



USU Board of Trustees Regular Meeting

Friday, January 10, 2025, at 8:30 AM – 12:00 PM

Logan, Utah – University Inn, Sonne Board Room

Zoom: <https://usu-edu.zoom.us/j/88546012243?pwd=retfYFqUeB9RosSEUseSmxZLf4EntD.1>

Agenda

- | | |
|--|---------------------|
| 1. Welcome and Call to Order | 8:30 AM |
| Presenter: Chair Jacey Skinner | |
|
2. CLOSED SESSION |
8:35 AM |
|
3. COMMITTEE REPORTS |
9:05 AM |
| 3.1. Executive Committee | |
| Presenter: Trustee Jacey Skinner | |
| 3.2. Research and Academic Approval Committee | |
| Presenter: Trustee Kacie Malouf | |
| 3.3. Student Health, Safety and Well-being Committee | |
| Presenter: Trustee David H. Huntsman | |
| 3.4. Audit, Risk and Compliance Committee | |
| Presenter: Trustee David Petersen | |
| 3.5. Athletics Committee | |
| Presenter: Trustee Clark Whitworth | |
| 3.6. Honorary Degrees, Awards and Recognition Committee | |
| Presenter: Trustee Heather Mason | |
| 3.7. Recruitment, Retention and Completion Committee | |
| Presenter: Trustee Tessa White | |
|
4. Student Resolution of Commendation |
9:45 AM |
| Presenter: Trustee Matthew Richey | |
|
5. President's Report |
9:55 AM |
| Presenter: President Elizabeth Cantwell | |
|
6. BREAK |
10:15 AM |
|
7. STRATEGIC AGENDA | |
| 7.1. Faculty Senate | |
| Presenter: Grant Cardon | |
| | 10:30 AM |

7.2. Research 10:40 AM
Presenter: Vice President Lisa Berreau

8. 2025 USU Legislative Requests 11:00 AM
Presenter: Vice President Devin Wiser

9. CONSENT AGENDA 11:10 AM

9.1. Approve: 11.8.24 USU Board of Trustees Regular Meeting Minutes

9.2. Approve: 11.18.24 USU Board of Trustees Special Meeting Minutes

9.3. Approve: 2025 Honorary Degree Recipients and Commencement Speaker

9.4. APPROVE: New Centers

9.4.1. Center for Equine Assisted Services in the College of Agriculture and Applied Sciences

9.4.2. Center for Academic Belonging & Learning Excellence in the Office of the Provost and Executive Vice President

9.5. APPROVE: Proposed Certificates

9.5.1. Applied Animal Reproduction Certificate in the College of Agriculture and Applied Sciences

9.5.2. Beef Cattle Management Certificate in the College of Agriculture and Applied Sciences

9.5.3. Biotechnology Certificate in the College of Agriculture and Applied Sciences

9.5.4. Dairy Cattle Management Certificate in the College of Agriculture and Applied Sciences

9.5.5. Foundations in Animal Science Certificate in the College of Agriculture and Applied Sciences

9.5.6. Humans and Animal-Assisted Interventions Certificate in the College of Agriculture and Applied Sciences

9.5.7. Humans and Animal-Assisted Interventions POST BACHELOR Certificate in the College of Agriculture and Applied Sciences

9.5.8. Sheep and Wool Production Certificate in the College of Agriculture and Applied Sciences

9.5.9. Livestock Extension Certificate in the College of Agriculture and Applied Sciences

9.5.10. Food Production Management Academic Certificate in the College of Agriculture and Applied Sciences

9.5.11. Manufacturing and Design Technology Academic Certificate in the College of Agriculture and Applied Sciences

9.5.12. Product Development Academic Certificate in the College of Agriculture and Applied Sciences

9.5.13. Audio Technology Certificate in the Caine College of the Arts

9.6. APPROVE: Proposed Name Change

9.6.1. Change the Name of the POST BACHELOR Certificate from Certificate of Advanced Practice in Dietetics to Certificate of Applied Practice in Dietetics

9.7. APPROVE: Proposed Restructures

9.7.1. Restructure and Change the Name of the Additive Manufacturing Institutional Certificate of Proficiency to Additive and Advanced Manufacturing Process Academic Certificate in the College of Agriculture and Applied Sciences

9.7.2. Restructure the Second Language Teaching-MSLT to Second Language Teaching MS in the College of Humanities and Social Sciences

9.8. REVIEW AND ACCEPT: Investment Reports

9.8.1. Report of Investments for July 2024

9.8.2. Report of Investments for August 2024

9.8.3. Report of Investments for September 2024

9.8.4. Report of Investments for October 2024

9.9. RECOMMEND: 3-year Reappointment to Space Dynamics Laboratory Board of Directors

9.9.1. Rich McKeown

9.9.2. Robert Lightfoot, Jr.

9.10. RECOMMEND: 3-year New Appointment to Space Dynamics Laboratory Board of Directors

9.10.1. David Jones

9.10.2. Natalie Gochnour

10. ACTION AGENDA

10.1. REVIEW and ACCEPT: External Audit Reports Year End 30 June 2024 11:15 AM

Presenters: Vice President Dave Cowley, Trustee David Petersen

10.2. APPROVE: Real Property Disposition: 350 North 500 West, Vernal, Utah 11:20 AM

Presenter: Vice President Dave Cowley

10.3. APPROVE: Carbon County Regional Airport Hangar Lease 11:30 AM

Presenter: Vice President Dave Cowley

10.4. APPROVE: USU Policy 517: Investment Policy 11:40 AM

Presenter: Vice President Dave Cowley

10.5. APPROVE: USU Policy 1001: University Policy System 11:50 AM

Presenters: Crystal Giordano, Amy Shewan

11. INFORMATION AGENDA

11.1. USU 2024 Annual Financial Report

11.2. USU Advancement Report - Winter 2024

12. ADJOURN

12:00 PM

President's Report

JANUARY 10, 2025



Message from Utah State University President Elizabeth R. Cantwell

Dear Members of the Board of Trustees,

Happy New Year! I hope this message finds you well as we embark on a new year filled with promise and opportunity for Utah State University.

As we turn the page on 2024, I want to express my sincere gratitude for your enduring support and guidance. Your dedication to USU is invaluable, and I deeply appreciate your partnership in advancing our mission to provide accessible, high-quality education and foster groundbreaking research with real-world impact.



We have much to look forward to in 2025! This spring, we will celebrate the grand openings of the NEHMA Art Research Center and the Gardner Learning & Leadership Building, providing incredible new spaces for our students and faculty. The summer will bring the completion of the South Campus Residence Hall and parking terrace, significantly enhancing our campus living experience. And by winter, the Monument Valley Academic Building will be ready to serve our students in that vital region. Beyond these exciting building projects, we're eager to see continued growth in our research enterprise, including a special celebration of 50 years of undergraduate research at USU. Our Advancement team is also on track for a record-breaking year of philanthropic support, and we're thrilled about the future of Aggie football with our new head coach, Bronco Mendenhall. These initiatives are key to our strategic goal of enhancing student success, expanding our impact in the communities we serve, and strengthening our university system throughout Utah and beyond.

The upcoming legislative session will be pivotal for higher education in Utah, and we are prepared to actively engage in the process. I will be closely monitoring key issues such as state funding (including mandated budget reallocations), general education policies, and research funding. I am committed to collaborating closely with USU's government relations team and directly engaging with legislators to advocate for policies that support the success of Utah State and the entire higher education system in our state. I will keep you apprised of any significant developments or opportunities for action.

I am confident that by working together, we can navigate the challenges and capitalize on the opportunities that lie ahead. I look forward to continuing our important work together in the new year.

Cheers to 2025,

Betsy

Academic Enterprise

The academic heart of Utah State University is beating strongly. We are witnessing a period of exciting growth and innovation, with impactful developments in several areas noted below. These advances underscore our commitment to providing a transformative educational experience for our current and future Aggies.



ACADEMIC AFFAIRS

- The University Honors Program has collaborated with Admissions to add an Honors-specific question to USU's application, aimed at improving admissions yield. Additionally, a partnership with Athletics has strengthened recruitment efforts and tailored support for student-athletes.
- In response to HB261, the Center for Innovative Design and Innovation (CIDI) collaborated with a Utah-based vendor to create a publicly accessible, keyword-searchable syllabus repository using existing course technology and one-time funds.
- USU convened an institution-wide team to evaluate and reform the General Education program, aiming to create Utah's most engaging and distinctive program with a mission-driven focus on civic leadership and transferable skills.
- Supporting student success and operational efficiency, the Office of the Registrar implemented a course demand projection tool to optimize resource allocation, reduce scheduling conflicts, and improve course availability as part of a full-year academic scheduling model.
- The academic testing center expanded testing space, enhanced technology, and streamlined processes, nearly eliminating wait times during finals week.

STRATEGIC ENROLLMENT MANAGEMENT

- During the Fall semester, USU hosted 26 on-campus recruitment events, 182 campus tours, and 717 individual meetings. Open Houses, True Blue Days and other events engaged nearly 7,000 attendees, and outreach has expanded with 516 high school visits and 82 college fairs attended across 15 states.
- Targeted marketing campaigns included generating 792,000 emails, 44,000 text messages, 204,000 mailers, and digital ads generating 1.2M impressions.
- Our automated admissions process has processed over 12,000 applications to date, saving 1,000+ hours of manual work and delivering 96.7% of decisions within a week.
- The National Common Application was launched, with 421 applicants (76% out-of-state), advancing the goal of 25% out-of-state enrollment and making USU more accessible to students across the nation.

STUDENT AFFAIRS

- The Division of Student Affairs welcomed the Sexual Assault and Anti-Violence Information Office (SAAVI) and the Center for Community (opening Spring 2025), which will foster cultural engagement aligned with USU's land-grant mission.
- Programming and partnerships with Statewide Campuses have been expanded, with Campus Recreation successfully integrating USU Blanding students into the nationally recognized Club Rodeo Team.
- Counseling and Prevention Services (CAPS) reports 80% of clients improved academic performance, 76% stayed enrolled, and 89% increased their likelihood of graduation after using services.

STUDENT SUCCESS

- The Center for Academic Belonging & Learning Excellence, now operational in a newly renovated space in the library, was established to increase student achievement and success.
- Aggie First Scholars celebrated National First-Generation Student Week with events connecting students across campuses.
- Parent and Family Weekend saw a 76% attendance increase, drawing 1,347 guests to events such as sample lectures, tours, and the Aggie Family Dinner.
- The Parent and Family website, newsletter and handbooks are expanded to provide support across all campuses. The newsletter currently serves over 22,000 subscribers.
- The Office of University and Exploratory Advising partnered with the Department of World Languages and Cultures and Intermountain Health to offer observation protocols for students pursuing USU's Medical Interpreting Certification, starting Spring 2025.

Aggie Athletics



The strength of Aggie Athletics is a source of pride for our entire university community. With competitive success across numerous sports and the exciting addition of head coach Bronco Mendenhall to our football program, our athletic enterprise is contributing significantly to the university's overall visibility, engagement, and positive momentum.

Development

- Blue A Collective launched a new membership program that was paired with the announcement of Coach Mendenhall, resulting in over **60 new memberships** within the first week.

Academics

- **Student-athlete Academic Graduation Success Rate (GSR)** stands at **91 percent** for its student-athletes, ranking us as the third-best in the Mountain West. Overall, this is USU's eighth consecutive year at 90 percent or higher.
- **Women's Cross-country team** earned the **NCAA's Public Recognition Award** with a **perfect score of 1,000**. Utah State also had **men's golf, men's tennis, men's track & field, softball, women's tennis and volleyball** also earned a **perfect APR of 1,000**.

Football

- **Season tickets sales increased by 12%.**
- Hired Head Football Coach Bronco Mendenhall, December 9, 2024.
- Utah State finished the season with a 4-8 record and tied for fifth place in the Mountain West.

Volleyball

- Broke the program's attendance record with 2,559 fans at their Spectrum Magic Game.
- Increased revenue by 39% from FY24.

Cross Country

- Men's advanced to the NCAA Championships for the fifth time in program history this fall (2017, 2019, 2020, 2022), while Women's have advanced two times (2017, 2021).
- Women's won four team titles in eight races this fall, and the Men's won one team title in 10 races.
- Logan Garcia received the Elite 90 Award for NCAA Division 1 Men's Cross Country. And Camren Todd finished in 25th place at the NCAA Championships, earning All-American honors.

Soccer

- Soccer sold season tickets for the first time this year, 122 sold.
- School record for wins, 18-1-5.
- Program records for goals in a season (62), assists in a season (65), points in a season (189) and shutouts in a season (15).
- Won their second-straight Mountain West Tournament title to qualify for its fourth NCAA Tournament berth in program history, where they earned a No. 8-seed and hosted their first-ever game in the NCAA Tournament.
- As a team, ranked nationally in the top 20 in several major statistical categories, including: winning percentage (3rd - 1.000), goal differential (5th - +48), scoring offense (6th - 2.58), points per game (6th - 7.88), assists per game (8th - 2.71), shutout percentage (9th - 0.625), goals against average (10th - 0.578) and shots on goal per game (15th - 8.42).

Golf

- Finished in the top 10 in four of the five tournaments, including a pair of second place finishes at the Air Force Invitational and the Utah Collegiate Shootout, and a third-place finish at the Monterrey Collegiate Classic.

Basketball

- Women's basketball season tickets increased 60%.
- Head coach Wesley Brooks begins his first season as head coach of the Aggies, 1-10 this season.
- Head coach Jerrod Calhoun begins his first season as head coach of the Aggies, 10-1 this season.
- Men's Basketball has one of the top scoring offenses in college basketball this season, ranking fourth in the NCAA in scoring margin.

Gymnastics

- Utah State finished second at the 2024 Mountain West Championships and returns 14 gymnasts from last year's team, including senior Brianna Brooks, who has been named the NCAA North Central Region Gymnast of the Year each of the last two seasons.

Indoor track and field

- They won eight titles, earned 31 podium finishes and posted five performances that rank in the top 10 all-time in school history at the BYU Invite, earlier in December.



Finance & Administrative Services

We are 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.

NEHMA Art Research Center (Figure 1.) - Completion scheduled for Spring 2025



Figure 1. NEHMA Art Research Center

Gardner Learning & Leadership Building - Completion scheduled for Spring 2025

South Campus Residence Hall - Completion scheduled for Summer 2025

South Campus Parking Terrace (Figure 2.) - Completion scheduled for Summer 2025



Figure 2. South Campus Parking Terrace

Monument Valley Academic Building - Completion scheduled for Winter 2025

College of Veterinary Medicine Building (Figure 3.) - Completion scheduled for Summer 2026



Figure 3. College of Veterinary Medicine Building

Administrative Services Building - Completion scheduled for Fall 2026

Human Resource Office:

- Submitted update to the Office of the President on the R2A2 job description project and received support for timeline and deliverables to strengthen role clarity across the university. R2A2 represents the Rights, Responsibilities, Authorities and Accountabilities held in every position across the university.
- Communicated changes to leaders regarding the new Department of Labor FLSA Salary Threshold that was slated to take effect January 1, which has now been overturned in the U.S. and requires no new action.
- Finalized testing and preparations to cut over from a monthly to semi-monthly payroll effective January 2025.

Controller's Office:

- Recently, the Office of the State Auditor completed the audit of Utah State University's financial statements for fiscal year 2024.
- Communicated changes to leaders regarding the new Department of Labor FLSA Salary Threshold that was slated to take effect January 1, which has now been overturned in the U.S. and requires no new action.
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USU Extension

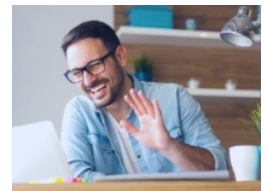
From mentoring youth to pesticide safety, USU Extension's impact reaches audiences of all ages and walks of life.

- Two new **4-H Mentoring Grants** were funded for Utah 4-H. A \$2,000,000 grant came from the Office of Juvenile Justice and Delinquency Prevention to provide mentoring for youth affected by opioids and other substance misuse in Utah, Davis, Weber, Duchesne, and Uintah counties. An additional \$308,333 grant came from the National Institute of Food and Agriculture to provide mentoring for rural youth in Carbon and Duchesne counties.



- The **Hidden Gems Adventure Guides** were downloaded over 43,000 times across 27 Utah counties and multiple states. The guides have provided significant improvements for families, with 86.6% reporting stronger connections and 84.1% with improved communication. Couples saw similar benefits.

- USU Extension successfully completed the three-year, \$1.2 million **Remote Online Initiative**, funded by the Economic Development Administration. The Certified Remote Work Leader course provided training to 122 business leaders from 104 organizations across eight urban Utah counties. The project created 1,656 high-paying jobs (896 remote, 760 hybrid). The initiative contributed to reduced unemployment, economic recovery, and positioned Utah's urban counties for growth and resilience.



- The Summit County Extension office developed a partnership with the Westminster Tax Clinic to offer the **Volunteer Income Tax Assistance Program** in Summit and Wasatch counties. The program helped residents save over \$9,000 in tax preparation fees and claim over \$25,000 in refundable tax credits. This resulted in an estimated economic impact of \$150,000 in those counties.



- This year, 562 couples registered for the **Utah Marriage Celebration**, a virtual conference featuring relationship experts from across the U.S. In a follow-up survey one month after the event, 94% of respondents reported learning tips they plan to put into practice.

- The Summit County Extension office partnered with the local health department to start a **youth substance use coalition** that included 24 South Summit Middle School students. This year, the students presented to 19 classes of 5th – 8th graders about substance use prevention.



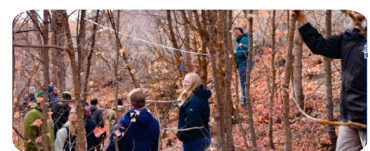
- Approximately 2,400 fourth graders attended **Farm Field Days in Washington County** this year, where they learned about agriculture production and food.

- 1,084 people attended the USU **Pesticide Safety Education Program** CEU webinars, providing opportunities for 3,252 CEUs in just 24 hours of contact. Average attendance was ~130. The largest crowd on a single day was 210.



