well as representatives from prominent external organizations.
- We continue to host elected officials and their staff at both the state and federal levels across our various campuses, including facilitating a site visit for Representative Blake Moore at the new veterinary school building. These visits are vital for cultivating support from our state and federal leaders for a range of projects at Utah State University.



- In August, the IOGP expanded internship opportunities and raised awareness for USU students in various government offices, nonprofits, and local organizations. The IOGP engaged with students at several "Weeks of Welcome" events, including "A Light on the Hill" and "Day on the Quad," resulting in approximately 302 students joining our email list for internship opportunities and networking events. Additionally, several students expressed interest in contributing to the IOGP's efforts, supporting the establishment of the 2024/2025 Student Advisory Board.

Research Enterprise

FY24 - USU Sets Records for Sponsored Award Funding and Proposal Submissions

USU Researchers Celebrated at Utah Governor's Mansion

- Recognizing the importance of the R1 research institutions to the economic vitality and problem-solving capabilities of the State of Utah, Governor Spencer Cox hosted an appreciation and networking event on Sept. 10, 2024, celebrating the contributions of faculty researchers at Utah State University and the University of Utah. Presidents Cantwell and Randall joined the Governor in honoring a group of selected faculty members for their creativity and dedication to addressing the very challenging issues of our time.

Office of Research Launches "HORIZONS"

- USU's 2025 Year of Undergraduate Research is celebrating its 50th anniversary. The Office of Research is launching Horizons, a new competition for all undergraduate students. Students will develop research proposals addressing pressing issues facing Utah and the world. The competition is open to all majors and levels, with a focus on freshman participation. Teams will work on topics such as climate change, affordable housing, and healthcare accessibility. The competition is scheduled to begin in September 2024. Information on Horizons is available at <https://research.usu.edu/your/horizons/>



Office of Research Welcomes New Faculty Researchers

- The Office of Research leadership team and directors hosted a luncheon on Aug. 20, 2024, in the Perry Pavilion for new faculty researchers. The event involved a series of round table discussions and is designed to facilitate new faculty members meeting key USU supporting units and personnel for their research program.



USU Continues to Strengthen Export Compliance Infrastructure

- To promote export compliance on campus, the Office of Research recently reminded faculty and staff:
 - To inform Global Engagement and/or the Research Integrity & Compliance Office (RIC) of any international visitors coming to campus in advance of their arrival. Global Engagement and the RIC Office are responsible for providing oversight, guidance and support for export controls and foreign influence.
 - That shipments of controlled items—such as equipment, technology, biological and chemical materials, and software—from the United States to foreign countries are subject to U.S. export control regulations. To promote compliance with these regulations, all USU personnel must now complete the new [International Shipment Review Form](#) through USU's Kuali Build system.

University Marketing & Communications Enterprise

UMAC has been highly engaged in many recent activities. Details and hyperlinked articles follow below:

Utah State Today Top Stories (in webpage views)

- [Bodies at Church: Latter-day Saint Doctrine, Teaching, Culture Related to Body Image \(4,279\)](#).
- [USU Launches Hands-On Engineering Technology Degree Program \(3,686\)](#).
- [Dennis Newell Named Interim Head of USU's Department of Geosciences \(3,244\)](#).
- [Changing the Map: New AI Technology, Geospatial Mapping Certificates Offered \(3,077\)](#).
- [USU, Navajo Nation Celebrate Groundbreaking for New Monument Valley Education Building \(2,745\)](#).

Utah State Magazine

- The fall issue themed "Aggie Impacts" was mailed to 50,000 households.
 - A look back at the rise of the Taggart Student Center
 - An in-depth Aggie Ice Cream "Cow to Cone" journey
 - Research being done on the impact of megacarcasses
- Spring issue is themed "Year of Undergraduate Research"

Podcast Episode 6: "The role of universities in advancing pluralism" with guest Eboo Patel of Interfaith America is to be released second week of September. Episode 7 will feature SDL's Jed Hancock.

Recruitment Marketing

- Completed Last Call Fall enrollment campaign for Statewide Campuses
 - 139,493 impressions
 - 293 clicks
 - 0.21% click through rate
- FY24 communications overview summary with prospective students:
 - 1.73M emails with 56.88% open rate, and 5.08% click through rate
 - 247,467 text messages
 - 61,337 Senior Hero mailers
 - 36,840 True Blue Days mailers
 - 43,100 Scholarships Deadline mailers
 - 12,474 College Affordability Parent letter
 - 1.9M social media ad impressions with 258,431 clicks
 - 2.1M Google display ads with 30,187 clicks

Social Media

- 162k total followers across all platforms
- USU has 5 of the top 10 posts for Utah schools across all social media platforms
- Facebook Engagement 186%, 40% on Instagram, and 201% on TikTok over same period in 2023
- Luminary post on President's Account gained more followers than any other post since introduction of the Presidents' accounts

Institutional Advertising/Marketing

- Advertising campaign kicked-off on KUTV/KJZZ High School football games of the week broadcasts + Friday Night HS Sports Report.
- Renewed billboard contract in Riverdale/Roy.

Trademark and Licensing

- Created and provided design files for the agricultural themed football game to the retail store. Locker 42 sold out of available shirts in just 4 hours.
- At our booth on the quad, we connected with over 2,000 students and informed them about True Blue Aggie Fridays.
- Designed "Battle of the Brothers" t-shirts for the upcoming Utah game in collaboration with the University of Utah. Shirts were sold at USU Campus Store, Locker 42, and other retailers throughout the Salt Lake Valley.
- Our annual "Paint the Town Blue" promotion is currently underway, with numerous local businesses participating.

Conclusion

To conclude, I want to reiterate the invaluable role that the Board of Trustees plays in guiding our university toward a bright future. Your wisdom, experience, and dedication are essential to our success. Not only does the board provide oversight and governance for the institution, but they are responsible for ensuring that the university operates in accordance with its mission, vision, and values to ensure Utah State's long-term success and sustainability. The roles that each of you play is deeply valued.

I hope you will carefully read the Year in Review report and use the document to continue to advocate for USU. Indeed, I am excited about the opportunities that lie ahead and look forward to working with you to achieve many great things in the year to come.



Elizabeth R. Cantwell
President, Utah State University





UtahStateUniversity

A YEAR OF

Transformation and Growth

AUG. 2023 - AUG. 2024

A YEAR IN REVIEW

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FOREWORD

Utah State University kicked off a new era of focus on the future when President Elizabeth R. Cantwell took the helm on August 1, 2023, as the University’s 17th President. Under her leadership and vision for the 21st Century land-grant university, Utah State is firmly driving into a future focused on dynamic impacts, innovative operations, and an unforgettable student experience. This report shines a spotlight on incredible achievements, ambitious plans, and the challenges we’ve conquered during this pivotal year.

Executive Summary



**“The limitless
potential of
our students
inspires me
with hope for
a remarkable
future.”**



Elizabeth R. Cantwell
President



Top Ten Accomplishments

Since August 1, 2023



Operational Optimization

Operational reset; trailblazing path to modernize and improve operational readiness with future forward strategies, clear accountabilities, risk reduction, and transparent operations.

- Organizational Assessment: Introduced Enterprise structure into university system through critical analysis to leverage existing expertise.
- Acquired new administrative leadership ([Davidson and O’Neil](#)).
- Redesigned the Academic Enterprise.
- Holistic, adaptive and mission-focused decision-making focused on emerging trends in higher education, as well as local, regional and national landscape for improved university competitiveness.

Strengthened University Partnerships

Deliberate revitalization of academic partnerships – critical to USU success, including deep engagement with the University of Utah, involving R1 research collaboration, co-authoring several OpEd articles and building strong ties with other Utah universities, colleges and technical schools for long-term impact. Completed analysis for updated USU peer institutions.

Record Setting Research Expenditures

All new high in sponsored research at USU: \$405M annually.



New Program Launch

Launched 1st ever Presidential Forum on Conflict & Conflict Transformation with engagement from Governor Cox and regional community.



Goal Drive with Clear Vision

Engaged in institutional and college-level strategic prioritization and goal setting focused on our land-grant and public service-oriented mission.

Impactful Legislative Success

USU received millions in one time and ongoing state funding for various projects including Utah’s first comprehensive rural [Energy Engineering and Workforce Development Program](#) and the Utah Forest Restoration Institute.



Meaningful Culture Change

Deliberate start of culture change, focused on enterprise-wide growth, increased tolerance for calculated risk and “yes” mindset.



Laser Focus on Aggie Athletics

Investment in leadership, facilities and programs to revitalize athletics for meaningful impact; Student-Athletes now ranked best in MOUNTAIN WEST Conference.

USU Community Revitalization

Conducted comprehensive Presidential Roundtable listening sessions for students, faculty and staff throughout the state of Utah and incorporated findings in overall strategic plan.

Institutional Advancement

Launched bold \$125M impact campaign to support USU Athletics.



Utah State University is committed to creating a campus community where all students thrive.

In response to House Bill 261 passed in the state of Utah, USU restructured inclusive excellence efforts to align with state law while maintaining our core values. USU also established a new Center for the Study of Community, reorganizing student support services, building a stronger foundation for all Aggies.

Facts and Figures

2023 fiscal year

28K

Students enrolled

7.1K

Degrees awarded

270+

Degrees offered

11K

Total employees

1K

Total faculty

\$1.1B

Operating budget

\$9M+

Student scholarships awarded

\$405M

Research expenditures

30

Utah locations

10

Colleges and schools

ACCOLADES

**BEST EMPLOYER
IN UTAH**
Forbes, 2023

**NAMED ONE OF THE
BEST UNDERGRADUATE
RESEARCH PROGRAMS
IN THE NATION**
Council for Undergraduate Research, 2022

**#5 MOST ENGAGING
COLLEGE SOCIAL MEDIA
IN THE COUNTRY**
Rival IQ 2023



Challenges and Opportunities

CHALLENGES

- 1 Financial/budget model** requires modernization.
- 2 Salary structure** places Utah State at the bottom of the market with our peers.
- 3 The pace of change relative to delivering new and improved outcomes** for higher education is faster than the pace at which Utah State currently operates.
- 4 We have more work to do to keep up with a changing Utah.**

OPPORTUNITIES

- 1 Innovate to maximize existing funds through** efficiencies, alternative revenue sources and utilization studies.
- 2 Expand use of technologies to drive operational, academic and community excellence.**
- 3 Grow** enrollment dynamically.
- 4 Drive the future economy of Utah** through new programs in Space Science & Engineering, Engineering, Life Sciences, Outdoor Recreation, The Future of Food, Advanced Manufacturing, Energy, etc.
- 5 Recalibrate the USU Statewide strategy** to better serve larger numbers of rural Utahns.
- 6 Reinvigorate the campus strategic planning process** to include more options, a wider strategic horizon and meaningful partnerships.
- 7 Develop a President's Council of Corporate Advisors** with laser focus on building Utah — its workforce, companies and communities.





Additional Key Accomplishments



USU Granted \$1M for Bio-Engineering

USU's College of Engineering received a \$1M grant from the National Science Foundation (NSF) to bolster its life sciences and biotechnology programs. This substantial award – one of the largest for the Department of Biological Engineering in recent history – underscores USU's pioneering role in bio-based engineering. With this boost, the university will equip students with hands-on experience to excel in the dynamic world of life sciences.



USU Creates New Degrees for Jobs in High-demand Industries

USU is powering up the workforce with new associate degree programs tailored to high demand industries. By focusing on the unique needs of rural communities, USU is delivering career-ready education that opens doors. Plus, we're breaking down barriers by creating seamless credit transfer options for students across the state's 84 technical programs. This means more opportunities for Utahns to achieve their educational and career goals.

Utah State in the News

Aggies Meeting the Moment



New State-of-the Art Advanced Nursing Education Suite Officially Open at USU

USU's nursing program expanded dramatically with a new state-of-the-art learning space in Logan, Utah. This cutting-edge facility doubles capacity, allowing more students to pursue their BSN degrees. Students gain hands-on experience in a high-tech, risk-free environment with advanced medical mannequins that breathe, react, and even talk, creating incredibly realistic patient simulations. From administering injections to managing vital signs, students develop critical nursing skills in a controlled setting.

USU Breaks Ground for Veterinary Medical Education Building

Large animal veterinary medicine is a critical need and vital to the agricultural industry that contributes \$1.82B to the state's economy. Animal agriculture — including beef cattle, dairy cows, poultry, sheep, goats, llamas and other animals — comprises \$1.2B of that total.

Since 2012, the program has used existing buildings and facilities to teach and train - completing their first two years of study at Utah State and the final two years at Washington State University.

The first class of DVM students graduated in 2016 with 262 USU-trained veterinarians now practicing and serving communities in 25 of Utah's 29 counties and several other states.

USU Professor and Air Quality Expert Randy Martin Named Person of the Year by Utah Clean Air (UCAIR) Partnership

UCAIR is a statewide team working together to make Utah's air cleaner for individuals, businesses, and communities with an aim to improve health, boost the economy, and enhance Utah's overall quality of life.

USU Scientists Among Multi-Institution Team Receiving NASA Achievement Award

USU scientists Bruce Bugbee and Lance Seefeldt are at the forefront of space exploration as key members of a \$15 million NASA-funded project to unlock the secrets of human survival on Mars. Their groundbreaking research, focused on advanced biotechnology, aims to grow food and produce essential materials in space. This work paves the way for future Mars missions and offers innovative solutions to Earth's pressing food and environmental challenges.

USU Club Prepares to Send CubeSat Into Space Via NASA Initiative

Utah State University engineering students are on a mission to space! In partnership with NASA and the International Space Station, learners are building a satellite set to launch in 2026. The university's Get-Away Special (GAS) team offers students an out-of-this-world opportunity to design, build, and launch their own satellite, a hands-on experience with a rocket-fuel boost for future aerospace careers.



Presidential *Leadership*



President Cantwell Leading the Way

President's Vision and
Goals for the University

Presidential Investiture: A Pivotal Moment in Our University's History

During the Presidential Investiture ceremony on April 12, 2024, President Cantwell charted a bold course for Utah State University as a leader in higher education. Her vision includes expanding access to world-class education, forging strong industry partnerships, and cultivating a vibrant academic community that blends science, technology, and the humanities. Rooted in Utah State's land-grant heritage, President Cantwell expressed her dedication to serving the public, driving innovation, and building a stronger community for all. The investiture ceremony was a state of Utah celebration to honor our past, celebrate our present, and envision a bright future – a testament to USU's enduring spirit.



Watch the video





Laying the Groundwork for a Brighter Tomorrow

Opening, Emma Eccles Jones College of Education & Human Services and 1st Endowed Deanship

Dean Alan L. Smith made history on June 10, 2024, as the inaugural holder of the Emma Eccles Jones Endowed Deanship at Utah State University. This landmark appointment secures long-term support for the college's mission of educational excellence and innovation. With a remarkable 24-year streak as Utah's top-ranked graduate education program, which is consistently placed among the nation's elite, the college's impact on education and human services is undeniable.

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Utah State University Breaks Ground on New Veterinary College

Utah State University held the groundbreaking of its new Veterinary Medical Education Building on May 31, 2024. This long-awaited facility will address the critical shortage of large animal veterinarians in Utah and serve as a hub for biomedical research and education. Set to open in summer 2026, the college will offer DVM, master's, and Ph.D. degrees. The college's "One Health" approach underscores the interconnectedness of human, animal, and environmental health. Beyond veterinary medicine, the new facility will catalyze growth in biomedical science and biotechnology research.



Engaging with Students, Faculty, Staff, and the Community

President's Forum on Conflict & Conflict Transformation

Change the Game: An Aggie Approach to Transform Conflict into Conversation

On February 5, 2024, USU welcomed Utah Governor Spencer J. Cox, and Founder of the Moral Courage College, Irshad Manji, for the first annual President's Forum on Conflict & Conflict Transformation. President Cantwell moderated a discussion between Cox and Manji about the role universities play in our democratic republic, and ultimately how to overcome differences and navigate interpersonal conflicts.



Watch the video



“In today’s political climate, where free speech and social issues often clash, it’s crucial that we cultivate the ability to listen and engage in respectful dialogue about challenging topics.”

Elizabeth R. Cantwell
President



Reinvigorating the Academic *Enterprise*



Securing Long-term Academic Success

“To ensure USU is positioned for long-term success — at the state, national and global level — a streamlining and reorganization of our academic administrative structure is essential. This restructuring is not about mere change; it’s about strategic transformation.”

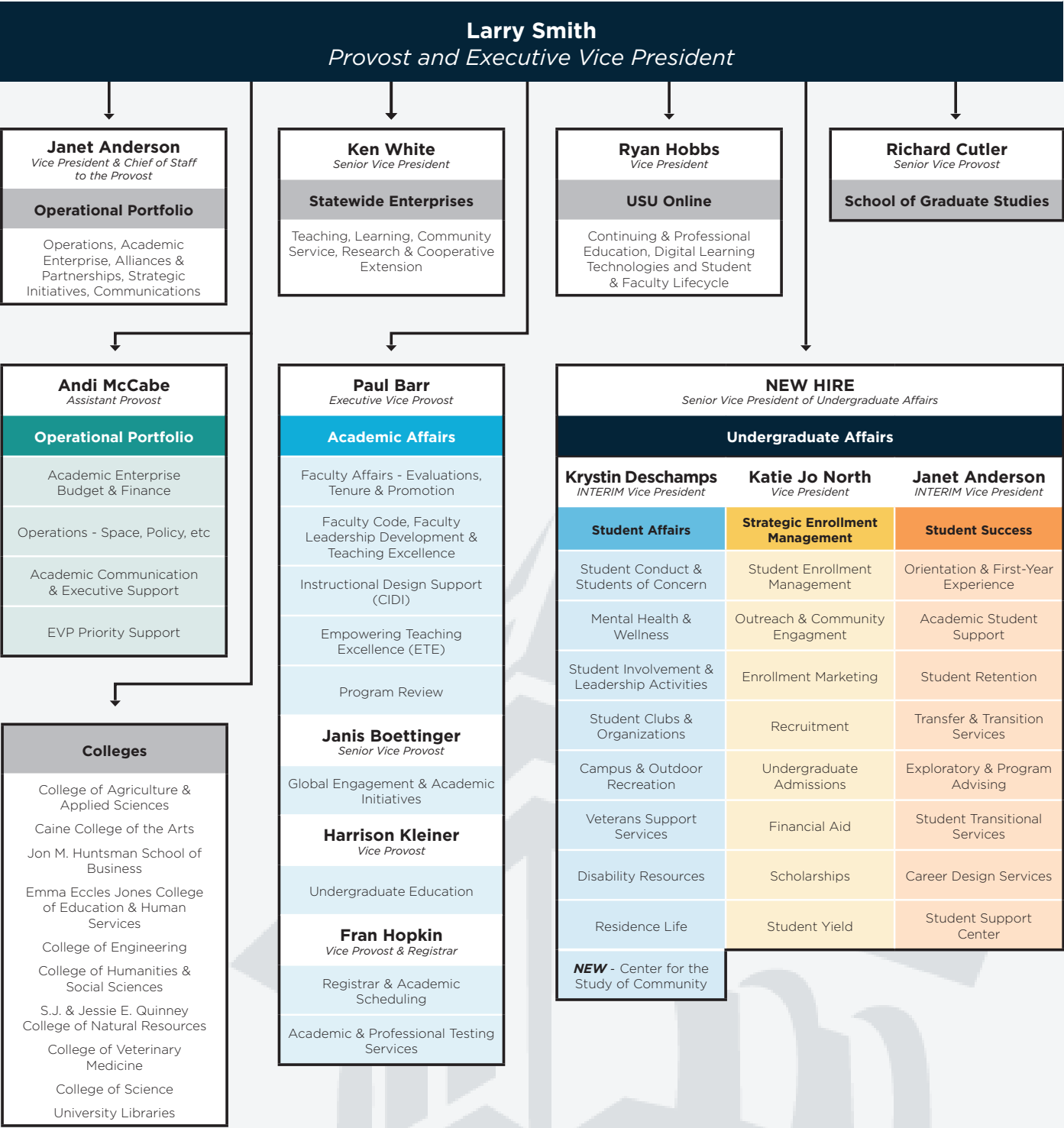
Elizabeth R. Cantwell
President

Our focus is on optimizing leadership functions to enhance collaboration, communication, and decision-making across the university to support our students, faculty, and staff. Learn more below.



usu.edu/president/restructure

Academic Enterprise Organizational Chart





USU Selects New Engineering Dean

Utah State University selected David Jones to lead the [College of Engineering](#) as dean effective October 1, 2024.