- This year, **Create Better Health** county ambassadors across the state worked on strengthening partnerships, helping food pantries put more food on shelves, teaching at schools, and participating in events to improve access to nutrition education, healthy food, and safe physical activity. Between Jan 1 and December 16, 2024, they made 42,602 contacts. Approximately 154,132 people were reached through policy, system, and environmental changes to improve food security, and 1,213,750 indirect contacts were made through social marketing.

- A **Maple Tree Tapping Workshop** was held on November 2 in Wasatch County as part of a USDA grant, with 30 people in attendance, and one demonstration tubing system installed.



Statewide Campuses

USU's Statewide Campuses, part of the Statewide Enterprise, is a key component of our university, making significant strides in several key areas. We are actively exploring new avenues to enhance our services and contribute to the university's overall mission.

Enrollment

- Total: 7,353 (Day 15 Fall Report)
 - Concurrent: 3,070
 - Undergraduate: 3,401
 - Graduate: 882



Campus & Community Highlights

- **Eastern's** Women's Volleyball earned 7th place in the national tournament, two All-Americans, and two Coach of the Year awards for Coach Danielle Jensen.
- **Salt Lake** hosted the Department of Sociology, Anthropology, and Criminal Justice's leadership training program for corrections officers, with the first cohort of 30 participants graduating on December 13.
- **The Uintah Basin** Donor Banquet had over 100 attendees to celebrate those who support our students. Key speakers included President Cantwell and local donor Tony Graham, in addition to a video highlighting donors and recipients.
- **Moab** held a successful event for the unveiling of artwork by [local Navajo artist](#) Talion "Pete" Sands.
- **Salt Lake Extension and Salt Lake Statewide Campus** held a retreat in November where faculty and staff met to learn about the mission of Extension and Statewide Campuses and how they can make the user experience more seamless for students and communities.
- For the 25-26 year, **all Statewide campuses** will have Ambassadors. The Director of Statewide Recruitment & Engagement is also partnering with the School of Graduate Studies to find a [Statewide Graduate Ambassador](#).



Faculty, Research & Academic Programs

- Construction has begun on the Carbon County Aviation Campus, future home of the **USU Eastern** Aviation Mechanics program.
- Physics 1800 has expanded to **USU Eastern** to support the growing Aviation program.
- **Blanding** launched marketing for their Ranch Horse Management program, one of the only programs in Blanding that attracts students from across the state of Utah.

Student Success & Engagement

- **Southeast Region** is collaborating with SEM to create a direct admissions opportunity for graduating high school students in San Juan, Grand, Emery, and Carbon Counties.
- **Blanding** is working with San Juan School District to develop a program to assist in raising students' ACT scores.
- The success of proactive and mandatory advising for retention purposes has led **Eastern** to meet their advising semester goals with 99% of their students having an active Degree Works plan.

Government & External Relations

Closing out fall and looking toward the 2025 General Session of the Utah Legislature



HOSTING LEGISLATORS AND DIGNITARIES AT HOME FOOTBALL GAMES



This year, we proudly hosted elected officials and government leaders—along with their families—in the prestigious President's Suite for another memorable season of Aggie Football.

From the Governor and state legislators to members of our federal delegation and county and city representatives, these distinguished guests enjoyed the energy and excitement of game day. A special highlight this season was seeing some of them take part in the tradition of running out the American and Utah flags to kick off select games.

We eagerly look forward to continuing this impactful tradition next season, celebrating leadership and community through the spirit of Aggie Football!



Lieutenant Governor's Campus Cup / Student Voter Initiative

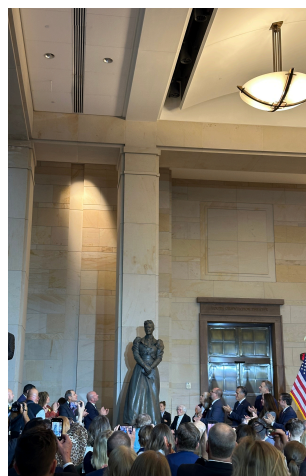
The IOGP successfully registered 678 students to vote, representing an impressive 1,256% increase compared to the 2022 competition. Our efforts resulted in a strong third place finish among eleven competing Utah schools. Pictured below are scavenger hunt USU student winners celebrating at an LG's office donated Jazz game experience!



CAREERS IN FEDERAL OVERSIGHT DISCUSSION

The Institute of Government and Politics (IOGP) facilitated an insightful discussion on Careers in Federal Oversight, featuring a distinguished panel of professionals from various federal agencies.

The panelists shared valuable insights into their roles, responsibilities, and career pathways in federal oversight, offering students a deeper understanding of opportunities in this critical area of public service.



DR. MARTHA HUGHES CANNON STATUE UNVEILING

VP Devin Wiser joined our federal delegation, their staff members, and numerous elected officials from Utah who made the trip to DC to commemorate the placement of Utah's new state statue - Dr. Martha Hughes Cannon - in the US Capitol.

Dr. Cannon was the first female elected as a senator anywhere in the country. Running against several office-seekers (including her own husband), she made history when she won and continues to inspire, now from our nation's Capital.

University Marketing & Communications

Our strategic engagement initiatives are deeply aligned with Utah State's mission and help advance our academic goals and contribute to positive change to support and strengthen the USU brand.

Highlights from the USU newsroom: Utah State Today stories with top views

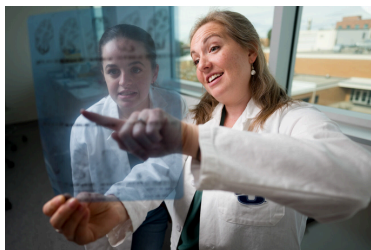
- [Down to Seven: USU Biochemists Report Breakthrough Research Toward Global Food...](#)
- [\\$2.5M NIH Grant to Help USU Professor Boost Skills in Children with Developmental...](#)
- [Wash Your Hands: USU Biochemist Studies the Molecular Mechanisms of Food-Borne...](#)

In the media: USU innovation and discovery

- [Why the Southwest peach could make a comeback](#)
- [Scientists develop game-changing method to grow crops using 'built-in' fertilizer...](#)
- [This Utah college is launching the first marine biology program...](#)

Utah State Magazine: The [spring 2025 issue](#) celebrates the Year of Undergraduate Research.

The magazine was mailed to 205K alumni and friends on Jan. 3 and emailed just after Christmas to 50K.



Podcast Episode 8, "Creating Peace in the Holiday Season," with Clair Canfield was released on Dec. 6. Episode 9, which features undergraduate research, will be released the second week of January.

Recruitment Marketing

- Level Up – Out of State Digital Campaign
- 745,592 impressions with 2,533 clicks
- Text Communications:
- 44,317 messages sent to 23,192 unique contacts
- Mailers:
- 60,400 Senior Hero
- 81,248 Open Houses
- 19,053, True Blue Days
- 38,461 Scholarship Deadlines
- 860 Transfer Events/Deadline
- 3,615 Academic Experiences
- Google Search: Statewide Campuses
- Impressions: 5,380 with 926 Clicks: 926 and 222 Conversions
- Online Display Advertising: Statewide Campuses
- Impressions: 305,646 with 1,625 Clicks and a Cost per Click of \$0.50

Social Media

- Top overall post for engagement out of all Utah schools
- 3 out of the top 10 posts for engagement out of all Utah schools
- First of all Utah schools for engagement total on Tiktok
- First of all Utah schools for engagement rate by follower on Tiktok
- First of all Utah schools for overall views on Tiktok for the time period
- Top two most viewed Tiktok videos of all Utah school for Tiktok
- 5 of the top 10 most viewed Tiktok videos of all Utah schools

Institutional Advertising/Marketing

- UST Digital Story Campaign
- 52,574 impressions
- 552 clicks
- Aggie Impact Campaign July 1-Nov. 30, 2024: 113,211 impressions

Trademark and Licensing

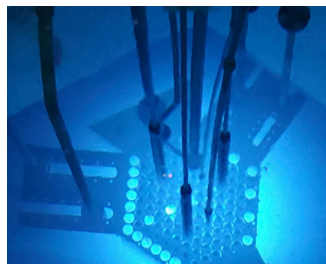
- FY25 Increase – 124.4%
- Top Licensee – EA Sports (football video game)

Research Enterprise

The university's research enterprise continues to demonstrate positive momentum, with notable achievements in areas described below. However, to fully realized our research potential and maximize our impact, a greater emphasis on increasing annual research expenditures is essential.

Pursuing Nuclear Energy in Utah: A Statewide Webinar Discussion

The USU Office of Research partnered with representatives from Idaho National Lab and the Gateway for Accelerated Innovation in Nuclear (GAIN) program to host an online statewide discussion on pursuing nuclear energy in Utah on Dec. 6, 2024. Representatives from the Utah Legislature, regional and local entities including Carbon and Emery County, Utah Associated Municipal Power Systems, and the University of Utah gave short presentations which formed the basis for forward thinking discussions. A total of ~50 individuals participated in the webinar.



Year of
Undergraduate
Research 2025

Year of Undergraduate Research 2025

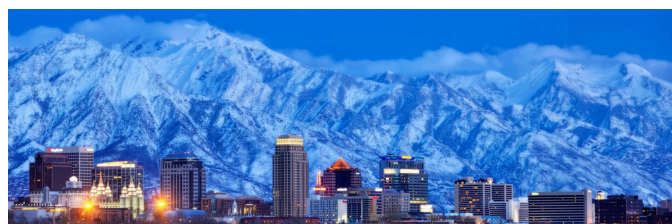
Join us in celebrating a remarkable milestone in 2025 as Utah State University commemorates 50 years of groundbreaking undergraduate research. We will explore the past half-century of innovation while also looking to the horizon, aspiring towards another 50 years of empowering the next generation of innovation.

<https://research.usu.edu/your/>

Building for Tomorrow: Utah's Changing Relationship with Snow in a Future Climate – Research Landscapes

Speaking at the OC Tanner headquarters building in Salt Lake City on Nov. 14, 2024, Professors Brennan Bean and Wei Zhang discussed how data science is being used to address climate change impacts, particularly in the context of updating building design standards to account for future extreme weather events like heavy snowfall. Their presentation focused on examples of incorporating climate science data into engineering calculations

<https://www.usu.edu/today/story/collaborative-research-efforts-to-solve-complex-problems-highlighted-at-research-landscapes>



USU Advancement

USU Elevated Through Philanthropy and Engagement



USU Foundation Board member Shari Badger completed her board service, having served 3 terms.



Advancement Staff continue Aggie Accent leadership training provided by NorthSpring Leadership Consulting

FY Progress to Goal

As of 12/20/2024 8:16:46 AM

		Amount	Pace	Completion
Dollars Granted		\$36,139,788.78 \$60,004,250	27.8%	60.2%
Visits		1,642 3,200	8.9%	51.3%
Qualification Visits		522 1,000	10.8%	52.2%
Proposals Submitted >= \$50,000		273 340	70.4%	80.3%
Proposals Granted >= \$25,000		132 240	16.7%	55.0%

\$60M GOAL JUSTIFICATION FY25

HISTORIC DATA	2 donors in FY 2024 raising \$22.5M 5 Year Ave 2.0 donors	\$3M+	Have 6 prospects @ \$24.0M Have received 2 Totaling \$6.0M	PROPOSAL DATA
	4 donors in FY 2024 raising \$6.3M 5 Year Ave: 9.6 donors	\$1M - \$2.9M	Have 14 prospects @ \$18.7M Have received 8 Totaling \$11.9M	
	10 donors in FY 2024 raising \$5.9M 5 Year Avg 7.6 donors	\$500K - \$999K	Have 8 prospects @ \$4.3M Have received 6 Totaling \$4.0M	
	48 donors in FY 2024 raising \$11.1M 5 Year Avg: 48.8 donors	\$100K - \$499K	Have 82 prospects @ \$13.3M Have received 24 Totaling \$4.9M	
	161 donors in FY 2024 raising \$7.9M 5 Year Avg: 153.2 donors	\$25K - \$99K	Have 314 prospects @ \$11.0M Have received 90 Totaling \$4.2M	
	8,111 donors in FY 2024 raising \$9.3M	\$1 - \$24,999	(Does not include Annual Fund donors) Have 162 prospects @ \$1.2M	

5 Year Avg: 8,301.4 donors
Total Forecasted: \$72,410,795 + \$36,139,789 Raised FYTD = \$108,550,584
Have received 5,891 Totaling \$5.2M

60% of Forecasted: \$43,446,477 + \$36,139,789 Raised FYTD = \$79,586,266

40% of Forecasted: \$28,964,318 + \$36,139,789 Raised FYTD = \$65,104,107

Forecasted at Current Close Rate of 47.47%: \$34,376,312 + \$36,139,789 Raised FYTD = \$70,516,100

Note: Please see Advancement's Winter 2024 Report in the Information Agenda

Conclusion

2025 promises to be a year of growth, complexity and also significant opportunity for Utah State. While we recognize the challenges ahead, we are confident that our strategic focus on the five core pillars of our university system enable us to navigate these complexities effectively and advance the university's mission:

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

The progress we have made this year is a direct result of the dedication and hard work of our faculty, staff, students, and the invaluable support of this Board. I am truly grateful for your leadership and commitment to Utah State and look forward to 2025.



Elizabeth R. Cantwell
President, Utah State University



USU Board of Trustees Regular Virtual Meeting Minutes

11/8/2024 8:30 to 10:00 AM MST

@ via Zoom ONLY: <https://usu-edu.zoom.us/j/82764731016?pwd=8OIAN6yh2d0A5r7IkT7arl6kzQJua0.1&from=addon>

Attendance

Trustees present:

Jacey Skinner, Chair
Gina Gagon, Vice Chair
Kent K. Alder
John Y. Ferry
David H. Huntsman

Kacie Malouf
Heather Mason
Matthew Richey
Tessa White
Clark Whitworth

Trustees absent:

David Petersen

Utah State University representatives present:

Jodi Bailey
Lisa Berreau
Janalyn Brown
Stephen Campbell
Elizabeth Cantwell, President
Dave Cowley
Kerri Davidson
Amanda DeRito
Krystin Deschamps
Alex Gatherum
Crystal Giordano
Jane Irungu
John Jeon

JanaLee Johnson
Haley Klaassen
Mica McKinney
John O'Neil
Bill Plate
Al Smith
Larry Smith
Brian Steed
James Taylor
Ken White
Matt White
Devin Wiser
Linda Zimmerman

Others present:

Geoffrey Landward
Courtney Tanner

1. Call to Order (Presenters: Jacey Skinner)
Chair Skinner welcomed all attendees to the Board of Trustees regular meeting.

2. Closed Session

Motion:

Vice Chair Gagon moved 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. The motion was seconded by Kacie Malouf. A roll call vote was initiated by Chair Skinner. All voted in the affirmative and the meeting moved into a closed session which commenced at 8:38am and concluded at 8:46 am. John Ferry did not vote.

Attendance

Trustees present:

Jacey Skinner, Chair
Gina Gagon, Vice Chair
Kent K. Alder
David H. Huntsman
Kacie Malouf

Heather Mason
Matthew Richey
Tessa White
Clark Whitworth

Trustees absent:

John Y. Ferry
David Petersen

Utah State University representatives present:

Janalyn Brown
Elizabeth Cantwell, President
Dave Cowley
Kerri Davidson
Mica McKinney

3. Committee Reports

- 3.1. Student Health, Safety, and Well-being (Presenters: David H. Huntsman)
Committee Chair Huntsman shared the attached report.
- 3.2. Research and Academic Approval (Presenters: Kacie Malouf)
Committee Chair Malouf shared the attached report. VP Berreau shared about USU's upcoming Horizons competition.
- 3.3. Statewide Mission & Campus Oversight (Presenters: Kent K. Alder)
Committee Chair Alder shared the attached report.
- 3.4. Audit, Risk and Compliance (Presenters: David Petersen)
Trustee Chair Skinner shared the attached report in Trustee Petersen's absence.
- 3.5. Honorary Degree, Awards and Recognition (Presenters: Heather Mason)
Committee Chair Mason shared the attached report.

4. President's Report (Presenters: Elizabeth Cantwell)
President Cantwell reviewed the printed President's Report (attached).
5. Center for the School of the Future - Charter School Annual Report (Presenters: Al Smith)
Dean Smith shared the attached Charter School Annual Report.
6. CONSENT AGENDA

Motion:

Motion was made to approve the Consent Agenda.

Motion moved by Trustee Alder and motion seconded by Trustee Huntsman.

Voting was unanimous in the affirmative. Motion passed.

- 6.1. Approve: 9.27.24 Board of Trustees Regular Minutes
- 6.2. Approve: Policy 330: Telework
- 6.3. Approve: Policy 392: Employment of Relatives
- 6.4. Approve: Proposal to Offer Certificates
 - 6.4.1. Advanced Fashion Studies Certificate in the College of Agriculture and Applied Sciences
 - 6.4.2. Listening and Spoken Language Deaf Education Post-Masters Certificate in the Emma Eccles Jones College of Education and Human Services
 - 6.4.3. Hearing Foundations Certificate in the Emma Eccles Jones College of Education and Human Services
 - 6.4.4. Clinical Rehabilitation Counseling Post-Master's Certificate in the Emma Eccles Jones College of Education and Human Services
 - 6.4.5. Dual Language Immersion Post-Baccalaureate Certificate in the College of Humanities and Social Sciences and the Emma Eccles Jones College of Education and Human Services
- 6.5. Approve: Proposal to Discontinue
 - 6.5.1. Medical Laboratory Technician AAS in the College of Agriculture and Applied Sciences
- 6.6. Approve: Proposal to Change Names
 - 6.6.1. Bioveterinary Science Bachelor of Science TO Veterinary Science Bachelor of Science in the College of Agriculture and Applied Sciences
 - 6.6.2. Physical and Sport Education MEd TO Applied Sport Coaching MEd in the Emma Eccles Jones College of Education and Human Services
- 6.7. Approve: Proposal for New Centers

- 6.7.1. The National Center on Accessible Digital Educational Materials and Instruction (NCADEMI) in the Emma Eccles Jones College of Education and Human Services
- 6.7.2. Wanlass Center for Art Education and Research in the Office of the President
- 6.8. Approve: Proposal to Restructure
 - 6.8.1. Composite Materials and Structures Master of Science in the College of Engineering
- 6.9. Accept: Report of Institutional Discretionary Funds Supplemental Report of Budget Variances for the Fiscal Year Ended 30 June 2024
- 6.10. Accept: Report of Investments May 2024
- 6.11. Accept: Report of Investments June 2024
- 6.12. Accept: USU, USU Eastern, and USU Blanding Auxiliary Annual Reports and USU Service Enterprises for FY2023-24
- 7. ACTION AGENDA
 - 7.1. Approve: New Student Fee Policies
 - Motion:**
Motion was made to approve Policy 549: Logan Campus Student Fee and Policy 549A: Statewide Campuses Student Fee.