“As a trained engineer myself, I can say unequivocally that the fields of engineering are vital for both our state and national economy,” said USU President Elizabeth R. Cantwell.

“By bringing in Dr. Jones – a respected expert in the field – we are strategically positioning our College of Engineering for the future. Dr. Jones’s leadership will empower our students to create that future.”

Elizabeth R. Cantwell
President

“I am thrilled that Dr. Jones will be the next dean of the USU College of Engineering,” said university Provost and Executive Vice President Laurens H. Smith. “David’s career experience, leadership talent, and passion for engineering and its place in the world makes him a perfect fit for the future of the college, which I am confident is in great hands.”

**COLLEGE OF
ENGINEERING**

World Class Faculty

The faculty at Utah State University is renowned for their exceptional expertise and dedication to student success. Their innovative teaching methods, coupled with their passion for their fields of study, inspire students to reach their full potential.



[Dirk Vanderwall Named Inaugural Dean of USU College of Veterinary Medicine](#)

Utah State University's College of Veterinary Medicine, a recent addition to the university's academic offerings, is scheduled to start accepting its first four-year veterinary students in fall 2025.

“Dirk has been passionately dedicated to the creation of USU’s newest college and has tirelessly led the efforts of many to make the college a reality. He is laser-focused on a future for the college that offers huge opportunities and potential for faculty, student and staff success.”

Laurens H Smith
Provost and
Executive Vice President



Ramping Up the Research *Enterprise*



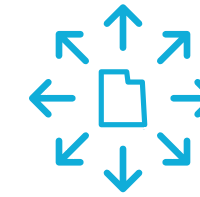
Launching New Research Initiatives



USU is a Carnegie-recognized Research (R1) Institution and named one of the best undergraduate research programs in the nation in both graduate and undergraduate education. Faculty disclosed 27 new inventions in 2022 and conducted over 430 student and faculty experiments sent into space in partnership with the [Space Dynamics Lab](#).

Under President Elizabeth Cantwell's leadership, USU launched several new research initiatives in FY24, achieving record-breaking accomplishments. Programs like the Integrated Team Research (ITR) seed funding and Research Summits fostered new faculty-led research teams in critical areas such as energy, water, and AI. Enhanced proposal development resources in FY24- 25 led to record proposal dollars requested (\$545M) and awards (\$166M). USU researchers are making significant impacts in fields like Alzheimer's disease, electrified vehicles, and biotechnology, supporting Utah families and transforming communities.



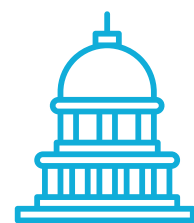


Taking the State of Utah by Storm With Statewide Enterprise innovations

In just one example, the **Davis Agricultural Heritage Center (DAHC)**, a \$5.2M facility opened in Kaysville in October 2023, has quickly become a community hub. Hosting over 50 paid events with 4,150 attendees, the DAHC offers diverse programming, including rodeos, horse shows, livestock exhibitions, and community gatherings.

The center is also a focal point for wild horse and burro research and education. With over \$1.2M in funding secured, the program has expanded its reach to 13 states, engaging youth through educational programs and collaborative research with Utah State University, BLM, and other institutions.

Beyond its community and research roles, the DAHC is contributing to the success of the College of Agriculture and Applied Sciences (CAAS). With rising enrollment and graduation rates, and nearly \$10M in philanthropic support, CAAS is making a significant impact.



USU Research on Capitol Hill 2024

Utah's top public research universities, Utah State University and the University of Utah, joined forces on January 18, 2024, for Research on Capitol Hill (ROCH), an annual event bringing together undergraduate researchers and Utah's decision-makers to celebrate groundbreaking projects. From self-charging batteries to performance anxiety, students shared their work with research and economic potential benefit for the state of Utah.



Elevating the Aggie Athletics Enterprise

Aggie Athletics

Since taking on the role of Vice President and Director of Athletics at Utah State University in August 2023, Diana Sabau has been instrumental in redefining the student-athlete experience. Her vision for success is elevating the standards of excellence in college athletics and providing life-changing opportunities through a USU education.

Advancement – Big Blue Club

Utah State University announced \$125M REACH and RISE Fundraising Campaign. In less than a year, \$28.5M has been generated, the single largest donor year in USU history.

Athletics

Record-breaking 2023-24 season: Claiming four MOUNTAIN WEST championships, a school-best achievement in Men's Basketball, Women's Soccer, Men's Tennis, Women's Volleyball.

2023-24 MOUNTAIN WEST Coach of the YEAR awarded to: Danny Sprinkle, Men's Basketball, Manny Martins, Women's Soccer, and Rob Nielsen, Women's Volleyball.

Academics

USU's student-athletes combined to earn **249** academic all-MOUNTAIN WEST honors:

- **191** named MW Scholar-Athletes
- **440** academic honors led the MW
- Recognized **245** outstanding student-athletes at the annual Joe E. Whitesides Luncheon for achieving a GPA of 3.2 or higher.



Record Setting Year

- Utah State Football ticket sales ranked at the highest levels in the past seven years, ranking among the best in USU athletics history. [\[Link\]](#)
- USU Soccer ranked nationally for the first time in program history. [\[Link\]](#)



“We are proud of all our student-athlete achievements and hard work. Utah State University will continue to reach and rise within the MOUNTAIN WEST and NCAA. We are committed to providing remarkable athletic and learning opportunities.”

Diana Sabau

Vice President and
Director of Athletics



Modernizing to Meet USU Growth



Undergoing Physical Transformation

The university is undergoing a remarkable physical transformation, with the design and construction of several state-of-the-art buildings. These new facilities are not only expanding our capacity to accommodate more students but also providing top-tier spaces for learning, research, and extracurricular activities, ensuring our commitment to academic excellence and a vibrant campus life. Our new builds include the following:

- 1 EVR/ASPIRE Building**
Scheduled to open for Summer 2024
- 2 Mehdi Heravi Global Teaching and Learning Center**
Scheduled for Fall 2024 completion
- 3 NEHMA Art Research Center**
Scheduled for completion by December 2024
- 4 Gardner Learning & Leadership Building**
Scheduled to be completed by Spring 2025
- 5 South Campus Residence Hall**
Projected to finish Summer 2025
- 6 South Campus Parking Terrace**
Scheduled for Summer 2025 completion date
- 7 Monument Valley**
Groundbreaking completed August 2, 2024 and completion scheduled for Winter 2025
- 8 College of Veterinary Medicine Building**
Groundbreaking completed Summer 2024 with completion projected in Summer 2026



2



5/6



3

Student *Life*



Being an Aggie – the Student Experience

Utah State University (USU) offers a unique blend of academic excellence, outdoor adventure, and a strong sense of community. Nestled in the picturesque city of Logan, Utah, USU provides a vibrant campus life combined with stunning natural surroundings.



Academic Focus

USU is known for its strong academic programs, particularly in agriculture, engineering, and natural sciences. Students benefit from a close-knit campus environment and dedicated faculty.



Outdoor Enthusiast's Paradise

Logan is a gateway to outdoor adventures. Students can enjoy skiing, snowboarding, hiking, camping, and other activities year-round.



Strong Community

USU fosters a sense of belonging among its students. The campus is known for its friendly atmosphere and supportive community.



Affordable Education

Compared to many other universities, USU offers a relatively affordable education, making it an attractive option for many students.



Campus Life

Situated in the small, western town of Logan, USU offers a variety of clubs, organizations, and events to keep students engaged.



The Student Achievement Collaborative (SAC) at USU focuses on removing systemic barriers, providing academic support, and training staff to advocate for student success. During the past year, SAC introduced a Canvas workshop for at-risk students and facilitated personalized success plans with Aggie Advocates. The Aggie First Scholar's program was recognized by FirstGen Forward for its commitment to first-generation students. SAC also trained 80 advisors in Appreciative Advising and launched the Advising Excellence Certificate program.

Nurturing a Culture of Excellence

Utah State University has established a new **Strategic Enrollment Management (SEM)** division to optimize student recruitment and support the university in its ambitious goal setting to meet challenges in higher education. The SEM team excels in Student Financial Support, overcoming FAFSA delays awarding federal aid and the Utah State Promise, and implementing four-year awards for incoming students. USU achieved a record number of admissions applications by eliminating the application fee for resident students and developing new admissions pathways to meet student needs.

USU Admissions hosted over 15,000 prospective students at various events and launched a new recruitment website to enhance the student experience.

SEM advances community engagement projects, increased student programs participation, and enhanced mental health services. The Disability Resource Center also played a crucial role in providing personalized educational support to students.



Advancing Utah State



Aggies Creating Impact

Utah State University experienced a record-breaking fundraising year, securing \$63M from 8,249 donors between July 1, 2023, and June 30, 2024, a substantial increase. The university's "Create Your Aggie Impact" campaign, launched in fall 2022, has been instrumental in this success, generating over \$44.7M. These funds will support vital initiatives, including \$13.4M for student opportunities and \$4M for research. The university recently celebrated this milestone with a special event, announcing new gifts totaling \$30M. To foster community engagement, over 100 alumni and donor events were held throughout the year to recognize generous contributions.

\$63M

In fundraising FY23

8,249

Donors in FY23

100+

Alumni and donor events

\$13.4M

Raised for student opportunities

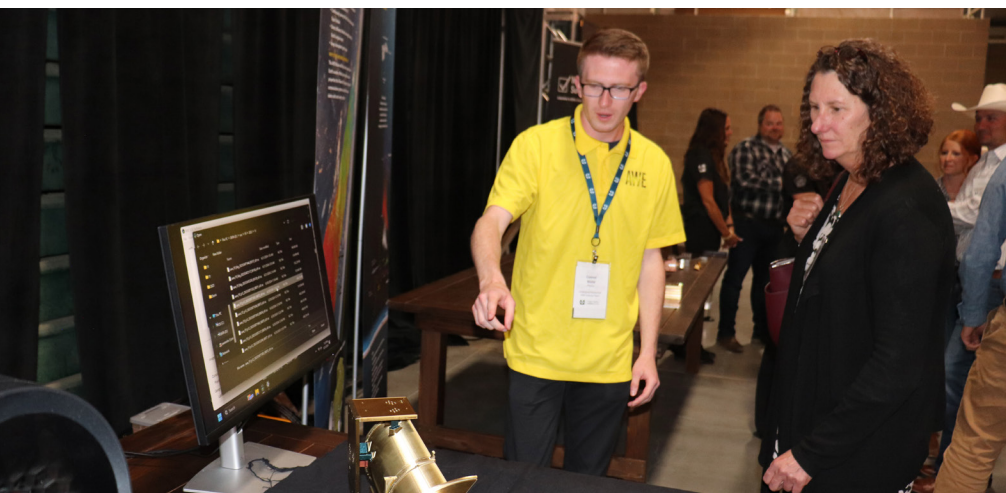
\$4M

Raised for research

\$30M

Received in new gifts





Building Community partnerships for long-term economic impact

Utah State University is dedicated to fostering strong public-private partnerships that drive innovation and economic growth for the state of Utah. By collaborating with industry leaders, government agencies, and philanthropic organizations, USU is committed to creating a thriving ecosystem where research, education, and business intersect. These partnerships enable the university to address critical challenges, develop cutting-edge solutions, and cultivate a skilled workforce that contributes to the long-term prosperity of the state.

Utah State University (USU) has joined forces with 47G, Utah's premier aerospace and defense organization. This collaboration is poised to significantly bolster the state's semiconductor industry through the Utah Network for Integrated Computing and Semiconductor Research and Education (UNICOS). USU will be instrumental in developing the next generation of aerospace experts by providing comprehensive education and research opportunities, from high school to doctoral programs. 47G will also support groundbreaking work on biodegradable protein fibers for advanced aerospace and defense composites.



Legislative Support

Utah State University is deeply grateful for the substantial state funding provided by our legislators. Their continued support for performance-based initiatives is instrumental in our success. USU is particularly excited about the new funding allocated to bolster energy engineering, workforce development, and forest restoration. These investments position USU at the forefront of addressing critical state challenges. Additionally, the support for high-temperature materials engineering, fee waivers, and life sciences workforce development will significantly enhance our university's impact.



Looking *Ahead*



Vision in Action

A Strategic Framework for Progress



How we will get there

- 1 Focus on student success and enrollment/recruitment.
- 2 Elevate research expenditures and impact.
- 3 Expand the Statewide Enterprise.
- 4 Increase operational modernization.
- 5 Continue to offer expanded and relevant academic offerings.

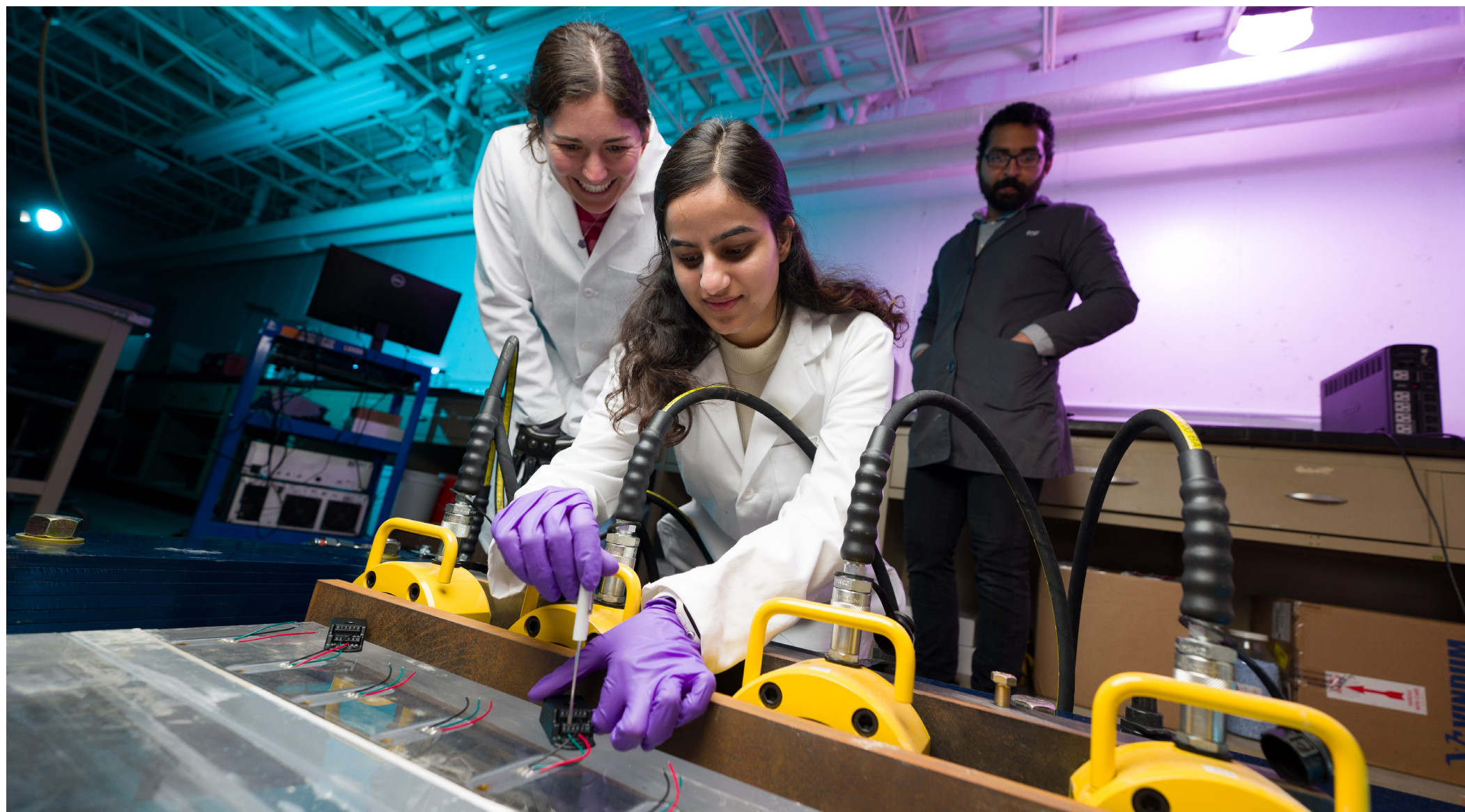
Utah State University has had a remarkable year, solidifying our position as a leading institution providing a world-class education. USU is poised for strategic growth – now, more than ever before.

Strategic Goals

Over the next decade, USU aims to expand the student body up to 35,000, with a more diverse student population. This includes increasing our out-of-state enrollment to 25%, fostering statewide engagement with 25% of our students, and maintaining a strong presence on our Logan campus and online with a 60% completion rate.

Our research enterprise will also see significant growth, reaching \$600M annually. We aspire to educate and train 10,000 engineering students across our campuses and serve at least 10,000 students online.

To support our growing portfolio, we will continue to explore and develop alternative revenue streams which are technology focused and ripe for national and international expansion.



USU Values Shaping Our Future



Our core values of **Excellence, Ambition, Collaboration, Courage, Innovation** and **Respect** are the foundation of Utah State University. These principles empower individuals, shape our future, and create a positive impact on the world. Despite the challenges we face, our community remains dedicated and adaptable. We are filled with optimism for the future and committed to building a legacy that honors our past and embraces the opportunities ahead.

Go Aggies!

Our Values

Excellence

USU is dedicated to the pursuit of excellence in all aspects of academic life. We strive to uphold the highest standards in education, research, and community engagement.

Ambition

At Utah State, we embrace ambition – the relentless pursuit of excellence, innovation and growth – to create a dynamic and inspiring environment that empowers students, faculty, and staff.

Collaboration

We are a university built on collaboration. By working hand-in-hand across disciplines and with our community, we ignite groundbreaking ideas, transform lives through education, and create lasting solutions.

Courage

Our university embodies the principle of courage, empowering our community to challenge the status quo and explore new ideas. We encourage open dialogue, innovative thinking, and bold initiatives, creating an environment where faculty and students can engage with difficult issues, take intellectual risks, and advocate for positive change.

Innovation

By prioritizing innovation as a core value at USU, we foster a dynamic environment where students, faculty, and staff collaborate to drive cutting-edge research, develop collaborative solutions, and contribute to economic growth through technology transfer, job creation, and community engagement.

Respect

Utah State embraces the value of respect as a cornerstone of our community. We honor varied perspectives and engage collaboratively with one another and the communities we serve, where every voice is valued to grow, learn, and understand for a better tomorrow.



Utah State University is a public service university dedicated to the communities it serves through excellence, access and belonging for all – with distinguished faculty, dedicated staff and outstanding students, its vision is to support individuals in meaningful lifelong learning fostering involvement, innovation and impact.

Bruce Carlson, General, USAF (ret)



1036 Bach

Colleyville, TX 76034

home: 801 298-3954 cell: 801 230 7643 office: 801 240 1796

bruce.carlson417@gmail.com

Active TS/SCI Clearance held by National Reconnaissance Office, Chantilly VA

EXPERIENCE

Senior Church

Leader: Jul 2012-Jul 2015. Called to serve in the Church of Jesus Christ of Latter-Day Saints (Mormon) as a Seventy - General Authority. Managed Church affairs and congregations in the Middle East and North Africa (Morocco to Afghanistan) and served as Church representative to international ecumenical events. Led Church humanitarian efforts in Iraq, Syria, Lebanon, Palestine, Jordan, Egypt, Morocco and Tunisia.