Motion moved by Trustee Richey and motion seconded by Trustee White. Voting was unanimous in the affirmative. Motion passed.
 - 7.1.1. Policy 549: Logan Campus Student Fee (Presenters: Krystin Deschamps, Linda Zimmerman, Alex Gatherum, Brooklyn Ward)
 - 7.1.2. Policy 549A: Statewide Campuses Student Fee (Presenters: Krystin Deschamps, Linda Zimmerman, Alex Gatherum, Brooklyn Ward)
 - 7.2. Approve: Real Property Acquisition by Exchange (Bastian Agricultural Center) (Presenters: Dave Cowley)
 - Motion:**
Motion was made to approve Real Property Acquisition by Exchange (Bastian Agricultural Center) as presented by VP Cowley and supported by the attached documentation.
Motion moved by Trustee Alder and motion seconded by Trustee Mason. Voting was unanimous in the affirmative. Motion passed.
 - 7.3. Approve: Capital Improvement Priority List for FY2025-26 (Presenters: Dave Cowley)
 - Motion:**
Motion was made to approve Capital Improvement Priority List for FY2025-26 as presented by VP Cowley and as shown in the attached documentation.

Motion moved by Trustee Gagon and motion seconded by Trustee Whitworth. Voting was unanimous in the affirmative. Motion passed.

- 7.4. Authorize: Adjustment to Summer Term Tuition and Fee Tables (Presenters: Dave Cowley)

Motion:

Motion was made to approve an Adjustment to Summer Term Tuition and Fee Tables after receiving feedback from the Utah System of Higher Education. The attached document shows the changes.

Motion moved by Trustee Malouf and motion seconded by Trustee Mason. Voting was unanimous in the affirmative. Motion passed.

8. INFORMATION AGENDA

- 8.1. 2023-2024 University Honors Program Annual Report
- 8.2. Bad Debt Write-off for Fiscal Year Ending 30 June 2024
- 8.3. Leased Space Report as of 30 June 2024
- 8.4. Policy 533 Public Safety, Response, and Reporting

9. ADJOURN - 10:30 AM

Chair Skinner thanked all in attendance.

Motion:

Motion was made to adjourn.

Moved by Trustee Gagon and motion seconded by Trustee Huntsman. Voting was unanimous in the affirmative. Meeting was adjourned at 10:02am.

Jacey Skinner, Chair

Janalyn Brown, Secretary
(minutes taken by Janalyn Brown)

Date Approved



USU Board of Trustees Special Virtual Meeting Minutes
November 18, 2024 8:45-10:45 AM MST

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
Matthew Richey
Tessa White
Clark Whitworth

Utah State University representatives present:

Janalyn Brown
Steve Campbell
Elizabeth Cantwell, President

Haley Klaassen
Mica McKinney

1. Call to Order (Presenters: Jacey Skinner)

Chair Skinner welcomed all to an emergency meeting of the USU Board of Trustees and noted that consistent with Utah Code section 52-4-202 and in anticipation of this meeting, every trustee was notified, a majority of the Board members agreed to and approved the meeting, and a quorum was currently present.

Motion:

Vice Chair Gagon moved that in accordance with 52-4-205 of the Utah code the trustees go into a closed executive session for the sole purpose of discussing the character, professional confidence, physical or mental, health of individuals, pending or reasonably imminent litigation, or the possible sale of real property.

Motion moved by Vice Chair Gagon and motion seconded by Trustee Huntsman. A roll call vote was initiated by Chair Skinner. All voted in the affirmative and the meeting moved to a closed session at 8:48am.

2. Closed Session

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

Matthew Richey
Tessa White
Clark Whitworth

Utah State University representatives present:

Janalyn Brown
Elizabeth Cantwell

Mica McKinney
Devin Wiser

Motion:

Motion was made to end closed session.

Motion moved by Trustee Ferry and motion seconded by Trustee Richey. Voting was unanimous in the affirmative and the closed session ended at 10:28am.

3. Adjourn

Chair Skinner thanked all for their attendance.

Motion:

Motion was made to end the emergency meeting.

Motion moved by Vice Chair Gagon and motion seconded by Trustee Petersen. Voting was unanimous in the affirmative and the meeting was adjourned at 10:52am.

Jacey Skinner, Chair

Janalyn Brown, Secretary
(minutes taken by Janalyn Brown)

Date Approved

10 January 2025

ITEM FOR ACTION

RE: Honorary Degrees for 2025

EXECUTIVE SUMMARY

The Honorary Degrees and Awards Screening Committee has completed its work and recommends to the Board of Trustees names of individuals to receive Honorary Degrees for 2025. When the individuals are approved, the administration will contact them for availability and acceptance.

RECOMMENDATION

The Honorary Degrees and Awards Screening Committee recommends approval by the board of Trustees the names of individuals to receive 2025 Honorary Degrees.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, The Honorary Degrees and Awards Screening Committee recommends to the Board of Trustees names of individuals to receive 2025 Honorary Degrees; and

WHEREAS, The administration will need to contact the selected individuals to determine availability and acceptance before names are made public;

NOW, THEREFORE, BE IT RESOLVED, That the USU board of Trustees hereby approves the names and authorizes the administration to contact these individuals.

RESOLUTION APPROVED BY THE USU BOARD OF TRUSTEES:

Jacey Skinner, Chair

Date

10 January 2025

ITEM FOR ACTION

Utah State University's Departments of Animal, Dairy and Veterinary Sciences and Extension-Agriculture and Natural Resources, in the College of Agriculture and Applied Sciences proposes establishing a Center for Equine Assisted Services.

EXECUTIVE SUMMARY

The Departments of Animal, Dairy and Veterinary Sciences and Extension-Agriculture and Natural Resources in the College of Agriculture and Applied Sciences propose establishing a Center for Equine Assisted Services.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve establishing a Center for Equine Assisted Services.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Departments of Animal, Dairy and Veterinary Sciences and Extension-Agriculture and Natural Resources in the College of Agriculture and Applied Sciences proposes establishing a Center for Equine Assisted Services, and

WHEREAS, The proposal will help foster interdisciplinary collaboration that addresses mental, physical, and emotional wellbeing through the human-equine bond;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve establishing a Center for Equine Assisted Services in the College of Agriculture and Applied Sciences' Departments of Animal, Dairy and Veterinary Sciences and Extension-Agriculture and Natural Resources, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences Extension Extension-Agriculture and Natural Resources - Center for Equine-Assisted Services

4.1.c R401 NEW ADMINISTRATIVE UNIT

Proposal Information

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

Centers and Institutes are officially recognized academic organizational and administrative units that are created with the purpose of advancing scholarly activity. These organizations serve an important role in focusing efforts on issues or topics and fostering multi-disciplinary programs. Utah State University creates centers and institutes to explore research and educational initiatives that span colleges, departments, and disciplinary boundaries. They are essential to Utah State Universities land-grant mission of advancing education, research and discovery, and community contribution at the highest levels. The work of centers and institutes enhances Utah State Universities strengths and expands its impact by bringing together faculty, scholars, fellows, and students for academic exploration.

[Writing Guidelines/Suggestions](#)

[USHE R401 Policy](#)

[Process and Flowchart](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE or
UNIVERSITY
DIVISION: *

CAAS

DEPARTMENT or
UNIT: *

Animal, Dairy and Veterinary Sciences

Extension

Extension-Agriculture and Natural Resources

PROPOSED UNIT
TITLE: * Center for Equine-Assisted Services

REQUEST

TYPE OF UNIT BEING REQUESTED

(Click the button below that best reflects your proposal)

CENTERS: A center is an organized unit, typically of a signal college of the University, whose mission is to sponsor, coordinate, and promote research, training, instruction, and/or service, in order to enrich and support the core mission of the college. Centers are typically organized to conduct research, usually on a highly specific theme or topic. Centers shall not duplicate or substantially complete with the mission of university-wide institutes, special initiatives, or other centers. They may involve faculty from one or more departments, usually from within the same college or faculty of the University. Centers, as college-based entities, will generally be funded through a combination of external sponsored program funds and college-based support. Centers will typically report their activities to the respective dean of the college where the center is located. Centers have a five-year cycle for application and renewal.

INSTITUTES: An institute is an organized unit of the University typically staffed, supported, and governed by multiple colleges of the University or central administration. An institute's mission is to sponsor, coordinate, and promote research, training, instruction, and service and to enhance by collaboration the University's strength in specific areas, in order to augment and support the core mission of the University. An institute is an organization that is broader in scope and funding than a center. It is typically associated with a physical organizational infrastructure. Institutes will generally be funded through secure on-going sources (typically over \$1 million per year). An institute may house within it one or more centers. New institutes shall not duplicate or substantially overlap with the mission of existing institutes or special initiatives.

Unit Being
Requested *

☒ New Center

☐ New Institute

DESCRIPTION | NARRATIVE

PROPOSING A NEW CENTER OF INSTITUTE: *A written proposal, using the R401C process, is required to be submitted and approved to establish a center or institute. The naming of a center or institute is typically based on a gift and must be recommended by the University Naming Committee and approved by the Board of Trustees. The proposal must include the following:*

**Administrative Unit
Description and
Narrative***

The Center for Equine-Assisted Services (CEAS) at Utah State University will be a pioneering hub for the advancement of Equine-Assisted Services (EAS), fostering healing and personal growth through the profound connection between humans and horses. By integrating teaching, research, and community engagement, the CEAS will expand EAS offerings and serve as a model for interdisciplinary collaboration. The creation of the Center marks a significant step forward for Utah State University, elevating the university's profile as a leader in innovative, therapeutic, and educational equine services. The CEAS will attract donor interest, enhance public relations, and offer students unique academic and research opportunities while fostering collaborations with faculty and community programs.

Beyond the university, the CEAS will broaden access to EAS services for diverse and underserved communities, offer continuing education opportunities and professional certification for EAS providers, and improve the quality of EAS activities across the state. By contributing to the development of a skilled workforce, the center will have a lasting impact on the public, positioning Utah State University as a leader in EAS and enriching the academic community as well as the people of Utah.

In teaching, the CEAS will build upon our Equine-Assisted Services Institutional Certificate of Proficiency, which provides students with foundational knowledge in EAS. Students explore topics such as horsemanship instruction, horse training for EAS, and the human-animal bond through hands-on labs. With this certificate, students are well-prepared to pursue industry certifications, including those offered by the Professional Association of Therapeutic Horsemanship International (PATH Intl.). Our program, led by Sarah Anderson, abides by strict safety and instructional guidelines, ensuring high standards for education in EAS.

The research component of the CEAS includes ongoing collaborations with the Salt Lake City Veterans Administration (VA), where our faculty, such as Sarah Anderson and Dr. Karl Hoopes, work on studies focused on the benefits of equine-assisted therapies for veterans. Research conducted with psychiatrist Dr. William Marchand has highlighted promising outcomes for veterans with PTSD and substance use disorders. This work demonstrates the safety, feasibility, and therapeutic potential of equine-assisted interventions and contributes to a growing body of literature supporting EAS in mental health treatment.

Through community service and engagement, the CEAS operates the "USU Equine Experience," which offers a wide range of equine-assisted services to underserved populations, including children, veterans, and individuals with disabilities. Programs such as *Ride Utah!* and *Drive Utah!*, led by Dr. Hoopes, provide equine-assisted learning and recreational experiences for veterans struggling with mental health issues. Alongside these initiatives, two new Extension faculty, Makenna Pahlke and Allison Garlick, are expanding EAS offerings along the Wasatch Front, while continuing education opportunities in Cache County to provide pathways toward formal certification in EAS.

The CEAS will create a unified structure that strengthens the integration of teaching, research, and community service. By centralizing management and expanding cross-departmental collaboration, the center will enhance the impact of its programs across the state. Students trained in our academic programs frequently volunteer in research and community activities, gaining hands-on experience that reinforces their learning. With the establishment of the CEAS, Utah State University will increase its visibility in the field of EAS, expanding opportunities for growth, impact, and ongoing support.

Mission and Vision*

The Center for Equine-Assisted Services (CEAS) at Utah State University is dedicated to advancing the field of Equine-Assisted Services (EAS) through innovative education, applied research, and community engagement. Our mission is to equip the next generation of professionals with the skills and knowledge necessary to lead in EAS, while fostering interdisciplinary collaboration that addresses mental, physical, and emotional well-being through the human-equine bond. By integrating academic excellence with impactful community outreach, accessible programming, and cutting-edge research, we support Utah State University's commitment to enhancing the lives of individuals and communities, particularly underserved populations.

Our vision is to broaden the impact of Equine-Assisted Services by:

Education – Offering specialized academic programs, such as the EAS certificate, that prepare students for leadership roles in the growing EAS industry.

Applied Research – Developing partnerships, like our collaboration with the Veterans Administration, to advance scientific understanding and demonstrate the therapeutic effectiveness of EAS.

Community Service & Engagement – Delivering transformative EAS programs to diverse groups, including persons with disabilities, veterans, and underserved populations, to improve quality of life and promote well-being.

The CEAS will serve as a central hub, uniting these efforts to enhance the center's impact both locally and nationally. By streamlining our work and raising our profile, the CEAS will amplify outreach, attract funding, and strengthen Utah State University's role as a leader in therapeutic and educational equine services.

Goals and Objectives*

Education

Provide high-quality academic programs in Equine-Assisted Services that equip students with the skills and knowledge to excel in the EAS industry.

Objective	Measurable Outcomes
Increase enrollment in the EAS certificate program	Track enrollment trends, monitor the number of students from different majors, measure completion rates over the next three academic years
Evaluate and refine experiential learning components	Conduct student evaluations of learning effectiveness, peer evaluations of teaching, pre- and post-assessments of student learning, track instructor engagement in professional development and scholarship of teaching

Research

Advance the scientific understanding and therapeutic applications of Equine-Assisted Services through interdisciplinary research.

Objective	Measurable Outcomes
Develop new interdisciplinary partnerships that secure external funding for research focused on expanding the understanding and applications of EAS in new directions.	Track new partnerships formed, the amount of external funding secured, and the number of research products generated (including presentations, conference proceedings, and scholarly publications).
Strengthen ongoing research collaborations, including the partnership with the Veterans Administration, to explore the mental health and therapeutic benefits of EAS for veterans and other populations.	Track the number of veterans and other participants enrolled in research studies, the number of publications resulting from this research, and the impact on participants measured by pre- and post-intervention assessments.

Community Service & Engagement

Increase access to Equine-Assisted Services for underserved populations, including persons with disabilities, veterans, and other community members.

Objective	Measurable Outcomes
Expand regional access to EAS programs beyond local participants, ensuring greater availability of services through partnerships with Extension faculty and other stakeholders.	Track the number of participants served annually, monitor the geographic expansion of services, and assess the satisfaction and outcomes of participants through feedback surveys.
Develop a continuing education program that offers certification preparation, aiming to enroll 10 to 15 participants annually and achieve a completion rate of 5 to 10 certified professionals each year.	Track the number of participants enrolled in the certification prep courses, monitor completion rates, and document the number of participants who obtain industry certifications (e.g., PATH certification).

Integration and Management

Foster collaboration and integration across education, research, and community service to maximize the impact of the CEAS, while ensuring sound management of resources.

Objective	Measurable Outcomes
Establish an advisory board by 2025 that includes key stakeholders from ADVS, Extension, community partners, and external experts, to guide the direction and growth of the center.	Create an advisory board, track the number of meetings held annually, and document the implementation of recommendations from the Board to improve the center's activities.
Build relationships with stakeholders and potential donors to secure additional financial support for EAS operations, infrastructure, and program sustainability.	Track the number of donor meetings, monitor the amount of funding secured, and document new partnerships established to support the center's mission.
Organize cross-departmental meetings each term (spring, summer, and fall) to ensure alignment of research, education, and community service efforts and streamline communication and resource allocation.	Hold one meeting per term, document attendance and agendas, and track the progress of initiatives discussed during these meetings.

Evaluation Criteria*

Education Evaluation Criteria

- Measure: Enrollment trends and program completion rates for the Equine-Assisted Services (EAS) certificate.
 - Goal: Increase the number of students enrolled in the EAS certificate program each year, with a strong focus on diverse disciplines (e.g., social work, psychology, occupational therapy).
 - Success Indicator: Annual increase in enrollment and completion rates, tracked through university data.
- Measure: Student feedback and learning outcomes.
 - Goal: Ensure students consistently report a high level of satisfaction with the experiential learning components of the EAS program.
 - Success Indicator: Positive student evaluations of learning effectiveness, improved scores on pre- and post-learning assessments, and increased peer evaluation ratings.

Research Evaluation Criteria

- Measure: Number and quality of interdisciplinary research partnerships and external funding.
 - Goal: Secure new external funding for research projects and develop collaborative research partnerships.
 - Success Indicator: Number of new research partnerships, total external funding secured, and quantity/quality of research outputs (e.g., presentations, publications, and conference proceedings).
- Measure: Impact and reach of EAS research projects.
 - Goal: Increase the number of research participants and publish findings in peer-reviewed journals.
 - Success Indicator: Growth in research participation (e.g., veterans, underserved populations) and increased scholarly publications based on research findings.