Senior

Advisor: Jun 2013-Present. Chairman, Utah State's Space Dynamics Laboratory, Board of Advisors

Director:

Jul 2009-Jul 2012. Director, National Reconnaissance Office (NRO) where he supervised the development, acquisition, testing, launch and operation of the Nation's overhead reconnaissance constellation and its associated ground systems. His responsibilities included membership on the nation's Director of National Intelligence (DNI) Executive Board where he advised the DNI on all reconnaissance and intelligence collection strategies, operations, budgets and acquisition programs. During his tenure he lead the NRO from having six of fourteen major overhead reconnaissance programs over-cost, over-schedule or under-performing to all fourteen being on-costs, schedule and performance in three years. He simultaneously directed the most aggressive NRO launch schedule in over 25 years and brought a failing national intelligence agency back to world-class status.

Commander: Aug 2005 to Nov 2008. Commander, Air Force Materiel Command, led 73,000 people with annual execution budget of \$43B and assets in excess of \$46B. Responsible for all USAF science & technology research, acquisition personnel, developmental testing and worldwide sustainment of all AF weapon systems.

- **Strategic Leader:** In wake of AF nuclear caretaker incidents, developed a single manager concept for all AF-controlled nuclear weapons and nuclear weapons related materiel and obtained \$100M to secure all AF-owned nuclear assets as well as consolidate and retrain the AF's entire nuclear sustainment force.
- **Fiscal Specialist:** Consolidated 17 different AF budget authorities for all AF weapons system sustainment (\$13B annually) and for the first time in AF history each Command was able to predict aircraft availability, AF-wide, a year ahead of time. This Consolidated Asset Management (CAM) process returned \$550M back to DoD coffers in its first year of complete execution.
- **Business Oriented Manager:** Optimized BRAC 05 directed moves of diverse AF medical and human performance organizations. Consolidated all AF medical and human performance research, consultation and education under a single new unit, funded the largest construction project in the history of the southern Ohio region and stood up the organization to manage this synergistic effort.
- **Lean Expert:** Created and implemented the consolidation of over 80 separate contracting entities across the AF into 5 regions, initially saving hundreds of manpower spaces and setting the AF up to save in excess of \$500M annually through consolidation of services contracts.

Commander: May 2003 to Aug 2005. Commander, Eighth Air Force, commanded all AF nuclear and conventional bomber forces, all of the AF's intelligence gathering and processing capability, an organization of 34,000 people with an annual operating budget of >\$200M and assets in excess of \$10B.

- **Organizational Executive:** Stood up the AF's cyberspace operations by establishing working relationships between diverse groups across the AF, formed working relationships with other Federal Agencies through formal agreements and trained the initial team of experts to operationalize cyberspace inside the USAF.

Joint Staff

Director: Jan 2000 to May 2003. Principle advisor to the Chairman of the Joint Chiefs for all DoD budget, requirements and force structure analysis. Major issues included establishment of TRICARE, (the DoD's comprehensive healthcare program for active-duty and retired personnel) the standup of a new Combatant Command and the initial wartime funding and force buildup in the War Against Terror.

- **Credible Senior Staff Officer:** Served as principle Joint Staff advisor to the SecDef on the 2001 Quadrennial Defense Review.
- **Budget Forecaster:** Authored financial options for first wartime Congressional Supplemental (\$38B) in wake of 9/11 attacks on US.

Headquarters

AF, Staff

Director: Aug 1996 to Jan 2000. Managed the Air Force's fighter, bomber and weapons portfolio, developed detailed modernization plans for such aircraft as the B-1, B-2 and F-22, and successfully defended program budgets before both houses of Congress. In a second role, directed Air Force-wide efforts to develop requirements for all new Air Force weapons systems, coordinated those new requirements with Combatant Commanders, and the Joint Staff and Office of Secretary of Defense to ensure new air, space and Command & Control systems were supported and funded within the DoD's acquisition budget.

Commander: Feb 1995 to Aug 1996. Commander 49th Fighter Wing, the Air Force's first operational stealth fighter wing, an organization of 4500 people with execution budget of \$7 million annually and assets valued at greater than \$1B. Responsible for the combat readiness of the nation's stealth fighter capability, the training of two foreign nation's fighter forces, and a large portion of the Air Force's combat rescue forces.

Operational

Pilot &

Staff Officer: Jun 1971 to Feb 1995. Operational flying assignments, to include combat operations in the OV-10 as a Forward Air Controller. Flew the F-4, A-10, F-16, F/EF-111, B-52 and F-117. Served as instructor pilot, flight examiner, and aide to the Commander, Tactical Air Command. Additionally, during this time attended and graduated from the Air Force Fighter Weapons School.

ACHIEVEMENTS

Author: "Developmental Planning: The Key to Future War-Fighter Capabilities," *Air & Space Power Journal* - Spring 2008

"Protecting Global Utilities, Safeguarding the Next Millennium's Space-Based Public Services," *Aerospace Power Journal* - Summer 2000

Awards: Air Force ROTC Distinguished Alumni Award, 2014

National Intelligence Distinguished Service Award, 2012

DoD Medal for Distinguished Public Service, 2012

James V. Hartinger Award for Distinguished Service in the Field of Military Space, 2012

Air Force Association, Wright Memorial Chapter, Heritage Award, an annual award given to a single active duty leader for the most significant contribution by a military member to Air Force programs, 2008

Air Force Association, National H.H. Arnold Award, an annual award given to a single active duty leader for the most significant contribution by a military member to national defense, 2008

Air Force Order of the Sword, highest award given to an officer by the enlisted men and women of a Major Command, 2008

University of Minnesota Distinguished Alumni Award, 2006

Brainerd High School Distinguished Alumni Award, 2001

Education: Distinguished Graduate, Naval War College, Master's in Strategic Studies, 1989
Honors Graduate, Webster University Business Management Master's, 1980
Graduate, USAF Fighter Weapons School, A-10, 1979
Graduate, USAF Undergraduate Pilot Training, Top T-38 Flyer, 1972
Graduate, Cum Laude, University of Minnesota, Bachelor of Arts, Accounting, 1971

PROFESSIONAL MEMBERSHIPS

Air Force Association
Disabled American Veterans
American Legion
Order of Daedalians
Military Officers Association

ITEM FOR ACTION

Re: Utah State University Space Dynamics Laboratory

- Recommendation for re-appointment to Space Dynamics Laboratory Board of Directors

EXECUTIVE SUMMARY

Utah State University Space Dynamics Laboratory Board of Directors submits to the President of Utah State University and the Utah State University Board of Trustees recommendations to appoint individuals to the Space Dynamics Laboratory Board. These recommendations are consistent with Article IV of the Amended and Restated Articles of Incorporation, and Article III of the Amended Bylaws of the USU Space Dynamics Laboratory. This recommendation was made by a resolution of the majority of the USU Space Dynamics Lab Board after appropriate review and discussion.

RECOMMENDATION

- 1) The USU Space Dynamics Laboratory Board recommends the re-appointment of Gen. Bruce Carlson as Director to the Utah State University Space Dynamics Laboratory Board of Directors for an additional three (3) year term beginning when his current term expires.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, the term of Gen. Bruce Carlson as Director for the Utah State University Space Dynamics Laboratory expires in 2024; and

WHEREAS, Gen. Carlson's service as Director has been very beneficial to the Laboratory; and

WHEREAS, the Laboratory recommends it would be beneficial for his service as Director to continue;

NOW, THEREFORE, BE IT RESOLVED, that the President of Utah State University and the Utah State University Board of Trustees hereby approve Gen. Bruce Carlson's re-appointment to the Utah State University Space Dynamics Laboratory Board of Directors for a three (3) year term.

RESOLUTION APPROVED BY THE USU BOARD OF TRUSTEES:

Date



USU Board of Trustees Regular Meeting Minutes

Friday, August 23, 2024 at 8:00 AM MDT

@ Logan campus, University Inn, Sonne Board Room

(optional Zoom: <https://usu-edu.zoom.us/j/85842550498?pwd=NZzkUaTwt6xqlaO4YN4QuU6RbYwI3.1>)

Attendance

Trustees present:

Jacey Skinner (Chair)

Gina Gagon (Vice Chair)

Kent K. Alder

John Y. Ferry

David H. Huntsman

Kacie Malouf

Heather Mason

David Petersen (remote)

Matthew Richey

Tessa White

Clark Whitworth

University representatives present:

Jodi Bailey

Janalyn Brown

Elizabeth Cantwell

Grant Cardon

Dave Cowley

Kerri Davidson (remote)

Andrew Diamond

Nancy Hanks

Jane Irungu

Haley Klaassen

Mica McKinney

John O'Neil

Bill Plate

Levi Sim

Larry Smith

Brian Steed

Devin Wiser

Jay Wright

Other guests present:

Julie Hartley

1. Welcome

Chair Skinner welcomed all attendees to the Board of Trustees training and regular meeting.

2. Trustee Training (Presenters: Mica McKinney)

Vice President Mica McKinney presented mandatory educational opportunities to the Board of Trustees including information concerning conflict of interest, political activity policy, open public meetings, and the Government Records Access and Management Act (GRAMA). (See attached documentation.)

2.1. Conflict of Interest

2.2. Political Activity Policy

2.3. Open Public Meetings

2.4. GRAMA

3. Trustee Title IX Training (Presenters: Susan Young)
USU Senior Prevention Specialist Susan Young presented the mandatory Title IX training.
4. Walk/Golf Cart to NEHMA
5. Trustee Museum Tour and Lunch
6. Walk/Golf Cart to University Inn
7. REGULAR MEETING
8. Roles and Functions of Trustees (Presenters: Mica McKinney)
9. CLOSED Session

Motion:

I move that in accordance with 52-4-205 of the Utah Code that the Trustees go into a closed Executive 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.

Motion moved by Gina Gagon and motion seconded by David H. Huntsman. Roll call vote was initiated by Chair Skinner. All voted in the affirmative and the meeting moved into a closed session which commenced at 1:51pm and concluded at 3:15pm.