Community Service Evaluation Criteria

- Measure: Number of individuals served through EAS community programs.
 - Goal: Expand access to EAS services across the region, particularly for underserved populations such as veterans and persons with disabilities.
 - Success Indicator: Annual increase in participants served in EAS programs, geographic reach of services, and participant feedback indicating improvements in well-being.
- Measure: Certification program enrollment and completion rates.

- Goal: Establish a successful continuing education program that prepares community members for EAS certification.
- Success Indicator: Enrollment of 10 to 15 participants annually in certification courses, with 5 to 10 participants completing certification each year.

Integration and Management Evaluation Criteria

- Measure: Advisory board effectiveness and center-wide communication.
 - Goal: Establish an advisory board to guide CEAS operations and increase collaboration across ADVS, Extension, and community partners.
 - Success Indicator: Successful formation of the Board by 2025, regular meetings held, and implementation of actionable recommendations.
- Measure: Financial stability and stakeholder engagement.
 - Goal: Build relationships with stakeholders and donors to secure ongoing support for EAS infrastructure and programming.
 - Success Indicator: Growth in financial contributions and partnerships with donors, tracked through donor engagement records and funding reports.
- Measure: Cross-departmental collaboration and meeting frequency.
 - Goal: Organize cross-departmental meetings each term to ensure smooth integration of educational, research, and service activities.
 - Success Indicator: Three meetings held annually (spring, summer, fall), with documented action items and progress reports from each meeting.

List of Participating Faculty*

Primary participating faculty

- **Dr. Karl Hoopes**, Associate Professor (tenured) in ADVS. Serves as USU's Extension Equine Specialist, and will serve as the CEAS Director
- **Sarah Anderson**, Instructor in ADVS. Oversees all USU courses for the EAS certificate and oversees the EAS herd at the Logan campus
- **Makenna Pahlke**, Extension County Agent, Cache County, in the Department of Agriculture and Natural Resources. Will serve as coordinator of the EAS continuing education program
- **Allison Garlick**, Extension County Agent, Davis and Salt Lake Co., in the Department of Agriculture and Natural Resources. Oversees the EAS herd for the Kaysville and Bastian facilities

Affiliate members

As the Center's activities grow, we expect that additional Extension County Agents will coordinate with CEAS faculty to expand community offerings across our region, building new partnerships and programming opportunities to additional locations. Additionally, faculty in some other units on campus (social work, psychology, teacher education) are likely to engage in research activities with CEAS faculty, expanding the list of affiliate faculty. Last, faculty within CEAS have a track record of community partnerships, such as with the SLC Veterans Administration, expanding our affiliates to other members of the broader EAS community (e.g., Dr. William Marchand).

Governance Structure*

The Director of the Center for Equine Assisted Services (CEAS) will be Dr. Karl Hoopes, a tenured associate professor and Associate Department Head of ADVS. His responsibilities in the CEAS align with his broader role, which consists of 50% Extension, 20% administration within ADVS (focused on Extension), and 25% teaching. His leadership in the center reflects his expertise in Extension and applied research in equine-assisted services.

Administrative Oversight

Dr. Abby Benninghoff, as Head of the ADVS department, will oversee the administration of CEAS, ensuring alignment across its three mission areas: education, research, and community service. She will coordinate closely with Prof. Justen Smith (Extension Department Head) to ensure smooth communication and alignment between ADVS and Extension efforts. Dr. Benninghoff will also be responsible for reporting annually to Interim Dean Greg Cuomo (CAAS) and Senior Vice President Kenneth White (Extension) on the center's operations, activities, and impacts. Dr. Hoopes and Dr. Benninghoff will jointly assemble the advisory Board for CEAS.

Herd Management

Sarah Anderson will manage the EAS herd at the Utah Agricultural Experiment Station (UAES), coordinating with:

- Jason Romney oversees infrastructure, operations, and basic herd care at the Sam Skaggs Family Equine Education Center.
- Dr. Holly Clement addresses clinical concerns related to the herd.

Romney and Clement are faculty in ADVS and report directly to Dr. Benninghoff.

For the herd at the Kaysville location, Allison Garlick will coordinate with staff from the Bastian Agricultural Center or Davis Agricultural Heritage Center regarding operational and clinical issues.

Continuing Education

Makenna Pahlke will oversee the continuing education courses offered as part of CEAS, ensuring the successful development and delivery of certification preparation and other educational offerings.

Cross-Departmental Collaboration

Dr. Benninghoff will handle issues at the department head level, consulting with Dr. Justen Smith as necessary. This approach ensures alignment of problem-solving strategies and avoids conflicting efforts between ADVS and Extension.

Advisory Board and Coordination

With the support of the leadership team and division leaders, Dr. Hoopes and Dr. Benninghoff will form an Advisory Board, consisting of stakeholders from ADVS, Extension, industry partners, and external experts, to guide the center's growth and long-term sustainability. This Board will coordinate with CAAS and Extension Development Offices, including Brandon Monson (CAAS) and Michelle Merrill (Extension).

Leadership Team

Quarterly meetings (spring, summer, and fall) will bring together the CEAS leadership team, including:

- Dr. Karl Hoopes, Extension Equine Specialist, CEAS Director
- Sarah Anderson, Instructor, Logan EAS Herd Manager

• Sarah Johnson, Extension Agent, Logan EAS Herd Manager

- Makenna Pahlke, Extension County Agent, Continuing Education Coordinator
- Allison Garlick, Extension County Agent, Kaysville/Bastian EAS Herd Manager
- Dr. Abby Benninghoff, ADVS Department Head
- Dr. Justen Smith, Extension Department Head

Also included, as needed, are critical support faculty and staff, including:

- Dr. Holly Clement, Equine Programs Director (ADVS)
- Prof. Jason Romney, Equine Program Manager (ADVS)
- Representative of the Utah Agricultural Experiment Station (DJ Anderson, as needed)
- Representative of the Bastian Agricultural Center (Josh Dallin, as needed)

This governance structure ensures clear communication, collaboration, and management across CEAS's mission areas, fostering the Center's continued growth and impact.

Space and Facilities Requirements*

The Center for Equine-Assisted Services (CEAS) benefits from access to high-quality equestrian facilities across three locations, providing an ideal environment for teaching, research, and community engagement in Equine-Assisted Services. The Robert A. Adams Arena at the Sam Skaggs Family Equine Education Center in Wellsville, UT (Logan main campus) offers a full-sized dressage indoor arena with priority access for CEAS programs and a state-of-the-art riding simulator studio. The Davis Agricultural Heritage Center in Kaysville, UT, provides indoor and outdoor arenas and stalls to accommodate equine programs and events. The Bastian Agricultural Center in South Jordan, UT, features an indoor arena, five outdoor arenas, an event center, and stabling facilities, making it a versatile space for large-scale events and hands-on EAS activities.

The program is supported by essential equipment, including horse tack, safety gear, specialized equipment for persons with disabilities, and trucks and trailers for transporting horses between facilities. Basic care for the CEAS herds, including the maintenance of stable stalls and paddocks, is provided by staff at each center, while specialized care, nutrition, grooming, and exercise are overseen by EAS faculty, hired staff, and student interns and volunteers. EAS faculty and students are also responsible for the specialized training of horses, with some training incorporated into the certificate coursework. The Equine Program Manager supports the procurement and disposition of horses for the EAS herds.

For office space, Logan Campus faculty have dedicated offices at the Hillyard Animal, Teaching, and Research Center (ATRC) building at the USU South Farm facility, within a short walking distance of the Sam Skaggs Equine Education Center. Allison Garlick has office space at the Davis County Extension Office in Kaysville, UT. These comprehensive facilities and resources allow the CEAS to deliver high-quality, hands-on learning and research while effectively serving the community.

Funding/Budget***Salary**

The CEAS benefits from committed ongoing funding support for all four faculty leading Center activities, totaling \$330,370 in base salary, provided by ADVS and Extension. This personal support provides our Center with a tremendous advantage concerning budgeting for sponsored activities, as these faculty can dedicate all (or nearly all) of their budget toward EAS research and Extension activities. No new faculty support is requested at this time. However, we see an opportunity for growth as this Center gains a national reputation, particularly in the area of research. Future investment in a faculty member with a significant research role in the area of EAS is a long term (10-year) goal.

Name	Position	FTE	Funding Status
Karl Hoopes	Extension Associate Professor (tenured)	1.0	Fully funded
Sarah Anderson	Instructor	0.92	Fully funded*
Makenna Pahlke	Extension County Agent	1.0	Fully funded
Allison Garlick	Extension County Agent	1.0	Fully funded

* Remaining FTE can be funded via sponsored research

Operations

Specific teaching activities for courses associated with the EAS certificate are supported through course fees, which cover tack and horse replacement as well as other incidental expenses incurred during the instruction period.

EAS programs are supported via sponsored funding (e.g., partnerships with communities, organizations, or local County offices) or modest fees for use of horses, the riding simulator, and/or equipment access. The maximum fee is \$20 per horse per half-hour of programming for external users (e.g., a non-USU therapist) or \$7.50 for internal users. Fees support equipment maintenance, specialized animal care, and minor infrastructure repair and improvements.

Karl Hoopes *Ride Utah!* and *Drive Utah!* programs are supported mainly through an annual operating budget of \$8000 to \$10,000 and philanthropic donations, including donated use of a large horse trailer and use of trail horses (valued at \$6000). He also has access to the ADVS small wagon for the driving education program. Expenses include shoeing horses, mileage, and food for events.

The ADVS department also supports modest infrastructure maintenance and improvements, with an annual budget of about \$5000 per year. Further, the department supports 1 to 2 student internships (\$4000) each year to support EAS research and community programming. The ADVS department provides marketing support for CEAS faculty to create flyers, programs, and other recruitment materials.

Launching new EAS activities at Davis and Bastian Centers

With the hire of Allison Garlick, we now have the capacity to deliver EAS programming at multiple locations. These new efforts require some start-up funds, including \$20,000 provided by ADVS and \$10,000 by Extension. This funding will facilitate the acquisition of new horses, tack, and other equipment and some infrastructure upgrades at the equestrian centers.

Long-term planning and advancement efforts

In the long term, we aspire to have large-scale investment in operations and infrastructure via

robust advancement efforts, building public-private partnerships, such as our recent partnership with the Adams family to build the new Robert A. Adams Arena at the Logan campus. Priority areas for investment include improved perimeter railing at the Adams Arena, large industrial ceiling fans (high-volume, low-speed fans) in the Adams Arena, a wash station with cement pad outside the Adams Arena main access, an outdoor obstacle field at the Adams Arena, and an access ramp at the Davis Center arena.

Indirect cost recovery

CAAS/Extension policy requires that sponsored projects include indirect costs, as allowed by the sponsor. The formula for returned F&A includes 3% to support centers. Going forward, CEAS will be considered a new support center, requiring member faculty to allocate an additional 3% of returned F&A to CEAS. For example:

- 70% to the Office of Research
- 3% to Extension Administration
- 3% to CAAS Administration
- 6% to Department(s) (split by participating faculty effort if needed)
- 3% to the Center for Equine-Assisted Services
- 3% to the Utah Agricultural Experiment Station, the Davis Center, and/or Bastian Center, as appropriate for the location(s) of activities and facility use
- remainder to Primary Investigator(s)

We should note, however, that most entities that sponsor community activities in EAS are unlikely to allow full indirect costs. We anticipate realizing F&A primarily through sponsored research activities, such as our prior federal grant with the SLC Veterans Administration.

SUBMIT AND APPROVE THE PROPOSAL

Click on the save all changes button below.

Scroll to the top left and click on the launch  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Office of the Provost and Executive Vice President proposes establishing a Center for Academic Belonging & Learning Excellence.

EXECUTIVE SUMMARY

The Office of the Provost and Executive Vice President proposes establishing a Center for Academic Belonging & Learning Excellence.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve establishing a Center for Academic Belonging & Learning Excellence.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Office of the Provost and Executive Vice President proposes establishing a Center for Academic Belonging & Learning Excellence, and

WHEREAS, The proposal will provide students with support and collaborations across the USU system,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve establishing a Center for Academic Belonging & Learning Excellence in the Office of the Provost and Executive Vice President, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

EVP - Provost's Office - Center for Academic Belonging & Learning Excellence

4.1.c R401 NEW ADMINISTRATIVE UNIT

Proposal Information

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

Centers and Institutes are officially recognized academic organizational and administrative units that are created with the purpose of advancing scholarly activity. These organizations serve an important role in focusing efforts on issues or topics and fostering multi-disciplinary programs. Utah State University creates centers and institutes to explore research and educational initiatives that span colleges, departments, and disciplinary boundaries. They are essential to Utah State Universities land-grant mission of advancing education, research and discovery, and community contribution at the highest levels. The work of centers and institutes enhances Utah State Universities strengths and expands its impact by bringing together faculty, scholars, fellows, and students for academic exploration.

[Writing Guidelines/Suggestions](#)

[USHE R401 Policy](#)

[Process and Flowchart](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

DEPARTMENT or
UNIT: *

Provost's Office

PROPOSED UNIT TITLE: * Center for Academic Belonging & Learning Excellence

REQUEST

TYPE OF UNIT BEING REQUESTED

(Click the button below that best reflects your proposal)

CENTERS: *A center is an organized unit, typically of a single college of the University, whose mission is to sponsor, coordinate, and promote research, training, instruction, and/or service, in order to enrich and support the core mission of the college. Centers are typically organized to conduct research, usually on a highly specific theme or topic. Centers shall not duplicate or substantially complete with the mission of university-wide institutes, special initiatives, or other centers. They may involve faculty from one or more departments, usually from within the same college or faculty of the University. Centers, as college-based entities, will generally be funded through a combination of external sponsored program funds and college-based support. Centers will typically report their activities to the respective dean of the college where the center is located. Centers have a five-year cycle for application and renewal.*

INSTITUTES: *An institute is an organized unit of the University typically staffed, supported, and governed by multiple colleges of the University or central administration. An institute's mission is to sponsor, coordinate, and promote research, training, instruction, and service and to enhance by collaboration the University's strength in specific areas, in order to augment and support the core mission of the University. An institute is an organization that is broader in scope and funding than a center. It is typically associated with a physical organizational infrastructure. Institutes will generally be funded through secure on-going sources (typically over \$1 million per year). An institute may house within it one or more centers. New institutes shall not duplicate or substantially overlap with the mission of existing institutes or special initiatives.*

Unit Being
Requested *



New Center



New Institute

DESCRIPTION | NARRATIVE

PROPOSING A NEW CENTER OF INSTITUTE: *A written proposal, using the R401C process, is required to be submitted and approved to establish a center or institute. The naming of a center or institute is typically based on a gift and must be recommended by the University Naming Committee and approved by the Board of Trustees. The proposal must include the following:*

**Administrative Unit
Description and
Narrative***

Description: The Office of Academic Belonging and Learning Excellence at Utah State University is requesting the creation of a Center. We propose that a Center for Academic Belonging and Learning Excellence be established at USU to elevate the visibility and accessibility to students seeking academic support and belonging.

Narrative: This unit experienced significant changes prior to, and during, the COVID-19 pandemic. Student Support Services, Supplemental Instruction, TRIO: Student Support Services, Academic Success Coaching, Learning Specialists (who teach the Habits of Mind courses at USU) were all added to this unit. These programs, along with Aggie First Scholars, now make up the base of services and resources provided through this unit. The focus of this center will be student success through both academic belonging and learning excellence. It seeks to serve the University through interventions and programming developed for students, partnering with the Office of Data and Analytics to provide campus partners relevant and actionable retention and persistence data, and working with the Vice Provost for Undergraduate Education and the Center for Empowering Teaching Excellence (ETE) to train faculty and staff in research and best practices related to student success.

Much of the national conversation about student success now focuses on both academic belonging and learning excellence. The unit will be organized into two focus areas, each with multiple programs and services geared toward serving students at all campuses within the USU system. These areas are Academic Belonging and Learning Excellence. Academic Belonging will include Aggie First Scholars (AFS), Golden Scholars (initiatives to support undocumented students), TRIO: Student Support Services, and partnerships with other support and academic units to increase the sense of belonging for all students. Learning Excellence will include Success Coaching, Supplemental Instruction, instruction of Habits of Mind courses, Aggie Advocates to support onboarding Earned Admissions students, and Retention Outreach. The center will also support Notification of Leave, Continuing Student scholarships, faculty and staff training related to its mission – including supporting the ETE certificate: Teaching for Student Success.

This proposed change will accurately reflect the university's emphasis on student success strategies and initiatives in addition to retention and completion metrics. This will improve our support of students and collaborations across the USU system and in our service areas. The current mission/objective statement and revised organization chart will support the creation of this center.

Mission and Vision*

The Center for Academic Belonging and Learning Excellence (ABLE) provides students with programming and services focused on empowering each student to achieve their academic goals of earning credentials and degrees from Utah State University, thereby increasing the USU retention and completion rates. This is accomplished through programming designed to promote a safe space for all students to reveal their vulnerabilities and experience academic belonging. It is also accomplished through Academic Success Coaching and the Habits of Mind curriculum created by practitioners within ABLE. The Center for ABLE also seeks to provide faculty and student support practitioners with best practices and leadership in the work of student success, retention, and completion. This is done through constant study and literature reviews of current best practices, partnerships with ETE, academic departments/colleges, and academic advising.

Goals and Objectives* **Goals**

1. Increase the overall 1-year retention rate by 1% each year over the next five years.
2. Increase the 1-year retention rate for underrepresented (including first-generation) students by 2% each year until the retention gap between underrepresented and overall has been closed.
3. Increase the completion rate of bachelor-seeking students by 1% each year over the next five years.

Objectives:

1. Create a sense of academic belonging for each student through the following four ways:
 1. Assist each student to recognize that they are academically capable of succeeding at USU and that they know how to access the services and programs available to assist them in their academic success.
 2. Create access and knowledge for students to accept the need to pivot and change majors as an important and normal aspect of the college experience and that it is better to change majors than to leave the university all together.
 3. Educate students, faculty, and practitioners on the importance and skills necessary to build learning communities at USU. Help to broker students to Supplemental Instruction, Aggie First Scholars, TRIO: Student Support Services, Academic Advising, utilization of Office Hours, Academic Clubs, etc. as important learning communities.
 4. Help students to recognize the importance of tuning their expectations so that their aptitudes plus their ability to put in the effort can equal their aspirations. Broker students to the Career Design Center and to Academic Advisors to assist them to best align their expectations with their circumstances.
2. Promote learning about and adoption of positive behavioral Habits of Mind to assist students to develop learning excellence in their USU coursework as well as in situations beyond the classroom.
3. Partner with Colleges/Departments and the Center for Empowering Teaching Excellence (ETE) to train faculty and other practitioners on the best practices relative to academic belonging and to learning excellence and the development of habits of mind.

Evaluation Criteria*

Work with the Office of Data and Analytics (ODA) to identify the following (using both the IPEDs and USU cohort data):

1. The annual overall 1-year retention rate.
2. The annual 1-year retention rate of underrepresented students (including FGS).
3. The annual completion rate of bachelor-seeking students.

We will also evaluate our programming by working with the ODA to measure impact and by tracking participation and student satisfaction with the following programs and initiatives:

1. Aggie First Scholars
2. Supplemental Instruction
3. Academic Success Coaching
4. Aggie Advocates (Earned Admissions Program)
5. Habits of Mind Curriculum
6. TRIO: Student Support Services

List of Participating Faculty*

- Dr. Harrison Kleiner, PhD: Associate Provost for Undergraduate Education and Associate Professor of Philosophy. Provides curriculum oversight of all courses taught within ABLE. Member of the Supplemental Instruction Faculty Advisory Committee.
- Dr. Nate Trauntvein, PhD: Associate Professor of Recreation Administration. Serves on the Aggie First Scholars Faculty Advisory Committee. Teaches USU 1050: Navigating College.
- Melissa Scheaffer, M.S.: Principal Lecturer in Engineering Education. Serves on the Aggie First Scholars Faculty Advisory Committee. Teaches USU 1050: Navigating College
- Dr. Chad Simon, Ph.D.: Associate Dean for Academic Affairs and Professor of Accountancy. Serves on the Aggie First Scholars Committee.
- Dr. Mateja Savoie Roskos, Ph.D.: Associate Dean for Academic Programs and Student Services, Director of MPH Program, and Associate Professor. Previous Aggie First Scholars Faculty Advisory Committee and current guest speaker for USU 1050 and AFS volunteer.
- Dr. Kristine Miller, PhD: Honors Executive Director and Professor of English. Oversees the Honors USU 1050 partnership.
- Dr. Alexa Sand, Ph.D.: Professor of Art History and Associate Vice President of Research. Collaborator with ABLE to provide Aggie First Scholars with an R1 research experience as part of the R1SE (R1 Sophomore Experience) initiative for first-generation students.
- Jen Burbank, M.S.: Senior Lecturer in Biology. Collaborator in the Supplemental Instruction program (BIOL 1010).
- Nicholas Pardikes, Ph.D.: Lecturer in Biology. Collaborator in the Supplemental Instruction program (BIOL 1610).
- Alyssa Lauer, Ph.D. Graduate Student: Graduate Instructor for Biology. Collaborator in the Supplemental Instruction program (BIOL 1010).
- Dr. Emily Sadler-Pitts, Ph.D.: Temporary Assistant Professor for Biology. Collaborator in the Supplemental Instruction program (BIOL 2420).
- Dr. D. Andy Anderson, Ph.D.: Principal Lecturer & Prehealth Advisor for Biology. Collaborator in the Supplemental Instruction program (BIOL 2060).
- Dr. Missy Kofoed, Ph.D.: Senior Lecturer for Chemistry and Biochemistry. Collaborator in the Supplemental Instruction program (CHEM 1010 & 1210).
- Dr. Scott Ensign, Ph.D.: Professor for Chemistry and Biochemistry. Collaborator in the Supplemental Instruction program (CHEM 1210).
- Dr. Jeremiah Scepaniak, Ph.D.: Temporary Professor for Chemistry and Biochemistry. Collaborator in the Supplemental Instruction program (CHEM 1220).
- Dr. Brooke Osborn, Ph.D.: Assistant Professor for Environment and Society. Collaborator in the Supplemental Instruction program (ENVS 1350).
- Dr. Lance Stott, Ph.D.: Senior Lecturer for Plants, Soils, and Climate. Collaborator in the Supplemental Instruction program (PSC 1800).
- Dr. Lawrence Culver, Ph.D.: Associate Professor for History. Collaborator in the Supplemental Instruction program (HIST 2710).

- David Anderson, B.S.: Professional Practice Professor for Landscape & Environmental Planning and Associate Provost for Community Engagement. Collaborator in the Supplemental Instruction program (LAEP 1030).
- Dr. Andre Moraes, Ph.D., Assistant Professor for Watershed Sciences. Collaborator in the Supplemental Instruction program (GEOG 1000).
- Dr. Jenn Grewe, Ph.D., Assistant Professor for Psychology. Member of Supplemental Instruction Faculty Advisory Committee. Collaborator in the Supplemental Instruction program (PSY 1010).
- Dr. Jason Leiker, Ph.D., Principal lecturer for Sociology. Collaborator in the Supplemental Instruction program (SOC 1010).
- Dr. Sara Bakker, Ph.D., Assistant Department Head & Associate Professor of Music. Collaborator in the Supplemental Instruction program (MUSC 1100).
- Dr. Michael Ballam, D.M., Professor for Music. Collaborator in the Supplemental Instruction program (MUSC 1100).
- Chilali Hugo, Dip.RAM, Faculty Associate for Music. Collaborator in the Supplemental Instruction program (MUSC 1100).
- Dr. Timothy Chenette, Ph.D., Professor for Music. Collaborator in the Supplemental Instruction program (MSUC 1105).
- Dr. Eliza Rosenberg, Ph.D., Lecturer for Religious Studies. Collaborator in the Supplemental Instruction program (RELS1010).
- Dr. Tyler Bowles, Ph.D., Professor for Economics and Finance. Collaborator in the Supplemental Instruction program (ECN 1500).
- Dr. Michael Lyons, Ph.D., Emeritus Professor for Political Science. Collaborator in the Supplemental Instruction program (POLS 1100).
- Joshua Ryan, Associate Professor for Political Science. Collaborator in the Supplemental Instruction program (POLS 1100).

Governance Structure*

The Office of Academic Belonging & Learning Excellence (ABLE) is currently part of the academic enterprise. The Center for ABLE would remain within the Provost's Office as follows:

- Provost
 - Senior Vice President: The Undergraduate Experience
 - Vice President: Student Success
 - **Executive Director: ABLE**

If the Executive Director position is vacated, a competitive search will be conducted in keeping with USU HR policies. The Executive Director must have the minimum of a master's degree and higher education experience commensurate with the position. The search committee will include ABLE staff, affiliated faculty, Provost's Office leadership, and a minimum of one student.

The responsibilities of the Executive Director includes:

- Membership on the Student Achievement Collaborative
- Manage all DPABLE budgets
- Manage all DPABLE scholarships
- Hiring, training, and leadership of all Center staff
- Represent ABLE on campus committees

Space and Facilities Requirements*

- Current TRIO offices located in the basement of UINN:
 - 4 Private Offices
 - Reception/Lobby
 - Student Study Area
 - Tutoring Room
 - Work Room
 - Storage Room
 - Storage Closet
- Space currently under construction in the Merrill Cazier Library:
 - 7 Private Offices
 - 1 Work Room
 - Reception/Lobby
 - Student Study Area

Funding/Budget*

Funding Category	Amount
Operating & Programming	\$240,901
Salaries	\$480,823
Scholarship Donations	\$1,983,495
Scholarship Endowments	\$16,848,718
TRIO Federal Grant	\$497,234
Total	\$20,051,171

SUBMIT AND APPROVE THE PROPOSAL

Click on the save all changes button below.

Scroll to the top left and click on the launch  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering an Applied Animal Reproduction Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering an Applied Animal Reproduction Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering an Applied Animal Reproduction Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering an Applied Animal Reproduction Certificate, and

WHEREAS, The proposal will provide students with the knowledge and practical skills in reproductive technologies and management;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering an Applied Animal Reproduction Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Applied Animal Reproduction - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Applied Animal Reproduction - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 010999

Minimum Number of
Credits (if
applicable)* 15

Maximum Number of
Credits (if
applicable)* 16

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The Applied Animal Reproduction Academic Certificate (AC) is designed to provide students with specialized knowledge and hands-on experience in the field of animal reproduction. This credential focuses on the practical application of reproductive technologies and management practices essential for enhancing productivity and health in various animal species. The program is expected to attract 15 to 20 students initially, with potential for growth with greater visibility of the credential and as the demand for skilled professionals in animal reproduction continues to rise.

The credential requires extensive hands-on laboratory work, ensuring that students gain the practical skills needed to excel in animal management, veterinary sciences, and related fields. By offering a focused, experiential learning environment, the Applied Animal Reproduction certificate prepares students for careers in a critical sector of the agricultural industry, aligning with Utah State University's mission to promote excellence, access, and inclusion in education.

This credential will serve students pursuing a Bachelor of Science degree who seek to document their expertise and specialization in applied animal reproduction. Because these advanced courses include several pre-requisites that are common to majors in the Department of Animal, Dairy, and Veterinary Sciences (ADVS) and Biology departments, students must be a declared B.S. major in these departments to enroll in this certificate.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

Brief Description of the Unit Requesting the Action and Rationale

The Department of Animal, Dairy, and Veterinary Sciences (ADVS) proposes the establishment of an Academic Certificate in Applied Animal Reproduction. This credential (15 to 16 credits) is designed to provide students with specialized knowledge and practical experience in the field of animal reproduction, preparing them for careers in animal management, veterinary sciences, and related industries. The certificate addresses the need for expertise in reproductive technologies and management practices that are essential for enhancing productivity and health in various animal species. By offering focused, hands-on learning opportunities, this program aligns with the department's mission to support student success and meet the evolving needs of the animal science industry.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple meetings, the faculty determined the following appropriate purposes for academic certificates that align with the department mission:

Workforce-driven certificates are designed to meet specific employer needs and prepare students for entry-level positions in the workforce

Introductory certificates are designed to enhance access to higher education and mark incremental achievements that can encourage further education

Concentration certificates are designed to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development. These credentials typically have a higher credit requirement and often take multiple years to complete.

Benefits to USU and USHE

The Applied Animal Reproduction certificate will benefit Utah State University (USU) and the Utah System of Higher Education (USHE) by contributing to several key areas:

Student Retention and Success: By offering a specialized and practical educational pathway, this program will help retain students who are interested in careers related to animal science and veterinary medicine. The hands-on experience and focused curriculum will engage students, increasing their likelihood of completing their studies and pursuing further education or entering the workforce.

Workforce Readiness: The program is designed to meet the needs of Utah's agricultural and animal science industries by equipping students with the latest knowledge and skills in animal reproduction. Graduates of this program will be well-prepared for roles in animal management, veterinary practices, and related fields, directly addressing workforce demands in the state.

Alignment with Institutional Goals: This credential supports USU's mission of promoting

“ . . . to advance the knowledge and skills of the people of Utah and to contribute to the betterment of the state and the world.”

excellence, access, and inclusion by providing a pathway that is accessible to students from diverse backgrounds and is aligned with industry needs. It also aligns with USHE's objectives of

improving student outcomes and supporting the economic development of Utah through targeted educational offerings.

Economic Impact: By preparing students for high-demand roles in animal reproduction, the program contributes to the growth and sustainability of Utah's agricultural sector. This, in turn, supports the state's economy by ensuring a steady supply of skilled professionals who can enhance productivity and innovation in the field.

Overall, the Applied Animal Reproduction certificate will strengthen USU's educational offerings, support student success, and contribute to the economic development of Utah, making it a valuable addition to the university's academic portfolio.

**Labor Market Demand
(if applicable)**

According to the U.S. Bureau of Labor Statistics (BLS), the demand for animal scientists and related occupations is expected to grow over the next decade. Specifically, employment for animal scientists is projected to increase by 6% from 2022 to 2032, which is faster than the average for all occupations. This growth is driven by the need for improved agricultural practices and the ongoing development of biotechnologies in animal reproduction. As of May 2023, the median annual wage for animal scientists was \$72,530, reflecting the specialized skills required in this field.

At the state level, Utah's agricultural sector plays a significant role in the economy, particularly in livestock production. The Utah Department of Workforce Services (DWS) projects strong demand for professionals in animal production and management. The occupation of "Farm and Ranch Managers," which includes those specializing in livestock and animal reproduction, is expected to see consistent demand, with an average annual growth rate of 1.5% and around 240 job openings per year due to growth and replacement needs. The median wage for these positions in Utah is approximately \$54,750 annually.

Furthermore, the DWS highlights the importance of agricultural extension services and specialized training programs, such as those focusing on reproductive technologies, as critical to supporting the state's livestock industry. The Applied Animal Reproduction certificate is well-aligned with these industry needs, providing the specialized skills that employers are seeking.

<https://www.bls.gov/oes/current/oes191011.htm>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/19-1011.00/report>

**Consistency with
Institutional Mission
& Institutional
Impact***

The Applied Animal Reproduction certificate aligns with Utah State University's mission by promoting excellence through a rigorous, hands-on curriculum that prepares students for specialized roles in the animal science field. The program enhances access by being available to students from various academic backgrounds, offering a pathway to professional success in a high-demand industry. By focusing on critical areas such as reproductive management and applied reproductive technologies, the credential supports inclusion by equipping students with the expertise needed to contribute meaningfully to the agricultural sector and beyond. This program will have a positive impact on the university by attracting students, enhancing workforce readiness, and supporting Utah's economic development through the advancement of animal reproduction practices.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

The Applied Animal Reproduction Certificate is a 15- to 16-credit program designed to provide students with specialized knowledge and hands-on experience in reproductive technologies and management practices for various animal species. The program includes courses such as ADVS 2200 Anatomy and Physiology of Animals, ADVS 4200 Physiology of Reproduction and Lactation, and ADVS 3930 Sheep Day, allowing students to apply reproductive techniques in real-world settings. Students can also choose from focused electives, such as ADVS 4210 Applied Reproduction and Artificial Insemination or ADVS 4220 Applied Equine Reproduction I, and are required to complete a research project or internship in applied animal reproduction. This certificate is ideal for students seeking careers in animal management, veterinary sciences, or livestock reproduction, providing them with the critical skills and knowledge to excel in these fields.

Students must be declared in a major in the ADVS or Biology departments.

Required courses:

ADVS 2200 Anatomy and Physiology of Animals (4)

ADVS 4200 Physiology of Reproduction and Lactation (4)

ADVS 3930 Sheep Day (2 credits required) (fall term required)

Choose one from:

ADVS 4210 Applied Reproduction and Artificial Insemination (2)

ADVS 4220 Applied Equine Reproduction I (3)

Choose one from:

ADVS 4250 Internship in Animal Industry (1-12) minimum 3 credits required *

ADVS 4800 Undergraduate Research of Creative Opportunity (1-6) minimum 3 credits required*

*Student must identify a research or internship opportunity that provides substantial work experience in applied animal reproduction.

**Student Learning
Outcomes
Assessment Plan***

The Student Learning Outcomes Plan for the Applied Animal Reproduction Certificate assesses students' knowledge and practical skills in reproductive technologies and management. Learning objectives include understanding the anatomy, physiology, and endocrinology of reproductive processes; analyzing reproductive technologies such as artificial insemination; and applying hands-on techniques like breeding soundness exams. Students are evaluated through quizzes, exams, laboratory work, and practical assessments, with a mastery threshold of 83% to 85%. Additionally, students will complete internships or research projects that focus on applied animal reproduction, further enhancing their practical knowledge and professional readiness.

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Beef Cattle Management Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Beef Cattle Management Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Beef Cattle Management Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Beef Cattle Management Certificate, and

WHEREAS, The proposal will provide students with a specialized and accessible pathway for pursuing careers in beef cattle management;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Beef Cattle Management Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Beef Cattle Management - Academic Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Beef Cattle Management - Academic Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 010302

Minimum Number of
Credits (if
applicable)* 24

Maximum Number of
Credits (if
applicable)* 25

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The purpose of the proposed Academic Certificate (AC) in "Beef Cattle Management" is to provide students with a specialized credential documenting focused study in beef cattle management. This 24- to 25-credit program includes core courses covering beef production practices, small firm accounting, small firm management, feeds and feeding, live animal and carcass evaluation, and a choice between range ruminant nutrition and forage production.

This certificate prepares students for careers in beef cattle management by equipping them with essential skills in disease prevention, health management, nutrition, accounting, business management, and evaluation of market animals and carcasses. The program requires in-person coursework, ensuring practical, hands-on experience. It can stand alone as a credential or be pursued as part of the B.S. degree in Animal and Dairy Science or another B.S. degree program (e.g., Bioveterinary Science, Agribusiness, Applied Economics, Agricultural Systems and Technology Education) providing a pathway for students to document their specialized knowledge in beef cattle management.

The estimated number of students enrolling in this certificate is about 30 per year, including some pursuing the Animal and Dairy Science B.S. degree.

This initiative aligns with Utah State University's mission of promoting excellence, access, and inclusion by offering a focused, career-oriented educational opportunity that supports the agricultural sector and contributes to the community and economic development. Two of the required courses are offered by the Department of Applied Economics (APEC). The Department Head of Animal, Dairy, and Veterinary Sciences (ADVS) has consulted with APEC to ensure they can accommodate additional students, and they are confident in their ability to do so.

SECTION II: PROGRAM PROPOSAL

Proposed Action & Rationale*

Brief Description of the Unit Requesting the Action and Rationale

The ADVS department is proposing the establishment of an Academic Certificate in "Beef Cattle Management." This initiative is driven by the department's commitment to aligning educational offerings with workforce needs and enhancing student success. The proposed certificate is designed to provide students with specialized training in beef cattle management, preparing them for careers in a vital sector of Utah's agricultural economy.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple meetings, the faculty determined the following appropriate purposes for academic certificates that align with the department mission:

Workforce-driven certificates are designed to meet specific employer needs and prepare students for entry-level positions in the workforce.