Closed Session Attendance

Trustees present:

Jacey Skinner (Chair)

Gina Gagon (Vice Chair)

Kent K. Alder

John Y. Ferry

David H. Huntsman

Heather Mason

David Petersen (remote)

Matthew Richey

Tessa White

Clark Whitworth

Trustees absent:

Kacie Malouf

University representatives present:

Elizabeth Cantwell

Mica McKinney

10. President's Report (Presenters: Elizabeth Cantwell)
President Cantwell reviewed the printed President's Report (attached).
11. Trustee Recognition (Presenters: Jacey Skinner)

Chair Skinner read a Resolution of Commendation and Appreciation for USU Photographer Levi Sim. Mr. Sim was given a gift and honored by the full board.

12. Consent Agenda

12.1. Approve: USU Board of Trustees Meeting Minutes

Motion:

Motion was made to approve the items included in the Consent Agenda.

Motion moved by David H. Huntsman and motion seconded by Kent K. Alder. Voting was unanimous in the affirmative. Motion passed.

12.1.1. May 1, 2024

12.1.2. June 28, 2024

12.2. Approve: Tenure

12.2.1. Prateek Sharma, Associate Professor, Dept. of Nutrition, Dietetics, and Food Sciences

12.2.2. Matthew H. Hebdon, Associate Professor, Dept. of Civil and Environmental Engineering

12.2.3. David D. Jones, Dean and Professor, Department of Biological Engineering

12.2.4. Christopher R. Keyes, Dept. Head and Professor, Dept. of Wildland Resources

12.3. Approve: Report of Investments

12.3.1. April 2024

12.4. Approve: Administrative Units

12.4.1. Transfer the Utah Veterinary Diagnostic Laboratory from the College of Agriculture and Applied Sciences to the College of Veterinary Medicine

12.5. Approve: Centers

12.5.1. Center for Translation and Interpretation Studies in the College of Humanities and Social Sciences

12.5.2. Data Science and Artificial Intelligence Center in the Colleges of Science and Engineering and the Jon M. Huntsman School of Business

12.6. Approve: Certificates

12.6.1. Post-Baccalaureate Certificates

12.6.1.1. School Library Media Administration Certificate in the Emma Eccles Jones College of Education and Human Services

12.6.1.2. Instructional Coaching Certificate in the Emma Eccles Jones College of Education and Human Services

12.6.1.3. Photonics Certificate in the College of Science

12.6.2. Proficiency Certificates

- 12.6.2.1. Food Manufacturing in the College of Agriculture and Applied Sciences
- 12.6.2.2. Basic Corrections Officer in the College of Agriculture and Applied Sciences
- 12.6.2.3. Heating, Ventilation, Air Conditioning, and Refrigeration in the College of Agriculture and Applied Sciences
- 12.6.2.4. Law Enforcement Officer in the College of Agriculture and Applied Sciences
- 12.6.2.5. Special Function Officer in the College of Agriculture and Applied Sciences
- 12.6.2.6. Early Childhood in the Emma Eccles Jones College of Education and Human Services
- 12.6.2.7. School Library Media Administration in the Emma Eccles Jones College of Education and Human Services

12.7. Approve: Emphases

- 12.7.1. Professional Pilot: Accelerated Fixed Wing Emphasis in the College of Agriculture and Applied Sciences
- 12.7.2. Change the English-General English Emphasis-BA & BS to English-BA & BS in the College of Humanities and Social Sciences

12.8. Approve: K-12 Endorsements

- 12.8.1. School Library Media Administration K-12 Endorsement in the Emma Eccles Jones College of Education
- 12.8.2. Instructional Coaching K-12 Endorsement in the Emma Eccles Jones College of Education

12.9. Approve: Minors

- 12.9.1. Aviation Dispatch Minor in the College of Agriculture and Applied Sciences

12.10. New Programs

- 12.10.1. Master of Education in Psychology in the Emma Eccles Jones College of Education
- 12.10.2. Translation and Interpretation Studies Bachelor of Art degree in the College of Humanities and Social Sciences
- 12.10.3. Statistics and Data Science PhD in the College of Science
- 12.10.4. Secondary Science Composite Teaching Major Bachelor of Arts and Bachelor of Science degree in the College of Science

12.11. Approve: Program Reviews

- 12.11.1. (1) College of Agriculture and Applied Sciences' Department of Landscape Architecture and Environmental Planning Program Review (2) College of Agriculture and Applied Sciences' Department of Plants, Soils and Climate Program Review (3) College of Science

13. BREAK

14. Action Agenda

- 14.1. Approve: Capital Development Priorities for Fiscal Year 2025-26 (Presenters: Dave Cowley)

Vice President Cowley presented the Capital Development Priorities for the fiscal year 2025-2026. He explained USU's first priority will be the remodel of the "Math and Stats" building on the Quad which is now referred to as MAIDAC-Math, AI, Data and Analytics Center. The university had to rethink the renovation and is now planning to do an addition instead of just a remodel. VP Cowley added USU would like to begin Phase 1 on a Spectrum renovation with a plan to present three additional phases at a later date.

Motion:

Motion was made to approve the Capital Development Priorities for fiscal year 2025-2026.

Motion moved by John Y. Ferry and motion seconded by Matthew Richey. Voting was unanimous in the affirmative. Motion passed.

- 14.2. Approve: Utah State University and Utah State University Eastern 2024-25 Athletics Budgets (Presenters: Dave Cowley)

Vice President Dave Cowley shared the attached slides of the final 2024-2025 athletic budgets, both for USU Logan as well as USU Eastern. He touted Vice President and Athletic Director Diana Sabau for her efforts as Athletics ended fiscal year 2024 in the black for the first time in what could be remembered. Athletics will have approximately \$400,000-500,000 to roll over and are projecting \$1.25 million surplus at the end of 2025.

Motion:

Motion was made to approve both USU Logan and USU Eastern 2024-25 Athletics Budgets.

Motion moved by Tessa White and motion seconded by Heather Mason. Voting was unanimous in the affirmative. Motion passed.

- 14.3. Approve: Authorization to Act in Capacity of Vice President for Finance and Administrative Services and Public Treasurer (Presenters: Dave Cowley)

Chair Skinner removed this item from the agenda.

- 14.4. ADJOURN - 4:00 PM

Chair Skinner thanked all in attendance.

Motion:

Motion was made to adjourn.

Motion moved by Heather Mason and motion seconded by Gina Gagon. Voting was unanimous in the affirmative. Meeting was adjourned at 4:00pm.

DRAFT

27 September 2024

ITEM FOR ACTION

RE: Approval of Authorization to Act in Capacity of the Vice President for Finance and Administrative Services and Public Treasurer

The attached resolution is submitted for the Board of Trustees' approval. It has received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

A resolution was passed by the Board of Trustees on 4 May 2022 authorizing David T. Cowley, or his designees, Danford R. Christensen, Controller and Dwight E. Davis, Associate Vice President for Finance and Administrative Services, to act in the capacity of the Vice President for Finance and Administrative Services and "Public Treasurer", as that term is used in the Utah State Money Management Act, as amended, and the Utah State University Investment Policies.

This amended resolution replaces the 4 May 2022 resolution and recommends that effective 27 September 2024 David T. Cowley or his designee, Dwight E. Davis, Associate Vice President for Finance and Administrative Services, be authorized on behalf of Utah State University to assume all duties and responsibilities of the Vice President for Finance and Administrative Services, including the responsibilities of "Public Treasurer" as that term is used in the Utah Money Management Act and the University Investment Policies.

RECOMMENDATION

The President recommends that the Board of Trustees approve the Authorization to Act in Capacity of Vice President for Finance and Administrative Services and Public Treasurer.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

**AUTHORIZATION TO ACT IN CAPACITY OF THE
VICE PRESIDENT FOR FINANCE AND ADMINISTRATIVE SERVICES
AND PUBLIC TREASURER**

WHEREAS, the Board of Trustees approved an Authorization to act in Capacity of Vice President for Finance and Administrative Services and Public Treasurer on 4 May 2022 authorizing David T. Cowley, or his designees, Danford R. Christensen, Controller and Dwight E. Davis, Associate Vice President for Finance and Administrative Services, to act in the capacity of the Vice President for Finance and Administrative Services and “Public Treasurer”, as that term is used in the Utah State Money Management Act, as amended, and the Utah State University Investment Policies, and

WHEREAS, this amended resolution replaces the 4 May 2022 resolution and recommends that effective 27 September 2024 David T. Cowley or his designee, Dwight E. Davis, Associate Vice President for Finance and Administrative Services, be authorized on behalf of Utah State University to assume all duties and responsibilities of the Vice President for Finance and Administrative Services, including the responsibilities of “Public Treasurer” as that term is used in the Utah Money Management Act and the University Investment Policies:

NOW, THEREFORE BE IT RESOLVED that David T. Cowley or his designee, Dwight E. Davis, Associate Vice President for Vice President for Finance and Administrative Services, be authorized on behalf of Utah State University to assume all duties and responsibilities of the Vice President for Finance and Administrative Services, including the responsibilities of “Public Treasurer” as that term is used in the Utah Money Management Act and the University Investment Policies, including, but not limited to, establishment of accounts with brokers; sell, assign, transfer, and endorse stocks and other such investments; execute wire transfers and foreign funds draft authorizations; open new banking accounts; and conduct any other transaction that may be necessary on behalf of Utah State University.

RESOLUTION APPROVED BY THE USU BOARD OF TRUSTEES:

Date

ITEM FOR ACTION

RE: Authorization to Adjust Summer Term Tuition Tables

EXECUTIVE SUMMARY

Utah State University seeks approval to implement small but meaningful changes in the structure of its summer tuition table. This is in response to repeated requests from students as well as surveys of current students. A university task force was formed to determine the feasibility of implementing changes to make summer courses more affordable for students enrolled in one or two classes, but especially for those enrolled in just one class.

1. Change to Effective Date of Annual Tuition Increases

The university has historically followed a Summer-Fall-Spring approach in applying any board-approved tuition increases. The university is seeking approval to change to a Fall-Spring-Summer approach, meaning any tuition rate increase approved by the Board of Trustees and the Utah Board of Higher Education (traditionally at the March meeting) will take effect in the subsequent Fall term. The Utah Board of Higher Education has given institutions the option of selecting which structure it will follow. This change will allow the university to publish its Summer term tuition schedule much earlier in the year, which will make a meaningful impact in the university's ability to market its Summer course offerings.

This change will impact all tuition tables.