Introductory certificates are designed to enhance access to higher education and mark incremental achievements that can encourage further education.

Concentration certificates are designed to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development. These credentials typically have a higher credit requirement and often take multiple years to complete.

Benefits to USU and USHE

The proposed certificate in Beef Cattle Management will benefit USU and the Utah System of Higher Education (USHE) by increasing student retention, credit hours, and workforce readiness. It also supports the university's mission of excellence, access, and inclusion by providing a pathway to higher education that meets the needs of diverse learners. Furthermore, the credential aligns with USHE's goals of improving student outcomes and supporting economic development in Utah.

The ADVS department anticipates that this program will attract approximately 30 students per year, contributing to the department's ability to generate new instructional funds and support the broader goals of USU and USHE.

**Labor Market Demand
(if applicable)**

The beef cattle industry is a significant contributor to Utah's agricultural economy. With approximately 323,000 beef cows, Utah's beef industry generates substantial economic activity, with cattle and calf operations contributing over half a billion dollars to Utah's economy. This sector plays a vital role in the state's rural economies, providing jobs, supporting local communities, and contributing to Utah's agricultural output.

Nationally, the outlook for beef cattle operations suggests a mixed but overall positive trend. Despite a projected 6% decline in U.S. beef production by 2025, driven by tighter cattle supplies and higher carcass weights, cattle prices are expected to remain strong. The USDA anticipates record-high prices for both fed and feeder cattle, highlighting the ongoing demand and profitability within the sector. This trend is supported by the CattleFax forecast, which predicts a continued upward trend in cattle prices through 2024 and beyond due to shrinking cattle herds and sustained strong demand. In Utah, the beef industry continues to thrive, with around 370 average annual openings for agricultural managers, including those in beef cattle operations. This demand is primarily driven by the need to replace retiring workers and address the operational needs of a shrinking but increasingly valuable cattle herd.

By providing specialized training through the proposed certificate in Beef Cattle Management, students will be well-equipped to enter this vital industry. The program's comprehensive curriculum, covering essential areas such as beef production practices, nutrition, accounting, and small firm management, will prepare students to meet the challenges and capitalize on the opportunities within the beef cattle industry in Utah and beyond.

<https://jobs.utah.gov/jsp/utalmis/#/occupation/45-1011.00/report>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/11-9013.00/report>

<https://www.bls.gov/ooh/management/farmers-ranchers-and-other-agricultural-managers.htm>

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed certificate in "Beef Cattle Management" aligns seamlessly with Utah State University's mission as a premier land- and space-grant institution committed to excellence, access, and inclusion. This program exemplifies USU's dedication to delivering exceptional education by providing a specialized, accessible pathway for students pursuing careers in beef cattle management. By offering practical, hands-on training in critical areas such as beef production practices, nutrition, and business management, the certificate supports the university's strategic objectives of fostering educational opportunities that meet the needs of diverse learners.

This program enhances students' confidence and academic success, contributing to personal and professional development. Moreover, it supports communities and economic growth by preparing students to enter and advance in the beef cattle industry, a vital sector of Utah's agricultural economy. The interdisciplinary nature of the certificate, involving courses from both the Animal, Dairy, and Veterinary Sciences (ADVS) Department and the Applied Economics (APEC) Department, reflects USU's commitment to collaborative education that leverages the strengths of multiple disciplines.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)
--

**Program Curriculum
Narrative**

The Beef Cattle Management Certificate is designed to provide students with specialized knowledge and hands-on experience in beef cattle production and management. This 24- to 25-credit program offers a comprehensive curriculum that covers critical areas such as beef production practices, animal nutrition, live animal and carcass evaluation, and business management. Students are required to complete courses in ADVS 1110 Introduction to Animal Science, ADVS 2080 Beef Production Practices, ADVS 2500 Feeds and Feeding, and ADVS 5080 Beef Cattle Management, along with accounting and management courses from the Applied Economics (APEC) department. Electives allow students to deepen their knowledge in forage production, range nutrition, or meat science, tailoring their education to their specific interests and career goals. This program emphasizes practical, real-world applications, preparing students for careers in the beef cattle industry by equipping them with essential skills to manage and optimize herd health, productivity, and business operations.

Required courses:

ADVS 1110 Introduction to Animal Science (BLS) (3)

ADVS 2080 Beef Production Practices (3)*

ADVS 2500 Feeds and Feeding (3)

ADVS 3650 Live Animal and Carcass Evaluation (3)

ADVS 5080 Beef Cattle Management (3)

APEC 2120 Small Firm Accounting Basics (3)

APEC 2310 Small Firm Management (3)

Choose one from:

WILD 4340 Range Ruminant Nutrition and Management (3)

PSC 4320 Forage Production and Pasture Management (3)

WILD 4500 Principles of Wildlife Management (3)

NDFS 5020 Meat Science and Technology (4)

* A separate curriculog request has been submitted to change the name and description of this course effective fall 2025. It is currently listed as ADVS 2080 Beef and Dairy Herd Production Practices. We will be splitting this course into two separate courses: ADVS 2080 Beef Production Practices and ADVS 2130 Dairy Production Practices.

**Student Learning
Outcomes
Assessment Plan***

The Student Learning Outcomes Plan for the Beef Cattle Management Certificate ensures that students develop the essential competencies required for success in the beef cattle industry. Key learning objectives include understanding beef cattle production systems, comprehending nutritional requirements and feeding practices, and applying techniques for live animal and carcass evaluation. Students will also acquire practical management skills through hands-on projects and assessments, such as creating grazing improvement plans and enterprise budgets. These outcomes will be evaluated through quizzes, exams, practical skills assessments, and group projects, with a mastery threshold of 80% to 90%. Regular review by the ADVS Undergraduate Curriculum Committee ensures the curriculum remains aligned with industry needs and supports student success.

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Biotechnology Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Biotechnology Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Biotechnology Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Biotechnology Certificate, and

WHEREAS, The proposal will provide students with a specialized knowledge and practical skills in the field of biotechnology;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Biotechnology Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Biotechnology - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Biotechnology - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 26.1201

Minimum Number of
Credits (if
applicable)* 16

Maximum Number of
Credits (if
applicable)* 16

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The Biotechnology Academic Certificate is designed to provide students with specialized knowledge and practical skills in the field of biotechnology, focusing on the application of cutting-edge techniques in genetic engineering, molecular biology, and tissue culture. This credential (16 credits) will serve students pursuing a Bachelor of Science degree who seek to document their expertise and specialization in biotechnology. The program emphasizes hands-on laboratory instruction, preparing students for careers in biotechnology and related industries. It is designed to appeal to students across multiple departments, such as Chemistry and Biochemistry; Biological Engineering; Plants, Soils, and Climate; and Biology.

By completing this credential, students will gain a deep understanding of ethical issues in genetic engineering, advanced cell culture techniques, molecular cloning, animal molecular biology, and microscopy. The elective component allows students to further tailor their expertise in either crop biotechnology or tissue engineering, providing a comprehensive and interdisciplinary approach to biotechnology education.

The Biotechnology Certificate is expected to attract an initial cohort of 10 to 15 students, with potential for growth as the program gains visibility and recognition across the university.

The Biotechnology Certificate aligns with Utah State University's mission of promoting excellence, access, and inclusion by offering a rigorous, interdisciplinary curriculum that equips students with advanced, hands-on laboratory skills and ethical decision-making abilities. Accessible to students across multiple departments, this program broadens participation in specialized biotechnology education, ensuring diverse student engagement. By emphasizing both technical expertise and ethical considerations, the credential fosters an inclusive approach to scientific advancement, preparing students to contribute meaningfully to the biotechnology field and society.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

Brief Description of the Unit Requesting the Action and Rationale

The Department of Animal, Dairy, and Veterinary Sciences (ADVS) is proposing the establishment of an Academic Certificate in "Biotechnology." This initiative is aligned with the department's commitment to equipping students with the specialized skills and knowledge necessary to thrive in the rapidly growing field of biotechnology. The proposed certificate is designed to offer hands-on laboratory experience and interdisciplinary training, preparing students for careers in a sector that is critical to Utah's economy and to advancements in agriculture and health sciences.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple faculty meetings, key definitions and criteria for micro-credentials and typical certificates were clarified.

The department determined that a micro-credential can be workforce-driven and/or serve as an entry point to higher education, with completion possible in one to two semesters. These credentials are intended to mark incremental achievements in higher education that can encourage further education or prepare students for entry-level positions in the workforce.

Alternatively, the department defined a typical certificate as a more comprehensive credential with a higher credit requirement, often taking multiple years to complete. These certificates are generally pursued alongside a BS degree or after completion and are preferred over minors because the credits can count toward both the certificate and the major. The primary purpose of these certificates is to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development.

Benefits to USU and USHE

The proposed certificate in Biotechnology will benefit Utah State University (USU) and the Utah System of Higher Education (USHE) by enhancing student retention, increasing credit hours, and improving workforce readiness in a high-demand field. This credential supports USU's mission of excellence, access, and inclusion by offering a pathway to higher education that caters to the needs of diverse learners, including those from various academic backgrounds. Additionally, it aligns with USHE's objectives of improving student outcomes and fostering economic development in Utah by preparing students for careers in biotechnology—a sector that is vital to the state's economy.

The ADVS department anticipates that this program will attract an initial cohort of approximately 15 to 20 students, contributing to the department's ability to generate new instructional funds and support the broader goals of USU and USHE. This program will also strengthen interdisciplinary collaboration within the university, particularly among departments such as Chemistry and Biochemistry; Biological Engineering; Plants, Soils, and Climate; Nutrition, Dietetics and Food Sciences; and Biology.

**Labor Market Demand
(if applicable)**

According to the U.S. Bureau of Labor Statistics (BLS), the biotechnology sector is experiencing significant growth across various occupations. For example, the employment of biological technicians, who typically require a bachelor's degree and specialized training, is projected to grow 7% from 2022 to 2032, faster than the average for all occupations. This growth is driven by the increasing reliance on biotechnology in industries such as pharmaceuticals, agriculture, and environmental conservation. The median annual wage for biological technicians in May 2023 was \$52,330.

At the state level, Utah's biotechnology and life sciences sector is one of the fastest-growing industries, contributing significantly to the state's economy. According to the Utah Department of Workforce Services (DWS), employment in biotechnology-related fields, such as biological technicians and medical scientists, is expected to grow steadily. The Utah DWS reports a projected growth rate of 9% for biological technicians between 2022 and 2032, with an average of 120 job openings per year due to growth and replacement needs. The median wage for biological technicians in Utah is approximately \$47,500 annually, with higher wages for those with specialized skills and experience.

<https://www.bls.gov/ooh/life-physical-and-social-science/biological-technicians.htm>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/19-4021.00/report>

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed Biotechnology Certificate aligns with Utah State University's mission of excellence, access, and inclusion by offering rigorous, hands-on education that prepares students for the growing biotechnology field. The program fosters access by being available to students across multiple departments, supporting diverse academic backgrounds. It enhances institutional impact by contributing to student retention, workforce readiness, and credit hour generation, all while meeting the demands of Utah's key industries in agriculture and healthcare sciences. This credential helps USU fulfill its commitment to providing high-quality, inclusive education that supports both student and community success.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

Program Curriculum Narrative

The Biotechnology Certificate is a 16-credit program designed to provide students with specialized knowledge and practical skills in molecular biology, biotechnology, and related fields. The curriculum focuses on critical biotechnological techniques, including cell culture, molecular cloning, microscopy, and animal molecular biology. Required courses such as ADVS 3200 Ethical Issues in Genetic Engineering and Biotechnology, ADVS 5160 Methods in Biotechnology: Cell Culture, and ADVS 5260 Methods in Biotechnology: Molecular Cloning ensure that students gain hands-on laboratory experience while also understanding the ethical considerations in biotechnology. Students also choose electives in areas such as bioinformatics, tissue engineering, or biotechnology internships to tailor their learning to their specific career goals. The program is interdisciplinary, appealing to students from departments such as Chemistry, Biological Engineering, and Plant Sciences, and prepares graduates for careers in biotechnology industries including agriculture, pharmaceuticals, and environmental conservation.

Students must be declared in one of these majors*

Animal and Dairy Science

Bioveterinary Science**

Equine Science and Management

Biology

Biochemistry

Biological Engineering

Nutrition Science

Plant Science: Research Emphasis

Required courses:

ADVS 3200 Ethical Issues in Genetic Engineering and Biotechnology (3)

ADVS 5160 Methods in Biotechnology: Cell Culture (3)

ADVS 5260 Methods in Biotechnology: Molecular Cloning (3)

ADVS 5280 Animal Molecular Biology (3)

ADVS 5110 Introduction to Microscopy (1)

Choose one from:

BENG 5890 Tissue Engineering (3)

PSC 4150 Bioinformatics and Big Data Mining (3)

ADVS 4800 Undergraduate Research or Creative Opportunity (1-6); minimum 3 required***

* The courses in this certificate do have several pre-requisite courses that are generally common to majors in the life sciences (e.g., BIOL 1610/1620, CHEM 1210/1220, BIOL 3060, etc.). Thus, to be sufficiently prepared for this certificate, students should be declared in one of these listed majors.

**A change in the name of this major from Bioveterinary Science to Veterinary Science has been requested.

***Student must identify a research or internship opportunity that provides substantial work experience in biotechnology.

**Student Learning
Outcomes
Assessment Plan***

The Student Learning Outcomes Plan for the Biotechnology Certificate assesses students' understanding of key molecular biology and biotechnology techniques and their ability to apply these skills in research or industry settings. Learning objectives include analyzing ethical issues in genetic engineering, applying methods such as cell culture and molecular cloning, and demonstrating proficiency in microscopy. Students will also develop advanced laboratory skills through practical assessments, research presentations, and laboratory reports. Outcomes are evaluated through exams, laboratory assignments, and projects, with mastery thresholds typically set at 85% or higher. The plan is regularly reviewed by the ADVS Undergraduate Curriculum Committee to ensure alignment with industry standards and academic goals.

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences, in the College of Agriculture and Applied Sciences proposes offering a Dairy Cattle Management Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Dairy Cattle Management Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Dairy Cattle Management Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Dairy Cattle Management Certificate, and

WHEREAS, The proposal will ensure that students acquire critical competencies in dairy cattle production, management, and business operations;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Dairy Cattle Management Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Dairy Cattle Management - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Dairy Cattle Management - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 010307

Minimum Number of
Credits (if
applicable)* 27

Maximum Number of
Credits (if
applicable)* 27

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The purpose of the proposed Academic Certificate in "Dairy Cattle Management" is to provide students with a specialized credential documenting focused study in dairy cattle management. This 27-credit program includes core courses covering dairy production practices, small firm accounting, small firm management, feeds and feeding, artificial insemination, and a choice between range ruminant nutrition and forage production. Optional instruction includes carcass evaluation, animal health and hygiene practices, dairy technology, or forage production and pasture management.

This certificate prepares students for careers in dairy cattle management by equipping them with essential skills in disease prevention, health management, nutrition, accounting, business management, and evaluation of market animals and carcasses. The program requires in-person coursework, ensuring practical, hands-on experience. It can stand alone as a credential or be pursued as part of the B.S. degree in Animal and Dairy Science or another B.S. degree program (e.g., Bioveterinary Science, Agribusiness, Applied Economics, Agricultural Systems Technology) providing a pathway for students to document their specialized knowledge in dairy cattle management.

The estimated number of students enrolling in this certificate is about 15 per year, including some pursuing the Animal and Dairy Science B.S. degree.

This initiative aligns with Utah State University's mission of promoting excellence, access, and inclusion by offering a focused, career-oriented educational opportunity that supports the agricultural sector and contributes to the community and economic development. Two of the required courses are provided by the Department of Applied Economics (APEC). The Department Head of Animal, Dairy, and Veterinary Sciences (ADVS) has consulted with APEC to ensure they can accommodate additional students, and they are confident in their ability to do so.

SECTION II: PROGRAM PROPOSAL

Proposed Action & Rationale*

Brief Description of the Unit Requesting the Action and Rationale

The ADVS department is proposing the establishment of an Academic Certificate in "Dairy Cattle Management." This initiative is driven by the department's commitment to aligning educational offerings with workforce needs and enhancing student success. The proposed certificate is designed to provide students with specialized training in dairy cattle management, preparing them for careers in a vital sector of Utah's agricultural economy.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple meetings, the faculty determined the following appropriate purposes for academic certificates that align with the department mission:

Workforce-driven certificates are designed to meet specific employer needs and prepare students for entry-level positions in the workforce

Introductory certificates are designed to enhance access to higher education and mark incremental achievements that can encourage further education

Concentration certificates are designed to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development. These credentials typically have a higher credit requirement and often take multiple years to complete.

Benefits to USU and USHE

The Dairy Cattle Management certificate will benefit both Utah State University (USU) and the Utah System of Higher Education (USHE) by enhancing student retention and increasing credit hours, contributing to the financial stability and growth of the institution. This program supports workforce development by providing students with specialized skills needed in the dairy industry, a critical sector in Utah. The certificate aligns with USHE's goals of improving educational outcomes and addressing regional workforce needs, ultimately supporting the economic development of the state.

**Labor Market Demand
(if applicable)**

The dairy industry in the U.S., including Utah, is experiencing a complex economic environment in 2024. While challenges such as fluctuating milk production and regional disparities exist, there are signs of optimism, including rising prices for cheese, non-fat dry milk products, and dry whey products (USDA ERS market outlook report for dairy). These factors indicate potential opportunities for growth and stability in the dairy sector, underscoring the importance of skilled professionals in dairy management.

The dairy industry significantly contributes to the state's agricultural economy in Utah. The state's dairy farms, though fewer in number compared to larger dairy-producing states, remain vital to local economies and the overall agricultural output. This industry requires well-trained professionals to effectively manage dairy production, herd health, and business operations.

Given these dynamics, the proposed Dairy Cattle Management certificate is well-positioned to meet the growing need for skilled workers in Utah's dairy sector. The program will equip students with the essential skills and knowledge needed to thrive in this evolving industry, directly supporting the state's workforce development and economic growth.

<https://www.usda.gov/sites/default/files/documents/2024AOF-dairy-outlook.pdf>

<https://www.ers.usda.gov/topics/animal-products/dairy/market-outlook/>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/45-1011.00/report>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/11-9013.00/report>

<https://www.bls.gov/ooh/management/farmers-ranchers-and-other-agricultural-managers.htm>

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed Dairy Cattle Management certificate aligns with Utah State University's mission as a land-grant institution committed to excellence, access, and inclusion. By offering specialized education in dairy management, this program supports USU's dedication to providing high-quality, accessible learning opportunities that meet the agricultural community's needs. The certificate is designed to equip students with the practical skills necessary to excel in the dairy industry, contributing to Utah's economic vitality. This program also enhances pathways to higher education for diverse learners, including those in rural areas, thus supporting USU's mission of promoting access and inclusion.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

Program Curriculum Narrative

The Dairy Cattle Management Certificate is a comprehensive 27-credit program designed to equip students with the specialized knowledge and practical skills needed for careers in dairy cattle management. The curriculum covers essential areas such as dairy production practices, animal health, reproduction, nutrition, and business operations. Required courses include ADVS 1110 Introduction to Animal Science, ADVS 2130 Dairy Production Practices, ADVS 2500 Feeds and Feeding, and ADVS 5130 Dairy Cattle Management, along with accounting and management courses from the Applied Economics (APEC) department. Electives allow students to tailor their learning to focus on areas such as carcass evaluation, animal health, dairy technology, or forage production. This program emphasizes hands-on, practical learning, preparing students for leadership roles in the dairy industry by integrating technical expertise with business management skills. Students can pursue this certificate independently or alongside a Bachelor of Science degree, enhancing their career prospects in the dairy sector.

Required courses:

ADVS 1110 Introduction to Animal Science (BLS) (3)

ADVS 2130 Dairy Production Practices (3)*

ADVS 2500 Feeds and Feeding (3)

ADVS 4200 Physiology of Reproduction and Lactation (4) (CI)

ADVS 4210 Applied Reproduction and Artificial Insemination (2)

ADVS 5130 Dairy Cattle Management (3)

APEC 2120 Small Firm Accounting Basics (3)

APEC 2310 Small Firm Management (3)

Choose one from:

ADVS 3650 Live Animal and Carcass Evaluation (3)

ADVS 3000 Animal Health and Hygiene (3)

NDFS 5030 Dairy Technology and Processing (3)

PSC 4320 Forage Production and Pasture Management (3)

* A separate curriculog request has been submitted to change the name and description of this course effective fall 2025. It is currently listed as ADVS 2080 Beef and Dairy Herd Production Practices. We will be splitting this course into two separate courses: ADVS 2080 Beef Production Practices and ADVS 2130 Dairy Production Practices.

**Student Learning
Outcomes
Assessment Plan***

The **Student Learning Outcomes Plan** for the Dairy Cattle Management Certificate ensures that students acquire critical competencies in dairy cattle production, management, and business operations. Key learning objectives include understanding dairy cattle production systems, applying nutritional and reproductive management techniques, and evaluating livestock and milk products. Students will develop practical skills in dairy farm management, including animal health and hygiene, nutrition, and financial management. These outcomes will be assessed through quizzes, exams, lab work, and practical projects, with a mastery threshold of 73% to 85%. Regular review by the ADVS Undergraduate Curriculum Committee ensures alignment with industry needs, fostering student success in dairy cattle management careers.

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences, in the College of Agriculture and Applied Sciences proposes offering a Foundations in Animal Science Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Foundations in Animal Science Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Foundations in Animal Science Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Foundations in Animal Science Certificate, and

WHEREAS, The proposal will provide students with an entry level credential;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Foundations in Animal Science Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Foundations in Animal Science - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Foundations in Animal Science - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 010302

Minimum Number of
Credits (if
applicable)* 12

Maximum Number of
Credits (if
applicable)* 12

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The purpose of the proposed Academic Certificate in "Foundations in Animal Science" is to provide an entry-level credential for students interested in animal science who may not be ready to commit to a bachelor's degree program. This 12-credit program includes two required courses and two additional courses chosen from seven production courses. The program involves some in-person coursework, although ADVS 1110 is available online. This certificate is designed to offer foundational knowledge in animal science and prepare students for further education or careers in the animal agriculture industry.

The certificate is expected to serve many students, including those who may not complete a full Bachelor of Science (BS) degree. Approximately 80 students per year in the department already meet these requirements, and the program is anticipated to attract another 20 to 30 students annually who may complete the 12-credit series independent of a B.S. degree. This initiative aligns with Utah State University's mission of excellence, access, and inclusion, fostering educational opportunities and supporting community and economic development. No impact on other departments is anticipated.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

Brief Description of the Unit Requesting the Action and Rationale

The Animal, Dairy, and Veterinary Sciences (ADVS) department excels in providing comprehensive education through its undergraduate and graduate programs. Focused on disciplines such as Animal and Dairy Science, Biotechnology, Bioveterinary Science, and Equine Science and Management, ADVS integrates classroom instruction with hands-on laboratory and field experiences. The department's robust academic offerings are bolstered by cutting-edge research conducted by faculty, and its Extension services address the needs of local, state, and national communities through expert outreach activities.

We propose establishing a certificate titled "Foundations in Animal Science" to provide an entry-level credential for students interested in animal science who may not be ready to commit to a bachelor's degree program. This 12-credit micro-credential offers a foundational understanding of animal sciences and allows students to explore specific areas within the field. Completing this credential early in their academic journey can build confidence and encourage further education while enhancing job prospects in animal agriculture, including management roles.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple meetings, the faculty determined the following appropriate purposes for academic certificates that align with the department mission:

Workforce-driven certificates are designed to meet specific employer needs and prepare students for entry-level positions in the workforce.

Introductory certificates are designed to enhance access to higher education and mark incremental achievements that can encourage further education.

Concentration certificates are designed to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development. These credentials typically have a higher credit requirement and often take multiple years to complete.

Benefits to USU and USHE

The proposed certificate in "Foundations in Animal Science" is expected to benefit both Utah State University (USU) and the Utah System of Higher Education (USHE) by increasing student retention, credit hours, and workforce readiness. By offering a credential that can be completed in one semester and counts toward a major, this certificate provides students with a valuable credential that enhances their employability in the animal agriculture industry. It also supports the university's mission of excellence, access, and inclusion by providing a pathway to higher education that meets the needs of diverse learners. Furthermore, the credential aligns with USHE's goals of improving student outcomes and supporting economic development in Utah.

**Labor Market Demand
(if applicable)**

The labor market for animal science professionals and related fields shows a significant demand for skilled workers, mainly due to the need for replacement workers in an aging workforce. In Utah, there are approximately 370 average annual openings for agricultural managers, which include roles in animal agriculture operations. Nationally, the U.S. Bureau of Labor Statistics projects about 88,800 yearly openings for farmers, ranchers, and other agricultural managers, driven mainly by retirements and workforce exits.

Animal care and service workers are also seeing robust demand, with a projected growth rate of 16% from 2022 to 2032. This rate is much faster than the average for all occupations, with about 79,900 openings yearly due to the need to replace workers and meet growing demand. Additionally, despite a modest projected growth of 3.6% over the next decade, animal scientists will see significant opportunities due to the need for research and expertise in areas like animal genetics, nutrition, and welfare. These roles are crucial as the industry seeks healthier animals and more efficient animal production and care methods.

The proposed certificate in "Foundations in Animal Science" can serve as an entry point for students into these growing fields, providing them early success and confidence to pursue further education or advanced roles in the workforce. By equipping students with foundational knowledge and skills, this certificate can help them compete for more advanced positions in animal agriculture and related industries.

<https://jobs.utah.gov/jsp/utalmis/#/occupation/45-1011.00/report>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/11-9013.00/report>

<https://www.bls.gov/ooh/management/farmers-ranchers-and-other-agricultural-managers.htm>

<https://www.bls.gov/ooh/personal-care-and-service/animal-care-and-service-workers.htm>

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed certificate in "Foundations in Animal Science" aligns seamlessly with Utah State University's mission as a premier land- and space-grant institution committed to excellence, access, and inclusion. This program exemplifies USU's commitment to delivering an exceptional learning experience by providing a high-quality, accessible educational pathway for students exploring animal science. It supports the university's strategic objectives by fostering educational opportunities that meet the needs of diverse learners, enhancing their confidence and academic success. Additionally, the certificate contributes to community and economic development by preparing students for vital roles in the animal agriculture industry, thus fulfilling USU's goal of building prosperous local and global communities.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

The Foundations in Animal Science certificate is a 12-credit program designed to provide students with a foundational understanding of animal science, covering essential topics such as animal nutrition, livestock production systems, and hands-on management practices. The curriculum offers a flexible structure with two required courses, **ADVS 1110 Introduction to Animal Science** and **ADVS 2500 Feeds and Feeding**, which equip students with core knowledge of animal biology, production systems, and the nutritional needs of livestock.

In addition to these foundational courses, students choose two courses from a range of production-specific options, including beef, dairy, swine, and small ruminant practices, among others. This variety allows students to tailor their learning to their specific interests in animal agriculture, providing valuable practical experience in real-world livestock management. The program is ideal for students seeking an entry point into animal science or those who may wish to enhance their career opportunities in the animal agriculture industry without committing to a full bachelor's degree.

Required courses:

ADVS 1110 Introduction to Animal Science (BLS) (3)

ADVS 2500 Feeds and Feeding (3)

Choose two from:

ADVS 1100 Small Scale Animal Production (3)

ADVS 2010 Companion Animal Science (3)

ADVS 2080 Beef Production Practices (3)

ADVS 2090 Small Ruminant Production Practices (3)

ADVS 2120 Swine Production Practices (3)

ADVS 2130 Dairy Production Practices (3)

ADVS 2190 Horse Production Practices (3)

**Student Learning
Outcomes
Assessment Plan***

The Student Learning Outcomes Plan for the Foundations in Animal Science certificate is designed to assess students' mastery of key concepts and practical skills in animal science. The plan focuses on three primary learning objectives: students will demonstrate a strong understanding of basic scientific principles in animal science, including terminology, livestock production systems, and contemporary issues; they will analyze the nutritional needs of livestock and apply this knowledge to formulate balanced rations; and they will apply hands-on techniques in animal management to create solutions to common production challenges across various livestock species. Assessment methods include quizzes, exams, written assignments, lab participation, and practical demonstrations of skills, with a target threshold of 80% to 85% mastery in these areas. Regular review by the ADVS Undergraduate Curriculum Committee ensures that the curriculum remains aligned with these outcomes and continues to meet student and industry needs.

If this is a new credential does the curriculum require more than 25% newly developed courses?*

☐ Yes ☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the **SAVE ALL CHANGES** button below.

Scroll to the top left and click on the **LAUNCH**  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences, in the College of Agriculture and Applied Sciences proposes offering a Humans and Animal-Assisted Interventions Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Humans and Animal-Assisted Interventions Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Humans and Animal-Assisted Interventions Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Humans and Animal-Assisted Interventions Certificate, and

WHEREAS, The proposal will provide students with a comprehensive understanding of the human-animal bond and its application in therapeutic settings;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Humans and Animal-Assisted Interventions Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Humans and Animal-Assisted Interventions - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Humans and Animal-Assisted Interventions - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 51.2313

Minimum Number of
Credits (if
applicable)* 12

Maximum Number of
Credits (if
applicable)* 12

Type of Degree: (BA, Certificate - Academic (undergraduate)
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

This R401 request is to establish a new micro-credential, an Academic Certificate (AC), titled “Humans & Animal-Assisted Interventions” (HAAI) within the Animal, Dairy, and Veterinary Sciences (ADVS) department. This certificate will include three current courses and one new capstone course, described below. This new certificate is in alignment with the department’s strategic plan.

The HAAI will be offered as an undergraduate certificate (12 credits), with students registering for these courses at the 5xxx level. (In addition, we are proposing (via accompanying course change requests) to offer these courses at the 6xxx level, enabling us to also make available the HAAI certificate at the post-baccalaurate level.)

Given current enrollment averages for currently offered courses associated with this certificate, we anticipate enrollment exceeding 20 students per year.

Note: Separate R401 4.1.a. requests are being submitted to obtain specific approval for each certificate level. However, in practice, we plan to offer this as one program, with added learning objectives and additional coursework for graduate-level credit. Thus, in the sections below, we address these certificates together.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

The Department of Animal, Dairy and Veterinary Sciences offers a wide range of courses related to animal health and welfare, animal production and management, and the interactions of animals with humans. In alignment with this mission, we seek to create two new microcredentials (undergrad and post-bacc) that document focused study in the domain of humans and animal-assisted interventions. There is growing workforce demand for professionals with expertise in this area, reflected by a new national certification for specialists in animal-assisted interventions (AAI) offered by the Association of Animal-Assisted Intervention Professionals (<https://www.aaaiponline.org>). Individuals with this certification will have the training appropriate for including animals in many intervention settings, including mental health, occupational therapy, physical therapy, school counseling, elder care, social work, speech pathology, therapy animal programs, animal training, etc. The courses that constitute this certificate will provide the education in animal-assisted interventions needed to support individuals who seek to become AAAIP-certified.

The USU certificate on Humans and Animal-Assisted Interventions focuses on providing students with the pedagogy and knowledge base to better understand the importance of the human-animal bond and the methods of how animal assisted interventions can be applied with diverse special populations. The certificate program also provides students with a strong understanding of the importance of animal welfare so that both humans and therapy animals will be protected. Each of the courses build on a knowledge base that will provide students with an overall understanding and appreciation of various specific educational goals. Specifically, the courses will provide a foundation of a) the theoretical models that apply to human animal interactions, b) an awareness of the physiological and psychological benefits of the human animal bond, c) an understanding of AAI and how the applications can be integrated carefully, and d) an awareness of the welfare of therapy animals. The courses are developed to strengthen students understanding of best practice approaches and how to integrate AAI as an effective complimentary treatment.

We aim to offer this certificate at the undergraduate and post-bacc level to meet broad interest in HAAI. Trends in enrollment for three of the four classes that are already part of our curriculum indicate high interest among undergraduate students, including students across other departments (e.g., social work, psychology) who take these courses as electives for their B.S. degree. Offering a certificate to undergraduates (this 4.1.a. request) will help them document focused study in this area, prepare them for national certification, and increase their competitiveness when entering the workforce.

We also plan to offer this certificate at the post-baccalaureate level (see our separate 4.1.a request), as students continuing their education with a goal to specialize in certain subdisciplines will seek to include AAI as part of their portfolio of expertise. Also, we anticipate some individuals already in the workforce in fields such as occupational therapy and mental health professions, as well as professionals in animal and veterinary disciplines who partner with therapists, will likely seek certification by AAAIP. They will need educational support to pursue this goal.

**Labor Market Demand
(if applicable)**

The interest in animal-assisted interventions (AAI) has been steadily increasing across various disciplines, reflecting a growing recognition of the therapeutic and supportive role that animals can play in human well-being. AAI is being integrated into a wide range of professions, including healthcare, education, social work, mental health services, and rehabilitation. In healthcare settings, for instance, AAI is used to aid patients in physical recovery and emotional healing, leading to improved patient outcomes. Similarly, schools and educational institutions are incorporating AAI programs to enhance student engagement, reduce stress, and improve learning outcomes. Mental health professionals are increasingly adopting AAI as a complementary approach to traditional therapies, offering unique benefits for individuals dealing with anxiety, depression, post-traumatic stress disorder, and other mental health challenges. Social workers, licensed psychologist and counselors employ AAI to foster communication and emotional connection with clients, particularly in populations such as the elderly, children, and individuals with disabilities. Additionally, other allied health professionals including occupational, physical and speech therapists also employ principles of AAI in their workplace. The U.S. Bureau of Labor Statistics (BLS) projects strong growth in fields related to AAI, such as occupational therapy (<https://www.bls.gov/ooh/healthcare/occupational-therapists.htm>), mental health counseling (<https://www.bls.gov/ooh/community-and-social-service/substance-abuse-behavioral-disorder-and-mental-health-counselors.htm>), and social work (<https://www.bls.gov/ooh/community-and-social-service/social-workers.htm>), which are expected to grow 14%, 18%, and 7% respectively from 2022 to 2032, all faster than average. In Utah, similar trends are observed with healthcare and social assistance being one of the fastest-growing industries. The Utah Department of Workforce Services lists occupational therapy as 5-star,) As these professions increasingly recognize the value of incorporating animal-assisted methods, there is a rising demand for professionals who are trained in both human-animal interactions and the welfare of therapy animals. This demand underscores the need for specialized educational programs like the proposed certificate in Animal-Assisted Interventions, which equips students with the skills necessary to meet the expanding opportunities in this interdisciplinary field.

**Consistency with
Institutional Mission
& Institutional
Impact***

The certificate strives to educate students with the pedagogy and knowledge base to better understand the importance of the human-animal bond and the methods of how animal assisted interventions can be applied with diverse special populations. The certificate program also provides students with a strong understanding of the importance of animal welfare so that both humans and therapy animals will be protected. Each of the courses build on a knowledge base that will provide students with an overall understanding and appreciation of various specific educational goals.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact. Revenues from these online courses are expected to cover the instruction cost, including the new capstone course.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

The Humans and Animal-Assisted Interventions (HAAI) Undergraduate Academic Certificate is a 12-credit program designed to provide students with a comprehensive understanding of the human-animal bond and its application in therapeutic settings. The curriculum includes four required courses: ADVS 5710 Conceptualizing the Human-Animal Bond, ADVS 5720 Animal-Assisted Interventions and Special Populations, ADVS 5730 Welfare and Behavior of Animals in Animal-Assisted Interventions, and the capstone course ADVS 5740 Capstone in Human and Animal-Assisted Interventions. The program emphasizes the theoretical foundations of human-animal interactions, explores the physiological and psychological benefits for diverse populations, and ensures students understand the ethical considerations and welfare needs of therapy animals. This certificate prepares students for careers in fields such as mental health, occupational therapy, social work, and animal-assisted therapy programs, providing them with the knowledge and skills needed to implement effective and ethical animal-assisted interventions. The certificate can be pursued at both the undergraduate and post-baccalaureate levels (with corresponding dual-listed courses), enhancing professional opportunities in this growing field.