2. Change in Rates Below the Plateau

The second change requested by the university is a reduction in the rates at the lower credit hour levels. Tuition will remain flat at the plateau levels. The price at the 3 credit hour level, as well as the 6 credit hour level (where the majority of Summer students enroll), has been a barrier. The proposed structure will lower the cost to students who register for less than 9 credit hours, as illustrated in the attached table. Undergraduate students at the 3 credit hour level will realize savings of nearly \$500 while those at the 6 credit hour level will see savings of \$249. Nearly 90% of students who enroll in Summer courses enroll in fewer than 10 credit hours.

These recommendations are consistent with the wishes of the student body as assessed in several recent surveys of current students.

The changes will not affect the following tuition tables:

- Price/Blanding/Moab with 65 or fewer earned credits,
- out of state online,
- technical education, and
- veterinary medicine

RECOMMENDATION

Based on the above request, the President, Provost, and Vice President for Finance and Administrative Services recommend that the Board of Trustees approve the changes as presented.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, Utah State University seeks approval to implement small but meaningful changes in the structure of its summer tuition table; and

WHEREAS, The university is seeking approval to change to a Fall-Spring-Summer approach, meaning any tuition rate increase approved by the Board of Trustees and the Utah Board of Higher Education (traditionally at the March meeting) will take effect in the subsequent Fall term; and

WHEREAS, This change will impact all tuition tables; and

WHEREAS, The second change requested by the university is a reduction in the summer rates at the lower credit hour levels; and

WHEREAS, Tuition will remain flat at the plateau levels; and

WHEREAS, The proposed structure will lower the cost to students who register for less than 9 credit hours; and

WHEREAS, These recommendations are consistent with the wishes of the student body as assessed in several recent surveys of current students; and

WHEREAS, The changes will not affect tuition tables for Price/Blanding/Moab with 65 or fewer earned credits, out of state online, technical education, and veterinary medicine:

NOW, THEREFORE, BE IT RESOLVED, That the USU Board of Trustees hereby approves the changes as presented.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES:

Date

Illustration of Proposed Changes – USU Summer Tuition Schedules

Undergraduate			
Credits	Current	Proposed	Change
3	\$1,295	\$796	-\$499
6	\$2,134	\$1,885	-\$249
9	\$2,974	\$2,974	\$0
Plateau	\$3,813	\$3,813	\$0

Graduate			
Credits	Current	Proposed	Change
3	\$1,513	\$935	-\$578
6	\$2,502	\$2,214	-\$288
9	\$3,491	\$3,491	\$0
Plateau	\$4,480	\$4,480	\$0

ITEM FOR ACTION

RE: Request to Approve the 800 East Residence Hall a Non-State Funded Capital Development Project

The Utah State University Non-State Funded Capital Development Project, 800 East Residence Hall, is submitted to the Board of Trustees for consideration. This project has received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

Utah State University requests approval to construct the 800 East Residence Hall, a non-state funded project, located on a 1.5-acre site on the west edge of the Logan campus along 800 East. The new facility will be located on the site that consists of open land and an existing small building to be demolished.

The new building will provide 151,385 GSF for housing, 7,000 GSF for replacement of academic space, and 130,500 GSF for structured parking. It will include 478 new beds of apartment-style units, with a mix of single- and double-bedroom configurations to meet the current trends in housing demand. It will occupy a prime site along the west edge of campus and will incorporate 350 parking stalls for residents. The current total project estimate is \$100,948,580 to be funded by revenue bonds and institutional funds. No additional funds will be requested from the state for construction, capital improvements, or operations and maintenance.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approve the 800 East Residence Hall a Non-State Funded Capital Development Project.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, Utah State University requests approval to construct the 800 East Residence Hall, a non-state funded project, located on a 1.5-acre site on the west edge of the Logan campus along 800 East; and

WHEREAS, The new facility will be located on the site that consists of open land and an existing small building to be demolished; and

WHEREAS, The new building will provide 151,385 GSF for housing, 7,000 GSF for replacement of academic space, and 130,500 GSF for structured parking; and

WHEREAS, It will include 478 new beds of apartment-style units, with a mix of single- and double-bedroom configurations to meet the current trends in housing demand; and

WHEREAS, It will occupy a prime site along the west edge of campus and will incorporate 350 parking stalls for residents; and

WHEREAS, The current total project estimate is \$100,948,580 to be funded by revenue bonds and institutional funds; and

WHEREAS, No additional funds will be requested from the state for construction, capital improvements, or operations and maintenance:

NOW, THEREFORE, BE IT RESOLVED, That the USU Board of Trustees hereby approves the Non-State Funded Capital Development Project as presented.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES:

Date

Policy Routing Worksheet

Policy Title	Threat Assessment Management Team	Category	500 Level
Action Requested	☒ New ☐ Revision	Subsection	General
Summary	Creating the new threat assessment management team (TAMT); see executive summary		
Proposal Contact	Jason Brei and Ellis Bruch		
Policy Custodian	Executive Director of Public Safety	Date and Signature	8/8/2024 <i>Ellis Bruch</i>
Responsible Executive	VP of Operational Strategy	Date and Signature	8/8/2024 <i>John O'Neil</i>
Legal	Alisa Larsen	Date and Signature	8/6/2024 <i>Alisa Larsen</i>
Document Verification	Proper Format	☒ yes ☐ no	Executive Summary Attached
	Redline Attached	☒ yes ☐ no	Implementation Plan Attached

Input and Comment from Stakeholders			
Name/Office (Fill in Below)	Action	Date Consulted	Comments
Public Safety	Recommended Not Recommended		
Legal	Recommended Not Recommended	Throughout	The idea and purpose of a TAMT was presented to all stakeholder groups (Student Affairs, Human Resources, Office of Equity, Legal, Provost Office, and other groups) in December 2023. This policy is the last step to implementing a TAMT for USU.
	Recommended Not Recommended		

* Attach List of Additional Stakeholders Consulted

Review & Recommendation			
Body	Dated Presented		Comments
USUSA Academic Senate Exec. Comm. (Student Code)	N/A	Recommended Information	
USUSA Full Academic Senate (Student Code)	N/A	Recommended Information	
SEA Committee (300)	N/A	Recommended Information	
Faculty Senate (300,400,Student Code)	N/A	Recommended Information	
President's Council (500)	N/A	Recommended Information	
Executive Committee (300)	August 13 and 14, 2024	Recommended Information	Presented to University Leadership Council Aug 2024. Asked to make revisions and send to group for an e Vote.
President (400,Student Code)	August 13 and 14, 2024	Recommended Information	Approved via e vote on 9/3/2024

Policy Officer approval: *Crystal Giordano* 8/21/2024



Policy Routing Worksheet

Final Approval or Notice			
Body	Date Presented	Date Approved	Comments
Board of Trustees (300,400,500,600, Student Code)			Sent to BoT as information item in Sept 2024 meeting
Board of Regents (400)			
Publication & Implementation			Date Completed
Revised or New Policy Published to Policy Library			
Search key words identified:[list key words here, or attach list]			
Communication re:New Policy [Email,FYI, Other]			
Policy References Updated			
Training Updated			
Procedures, Forms and Links Updated			

University Policy 500: Threat Assessment Management Team

Category: Operating Policies

Subcategory: General

Covered Individuals: USU Employees, Students, Visitors

Responsible Executive: Vice President of Operational Strategy

Policy Custodian: Executive Director of Public Safety

Last Revised: 2024/08/21

Previous USU Policy Number: N/A

500.1 PURPOSE AND SCOPE

To establish a threat assessment team, provide mechanisms for reporting and mitigating significant behavior incidents and safety concerns involving members of the University Community, and formalize how the University addresses potential safety threats to members of the University Community and to University ~~Premises~~premises.

500.2 POLICY

The University does not tolerate acts or threats of violence committed by or against members of the University Community or on University ~~Premises~~premises. USU promotes an environment where the health, safety, and well-being of all members of the University Community are supported.

2.1 Composition of the Threat Assessment & Management Team

The USU Threat Assessment & Management Team (TAMT) is a multidisciplinary intervention and response team that is responsible for coordinating existing University resources to address and manage patterns and/or instances of distressing, disruptive, disturbing, threatening, or dangerous behavior.

The TAMT will be made up of the following members:

- USU Chief of Police, or designee, and will serve as Chair of the TAMT;
- Executive Director of Public Safety;
- Associate Vice President for Human Resources, or designee;
- ~~USU Title IX Coordinator~~Executive Director of the Office of Equity, or designee;
- USU Student Conduct ~~Chair~~Director/Executive Director, or designee;
- Vice President for Student Affairs;
- USU Behavioral Intervention Team (BIT) Chair, or designee; and
- A representative from the Provost's Office.

Additionally, the TAMT will be advised by an attorney from the Office of Legal Affairs. The Vice President for Operational Strategy will be an ex officio member of the TAMT.

2.2 TAMT ~~Responsibilities~~Activities & Training

2.2.1 ~~Responsibilities~~

~~The TAMT actively collaborates with the campus community to support the recognition of and response to individuals engaged in Concerning Behavior as it is defined in this section. The TAMT works with others~~

in the University Community to identify, assess, and manage situations involving individuals whose behaviors may present a threat. This may include, as appropriate and not limited to, working with law enforcement, mental health, human resources, and other support services to facilitate effective assessment and intervention.

2.2.2 Training of TAMT

The TAMT members will be trained annually on identifying concerning behaviors, threat assessment, and best practices.

2.2.3 Reporting

TAMT will receive reports about members of the University Community who exhibit disturbing or disruptive behaviors or regarding individuals who may otherwise pose a threat to the University, from various existing sources on campus and the reporting process outlined within the TAMT charter.

2.2.4 Threat Assessments

When the TAMT receives a report that presents a potential imminent health or safety concern(s) to the University Community, a threat assessment may be conducted.

Such assessment will be a comprehensive, fact-based assessment of each situation involving individuals who are engaging in Concerning Behavior that may pose a threat of violence to themselves or members of the University Community.

2.2.5 Case Management Plans and Interim Actions

When conducting a threat assessment, the TAMT will ~~develops~~develop case management plans based on a thorough and diligent review of information sources that are reasonably available, which the TAMT has lawful and ethical access to. Occasionally, case management plans will include ~~Interim Safety~~interim safety-based actions such as a trespass order.

The TAMT chair, or designee, will disseminate instructions and information related to a case management plan to the appropriate units and individuals.

When case management plans are actively in place, the TAMT will meet regularly to continually assess whether the case management plans should be adjusted or retired.

2.2.6 Retaliation Prohibited

Retaliation against any individual who, in good faith, submits a TAMT report, or any individual who is the subject of a TAMT report will not be tolerated. Retaliation may result in suspension, expulsion, and/or disciplinary action up to and including dismissal from employment.

2.2.7 Confidentiality

USU understands the sensitivity of information submitted to the TAMT and makes efforts to respect the privacy of the reporting party, or the party reported, as much as possible. Information related to Concerning Behavior is handled as discreetly as possible. Nevertheless, the disclosure of Concerning Behavior may be necessary to protect the health and safety of the University community. Disclosure may at times also be required by law.

500.3 RESPONSIBILITIES

3.1 Threat Assessment Management Team

The TAMT actively collaborates with the campus community to support the recognition of and response to individuals engaged in Concerning Behavior as it is defined in this section. The TAMT works with others in the University Community to identify, assess, and manage situations involving individuals whose behaviors may present a threat. This may include, as appropriate and not limited to, working with law enforcement, mental health, human resources, and other support services to facilitate effective assessment and intervention.

Commented [CG1]: There was an extra space between the letter 'r' and the letter 'v' in the word 'services' in the original red-lined version

3.1 Responsible Office/Party

3.2

The following individuals will serve as members of the TAMT:

Executive Director of Public Safety

1- The, or designee, Executive Director of Public Safety is responsible for coordinating the efforts of the TAMT team and providing their expertise with regard to their broad view of campus safety, ensuring that the TAMT training occurs on an annual basis, based on best practices and standards within the industry.

- 2- USU Chief of Police, or designee;
- 3- Associate Vice President for Human Resources, or designee;
- 4- USU Title IX Coordinator, or designee;
- 5- USU Student Conduct Chair, or designee;
- 6- USU Behavioral Intervention Team (BIT) Chair, or designee;
- 7- the Provost, or designee; and
- 8- the Vice President of Operational Strategy.

The TAMT will be advised by an attorney within USU's Office of Legal Affairs.

3.3 Employees

All employees are responsible for reporting concerns of potential threats, potential imminent health or safety concerns, or potential issues of Concerning Behavior to the TAMT pursuant to this Policy.

500.4 REFERENCES

- Utah Code Ann. § 53B-28-401, Campus safety plans and training
- USHE Rule 262: Student Safety
- Continue list of references. [Arial 10]

- Utah Code Ann. § 53B-28-401, Campus safety plans and training
- USHE Rule 262: Student Safety

500.5 RELATED USU POLICIES

- USU Policy 305: Discrimination based on Protected Characteristics ~~Discrimination based on Protected Characteristics~~
- USU Policy 321: Respectful Workplace ~~Respectful Workplace~~
- ~~USU Policy 339: Title IX Sexual Misconduct in an Employment or Education Program or Activity~~
- USU Policy 339: Title IX Sexual Misconduct in an Employment or Education Program or Activity
- USU Policy 340: Required Reporting of Sexual Misconduct ~~Required Reporting of Sexual Misconduct~~
- USU Policy 342: Violence in the Workplace ~~Violence in the Workplace~~
- USU Policy 504: Student Records (FERPA) ~~Student Records (FERPA)~~
- USU Policy 533: Public Safety, Response, and Reporting ~~Public Safety, Response, and Reporting~~
- USU Policy 543: Trespass ~~Trespass~~
- USU Policy 548: Disclosure of University Records ~~Disclosure of University Records~~
- ~~USU Student Code~~

- [USU Student Code](#)

500.6 DEFINITIONS

- **Concerning Behavior.** Means an act or behavior suggesting a member of the University Community may be at risk of self-harm or a threat to another individual.
- **Confidentiality.** TAMT members adhere to the laws and standards governing the disclosure of information to third parties both within and external to the University. Further, TAMT members comply with all applicable ethical and legal requirements of their particular professions.
- **Multidisciplinary Team.** Means a group of professionals from multiple disciplines who meet to pursue the common goal of evaluating and triaging the academic, social, emotional, physical, and/or behavioral needs of a student or group of students; creating individualized strategies and interventions to address the identified needs.
- **Reported Concern.** Information received by the TAMT regarding Concerning Behavior, which may be received through the reporting structure or another University reporting mechanism or source.
- **Threat.** Means an expression of intent to harm someone that is direct, indirect, or implied and may be spoken, written, or expressed in some other way.
- **Threat Assessment.** Means a prevention strategy that involves: (a) identifying student threats including ~~to commit~~ committing a violent act, (b) determining the seriousness of the threat, and (c) developing intervention plans that protect potential victims and address the underlying problem or conflict that stimulated the Concerning Behavior.
- **Threat Assessment & Management Team.** Trained members who are convened on a case-by-case basis to identify, evaluate, and address a threat to a member of the University Community.
- **University Community.** An individual employed by or affiliated with the University, or a participant in any University program or activity, including but not limited to, administrators, faculty, staff, students, independent contractors, volunteers, trustees, advisory board members, and guests or visitors to any University property or premise.

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RESOURCES

Procedures

- None

Guidance

- TAMT Charter

Related Forms and Tools

- None

Contacts

- ~~Ellis Bruch, Executive Director of Public Safety~~
- ~~Jason Breit, Chief of USU Police~~

- [Ellis Bruch, Executive Director of Public Safety](#)
- [Jason Brei, Chief of USU Police](#)

POLICY HISTORY

Original issue date: [YYYY/MM/DD](#)

Last review date: [YYYY/MM/DD](#) [2024/08/21](#)

Next scheduled review date: [YYYY/MM/DD](#) [2027/08/01](#)

Previous revision dates: [YYYY/MM/DD](#) [N/A](#)

University Policy 500: Threat Assessment Management Team

Category: Operating Policies

Subcategory: General

Covered Individuals: USU Employees, Students, Visitors

Responsible Executive: Vice President of Operational Strategy

Policy Custodian: Executive Director of Public Safety

Last Revised: 2024/08/21

Previous USU Policy Number: N/A

500.1 PURPOSE AND SCOPE

To establish a threat assessment team, provide mechanisms for reporting and mitigating significant behavior incidents and safety concerns involving members of the University Community, and formalize how the University addresses potential safety threats to members of the University Community and to University premises.

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The TAMT will be made up of the following members:

- USU Chief of Police, or designee, and will serve as Chair of the TAMT;
- Executive Director of Public Safety;
- Associate Vice President for Human Resources, or designee;
- Executive Director of the Office of Equity, or designee;
- USU Student Conduct Director/Executive Director, or designee;
- Vice President for Student Affairs;
- USU Behavioral Intervention Team (BIT) Chair, or designee; and
- A representative from the Provost's Office.

Additionally, the TAMT will be advised by an attorney from the Office of Legal Affairs. The Vice President for Operational Strategy will be an ex officio member of the TAMT.

2.2 TAMT Activities & Training

2.2.1 Training of TAMT

The TAMT members will be trained annually on identifying concerning behaviors, threat assessment, and best practices.

2.2.2 Reporting

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Such assessment will be a comprehensive, fact-based assessment of each situation involving individuals who are engaging in Concerning Behavior that may pose a threat of violence to themselves or members of the University Community.

2.2.4 Case Management Plans and Interim Actions

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The TAMT chair, or designee, will disseminate instructions and information related to a case management plan to the appropriate units and individuals.

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500.3 RESPONSIBILITIES

3.1 Threat Assessment Management Team

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3.2 Executive Director of Public Safety

The Executive Director of Public Safety is responsible for ensuring that the TAMT training occurs on an annual basis, based on best practices and standards within the industry.

3.3 Employees

All employees are responsible for reporting concerns of potential threats, potential imminent health or safety concerns, or potential issues of Concerning Behavior to the TAMT pursuant to this Policy.

500.4 REFERENCES

- [Utah Code Ann. § 53B-28-401, Campus safety plans and training](#)
- [USHE Rule 262: Student Safety](#)

500.5 RELATED USU POLICIES

- USU Policy 305: [Discrimination based on Protected Characteristics](#)
- USU Policy 321: [Respectful Workplace](#)
- USU Policy 339: [Title IX Sexual Misconduct in an Employment or Education Program or Activity](#)
- USU Policy 340: [Required Reporting of Sexual Misconduct](#)
- USU Policy 342: [Violence in the Workplace](#)
- USU Policy 504: [Student Records \(FERPA\)](#)
- USU Policy 533: [Public Safety, Response, and Reporting](#)
- USU Policy 543: [Trespass](#)
- USU Policy 548: [Disclosure of University Records](#)
- [USU Student Code](#)

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- **Threat.** Means an expression of intent to harm someone that is direct, indirect, or implied and may be spoken, written, or expressed in some other way.
- **Threat Assessment.** Means a prevention strategy that involves: (a) identifying student threats including committing a violent act, (b) determining the seriousness of the threat, and (c) developing intervention plans that protect potential victims and address the underlying problem or conflict that stimulated the Concerning Behavior.
- **Threat Assessment & Management Team.** Trained members who are convened on a case-by-case basis to identify, evaluate, and address a threat to a member of the University Community.
- **University Community.** An individual employed by or affiliated with the University, or a participant in any University program or activity, including but not limited to, administrators, faculty, staff, students,

independent contractors, volunteers, trustees, advisory board members, and guests or visitors to any University property or premise.

Information below is not included as part of the contents of the official policy. It is provided only as a convenience for readers/users and may be changed at any time by persons authorized by the president.

RESOURCES

Procedures

- None

Guidance

- TAMT Charter

Related Forms and Tools

- None

Contacts

- [Ellis Bruch, Executive Director of Public Safety](#)
- [Jason Brei, Chief of USU Police](#)

POLICY HISTORY

Original issue date: 2024/09/03

Last review date: 2024/08/21

Next scheduled review date: 2027/08/01

Previous revision dates: N/A