Required courses for the undergraduate level Academic Certificate:

ADVS 5710 Conceptualizing the Human Animal Bond (3 credits)

ADVS 5720 Animal-Assisted Interventions and Special Populations (3 credits)

ADVS 5730 Welfare and Behavior of Animals in Animal-Assisted Interventions (3 credits)

ADVS 5740 Capstone in Human and Animal-Assisted Interventions (3 credits) (new course)

ADVS 5710, 5720, and 5730 are already taught with different course numbers (5900, 5910, 5920); to dual list these as 5xxx/6xxx courses, we will need to change the entire series numbering as the corresponding 6xxx designations are already used in ADVS. Separate proposals have been submitted to change these course numbers and to request the 6xxx dual level designation, with modified objectives for students registering at the graduate level.

**Student Learning
Outcomes
Assessment Plan***

The Student Learning Outcomes Plan for the HAAI Certificate is designed to assess students' understanding of theoretical models, the benefits of human-animal interactions, and the ethical considerations involved in animal-assisted interventions. Key learning objectives include explaining theoretical frameworks, recognizing the benefits of the human-animal bond, and evaluating the welfare needs of therapy animals. Students will also synthesize multidisciplinary knowledge to design and implement animal-assisted intervention programs. Outcomes will be assessed through research papers, oral presentations, quizzes, and a capstone project, with mastery thresholds set at 75% or higher. The program is regularly reviewed by faculty and the ADVS Undergraduate Curriculum Committee to ensure alignment with industry needs and educational goals.

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences, in the College of Agriculture and Applied Sciences proposes offering a Humans and Animal-Assisted Interventions Post Bachelor's Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Humans and Animal-Assisted Interventions Post Bachelor's Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Humans and Animal-Assisted Interventions Post Bachelor's Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences propose offering a Humans and Animal-Assisted Interventions Post Bachelor's Certificate, and

WHEREAS, The proposal will provide students with the pedagogy and knowledge base to better understand the importance of the human-animal bond;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Humans and Animal-Assisted Interventions Post Bachelor's Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Humans and Animal-Assisted Interventions - Post Bachelor's Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Humans and Animal-Assisted Interventions - Post Bachelor's Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 51.2313

Minimum Number of
Credits (if
applicable)* 12

Maximum Number of
Credits (if
applicable)* 12

Type of Degree: (BA, Certificate - Post-Bachelor's
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☐ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☒ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

This R401 request is to establish a new micro-credential, a Post-Bachelor's Certificate, titled "Humans & Animal-Assisted Interventions" (HAAI) within the Animal, Dairy, and Veterinary Sciences (ADVS) department. This certificate will include three current courses and one new capstone course, described below. This new certificate is in alignment with the department's strategic plan.

The HAAI will be offered as an post-bachelor's certificate (12 credits), with students registering for these courses at the 6xxx level. (In addition, we are proposing (via accompanying course change requests) to offer these courses at the 5xxx level, enabling us to also make available the HAAI certificate at the undergraduate level.)

Given current enrollment averages for currently offered courses associated with this certificate, we anticipate enrollment exceeding 20 students per year.

Note: Separate R401 4.1.a. requests are being submitted to obtain specific approval for each certificate level. However, in practice, we plan to offer this as one program, with added learning objectives and additional coursework for graduate-level credit. Thus, in the sections below, we address these certificates together.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

The Department of Animal, Dairy and Veterinary Sciences offers a wide range of courses related to animal health and welfare, animal production and management, and the interactions of animals with humans. In alignment with this mission, we seek to create two new microcredentials (undergrad and post-bacc) that document focused study in the domain of humans and animal-assisted interventions. There is growing workforce demand for professionals with expertise in this area, reflected by a new national certification for specialists in animal-assisted interventions (AAI) offered by the Association of Animal-Assisted Intervention Professionals (<https://www.aaaiponline.org>). Individuals with this certification will have the training appropriate for including animals in many intervention settings, including mental health, occupational therapy, physical therapy, school counseling, elder care, social work, speech pathology, therapy animal programs, animal training, etc. The courses that constitute this certificate will provide the education in animal-assisted interventions needed to support individuals who seek to become AAAIP-certified.

The USU certificate on Humans and Animal-Assisted Interventions focuses on providing students with the pedagogy and knowledge base to better understand the importance of the human-animal bond and the methods of how animal assisted interventions can be applied with diverse special populations. The certificate program also provides students with a strong understanding of the importance of animal welfare so that both humans and therapy animals will be protected. Each of the courses build on a knowledge base that will provide students with an overall understanding and appreciation of various specific educational goals. Specifically, the courses will provide a foundation of a) the theoretical models that apply to human animal interactions, b) an awareness of the physiological and psychological benefits of the human animal bond, c) an understanding of AAI and how the applications can be integrated carefully, and d) an awareness of the welfare of therapy animals. The courses are developed to strengthen students understanding of best practice approaches and how to integrate AAI as an effective complimentary treatment.

We aim to offer this certificate at the undergraduate and post-bacc level to meet broad interest in HAAI. Trends in enrollment for three of the four classes that are already part of our curriculum indicate high interest among undergraduate students, including students across other departments (e.g., social work, psychology) who take these courses as electives for their B.S. degree. Offering a certificate to undergraduates (a separate 4.1.a. request) will help them document focused study in this area, prepare them for national certification, and increase their competitiveness when entering the workforce.

We also plan to offer this certificate at the post-baccalaureate level (this 4.1.a request), as students continuing their education with a goal to specialize in certain subdisciplines will seek to include AAI as part of their portfolio of expertise. Also, we anticipate some individuals already in the workforce in fields such as occupational therapy and mental health professions, as well as professionals in animal and veterinary disciplines who partner with therapists, will likely seek certification by AAAIP. They will need educational support to pursue this goal.

**Labor Market Demand
(if applicable)**

The interest in animal-assisted interventions (AAI) has been steadily increasing across various disciplines, reflecting a growing recognition of the therapeutic and supportive role that animals can play in human well-being. AAI is being integrated into a wide range of professions, including healthcare, education, social work, mental health services, and rehabilitation. In healthcare settings, for instance, AAI is used to aid patients in physical recovery and emotional healing, leading to improved patient outcomes. Similarly, schools and educational institutions are incorporating AAI programs to enhance student engagement, reduce stress, and improve learning outcomes. Mental health professionals are increasingly adopting AAI as a complementary approach to traditional therapies, offering unique benefits for individuals dealing with anxiety, depression, post-traumatic stress disorder, and other mental health challenges. Social workers, licensed psychologist and counselors employ AAI to foster communication and emotional connection with clients, particularly in populations such as the elderly, children, and individuals with disabilities. Additionally, other allied health professionals including occupational, physical and speech therapists also employ principles of AAI in their workplace. The U.S. Bureau of Labor Statistics (BLS) projects strong growth in fields related to AAI, such as occupational therapy (<https://www.bls.gov/ooh/healthcare/occupational-therapists.htm>), mental health counseling (<https://www.bls.gov/ooh/community-and-social-service/substance-abuse-behavioral-disorder-and-mental-health-counselors.htm>), and social work (<https://www.bls.gov/ooh/community-and-social-service/social-workers.htm>), which are expected to grow 14%, 18%, and 7% respectively from 2022 to 2032, all faster than average. In Utah, similar trends are observed with healthcare and social assistance being one of the fastest-growing industries. The Utah Department of Workforce Services lists occupational therapy as 5-star. As these professions increasingly recognize the value of incorporating animal-assisted methods, there is a rising demand for professionals who are trained in both human-animal interactions and the welfare of therapy animals. This demand underscores the need for specialized educational programs like the proposed certificate in Animal-Assisted Interventions, which equips students with the skills necessary to meet the expanding opportunities in this interdisciplinary field.

**Consistency with
Institutional Mission
& Institutional
Impact***

The certificate strives to educate students with the pedagogy and knowledge base to better understand the importance of the human-animal bond and the methods of how animal assisted interventions can be applied with diverse special populations. The certificate program also provides students with a strong understanding of the importance of animal welfare so that both humans and therapy animals will be protected. Each of the courses build on a knowledge base that will provide students with an overall understanding and appreciation of various specific educational goals.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact. Revenues from these online courses are expected to cover the instruction cost, including the new capstone course.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

Program Curriculum Narrative

The Humans and Animal-Assisted Interventions (HAAI) Post-Bachelor's Certificate is a 12-credit program designed to provide students with a comprehensive understanding of the human-animal bond and its application in therapeutic settings. The curriculum includes four required courses: ADVS 6710 Conceptualizing the Human-Animal Bond, ADVS 6720 Animal-Assisted Interventions and Special Populations, ADVS 6730 Welfare and Behavior of Animals in Animal-Assisted Interventions, and the capstone course ADVS 6740 Capstone in Human and Animal-Assisted Interventions. The program emphasizes the theoretical foundations of human-animal interactions, explores the physiological and psychological benefits for diverse populations, and ensures students understand the ethical considerations and welfare needs of therapy animals. This certificate prepares students for careers in fields such as mental health, occupational therapy, social work, and animal-assisted therapy programs, providing them with the knowledge and skills needed to implement effective and ethical animal-assisted interventions. The certificate can be pursued at both the undergraduate and post-baccalaureate levels, enhancing professional opportunities in this growing field.

Required courses:

ADVS 6710 Conceptualizing the Human Animal Bond (3 credits)

ADVS 6720 Animal-Assisted Interventions and Special Populations (3 credits)

ADVS 6730 Welfare and Behavior of Animals in Animal-Assisted Interventions (3 credits)

ADVS 6740 Capstone in Human and Animal-Assisted Interventions (3 credits) (new course)

Accompanying curriculog requests have been submitted to create these 6xxx level courses as dual-listed with their corresponding 5xxx courses. These requests outline additional objectives for students registering at the graduate level.

Student Learning Outcomes Assessment Plan*

The Student Learning Outcomes Plan for the HAAI Certificate is designed to assess students' understanding of theoretical models, the benefits of human-animal interactions, and the ethical considerations involved in animal-assisted interventions. Key learning objectives include explaining theoretical frameworks, recognizing the benefits of the human-animal bond, and evaluating the welfare needs of therapy animals. Students will also synthesize multidisciplinary knowledge to design and implement animal-assisted intervention programs. Outcomes will be assessed through research papers, oral presentations, quizzes, and a capstone project, with mastery thresholds set at 75% or higher. The program is regularly reviewed by faculty and the ADVS Graduate Programs Committee (in coordination with our Undergraduate Curriculum Committee) to ensure alignment with industry needs and educational goals.

If this is a new credential does the curriculum require more than 25% newly developed courses?*

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Animal, Dairy and Veterinary Sciences, in the College of Agriculture and Applied Sciences proposes offering a Sheep and Wool Production Certificate.

EXECUTIVE SUMMARY

The Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Sheep and Wool Production Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Sheep and Wool Production Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Animal, Dairy and Veterinary Sciences in the College of Agriculture and Applied Sciences proposes offering a Sheep and Wool Production Certificate, and

WHEREAS, The proposal will provide students with a specialized credential documenting focused study in sheep production practices;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Sheep and Wool Production Certificate in the College of Agriculture and Applied Sciences' Department of Animal, Dairy and Veterinary Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences - Sheep and Wool Production - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Animal, Dairy and Veterinary Sciences

Current Title (if applicable)* not applicable

Proposed Title* Sheep and Wool Production - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 010302

Minimum Number of
Credits (if
applicable)* 24

Maximum Number of
Credits (if
applicable)* 25

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The purpose of the proposed Academic Certificate in "Sheep and Wool Production" is to provide students with a specialized credential documenting focused study in sheep production and management. This 23- to 24-credit program includes core courses covering sheep production practices, small firm accounting, feeds and feeding, sheep management, and wool technology, and an experiential learning course on site at a working sheep ranch. Optional instruction includes small firm management, live animal and carcass evaluation, range nutrition and management, or forage production and pasture management. The curriculum also provides exposure to other small ruminants, including goats, but to lesser depth.

This certificate is designed to provide students with specialized knowledge in nutrition, production practices, and business management. The program's curriculum integrates courses in animal nutrition, firm management, and practical experience with sheep and goats, equipping students with the skills necessary for successful careers in sheep agriculture.

This certificate prepares students for careers in the sheep industry by equipping them with essential skills in disease prevention, health management, nutrition, accounting, business management, and evaluation of market animals and carcasses. The program requires in-person coursework, ensuring practical, hands-on experience. It can stand alone as a credential or be pursued as part of the B.S. degree in Animal and Dairy Science or another B.S. degree program (e.g., Bioveterinary Science, Agribusiness, Applied Economics, Agricultural Systems Technology) providing a pathway for students to document their specialized knowledge in sheep management and wool production.

While students do not require a BS degree to obtain an entry level position in sheep production, having specialized education, such as the Sheep and Wool Production certificate, can significantly enhance their ability to manage a successful operation. This program provides essential knowledge in animal nutrition, production practices, and business management, equipping students with the skills needed to run a profitable and sustainable sheep or goat farming business. Practical experience and business acumen are crucial, and this certificate offers both, improving the likelihood of financial success.

The estimated number of students enrolling in this certificate is about 15 per year, including some pursuing the Animal and Dairy Science B.S. degree.

This initiative aligns with Utah State University's mission of promoting excellence, access, and inclusion by offering a focused, career-oriented educational opportunity that supports the agricultural sector and contributes to the community and economic development. One of the required courses is provided by the Department of Applied Economics (APEC). The Department Head of Animal, Dairy, and Veterinary Sciences (ADVS) has consulted with APEC to ensure they can accommodate additional students, and they are confident in their ability to do so.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

Brief Description of the Unit Requesting the Action and Rationale

The ADVS department is proposing the establishment of an Academic Certificate in "Sheep and Wool Production." This initiative is driven by the department's commitment to aligning educational offerings with workforce needs and enhancing student success. The program is designed to equip students with practical, hands-on skills necessary for successful careers in the small ruminant industry, whether they aim to operate their own sheep ranches or pursue roles in agricultural management.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple meetings, the faculty determined the following appropriate purposes for academic certificates that align with the department mission:

Workforce-driven certificates are designed to meet specific employer needs and prepare students for entry-level positions in the workforce

Introductory certificates are designed to enhance access to higher education and mark incremental achievements that can encourage further education

Concentration certificates are designed to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development. These credentials typically have a higher credit requirement and often take multiple years to complete.

Benefits to USU and USHE

The Sheep and Wool Production certificate aligns with Utah State University's mission by offering specialized education that meets the needs of Utah's agricultural workforce. It supports student retention, increases credit hours, and prepares graduates for careers in a growing sector. This program provides a valuable pathway to higher education and enhances employability, benefiting both USU and the Utah System of Higher Education (USHE).

**Labor Market Demand
(if applicable)**

The market for sheep in the Intermountain West, including Utah, is robust and integral to the region's agricultural economy. Utah ranks third in sheep production in the United States, with approximately 225,000 head of sheep. This makes Utah a significant contributor to the U.S. sheep industry, which is a key part of the state's agricultural sector. The economic value of sheep and goat production in Utah is substantial, with the industry contributing millions of dollars annually. Other small ruminants, including goats, are also a growing industry involving many small acreage producers and hobby farmers.

This area is well-suited for sheep and goat production due to its vast rangelands, which provide excellent grazing opportunities. The demand for sheep and goat products, including meat, wool, and dairy, remains steady, driven by both domestic consumption and export markets. Additionally, the region's focus on sustainable and diversified agricultural practices supports the continued growth of small ruminant farming. The growing interest in locally sourced and sustainable food products has also bolstered demand, particularly for goat milk and cheese, as well as for specialty products like wool and mohair. This presents opportunities for small-scale producers to tap into niche markets, making sheep farming a viable and potentially lucrative business in the region.

The growing niche markets for lamb and goat meat in the Intermountain West are supported by data indicating increased demand among diverse ethnic populations, such as Middle Eastern, African, and Hispanic communities, who traditionally consume more lamb and goat meat. Additionally, reports from agricultural market analyses highlight the rising popularity of organic, grass-fed, and locally sourced meats, which has driven growth in specialty markets. This trend is reflected in the increasing number of small-scale farms focusing on sustainable practices to cater to these niche consumer demands.

<https://jobs.utah.gov/jsp/utalmis/#/occupation/45-1011.00/report>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/11-9013.00/report>

<https://www.bls.gov/ooh/management/farmers-ranchers-and-other-agricultural-managers.htm>

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed Sheep and Wool Production certificate aligns with Utah State University's mission by providing specialized, accessible education that supports the agricultural needs of the Intermountain West, including Utah. This program enhances USU's commitment to excellence, access, and inclusion by equipping students with practical skills and knowledge crucial for the regional economy. It also contributes to the university's land-grant mission by fostering workforce readiness and promoting sustainable agricultural practices, thus benefiting both the local communities and the broader agricultural industry.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

The Sheep and Wool Production Certificate is a 24- to 25-credit program that equips students with the knowledge and practical skills needed for careers in the sheep industry. The curriculum covers essential areas such as sheep production practices, wool technology, nutrition, health management, and business operations. Core courses include ADVS 1110 Introduction to Animal Science, ADVS 2090 Sheep Production Practices, ADVS 5090 Sheep Management and Wool Technology, and ADVS 3930 Sheep Day. The program integrates hands-on learning opportunities, including fieldwork at a working sheep ranch, and allows students to choose electives such as live animal evaluation, small firm management, or forage production. This certificate prepares students for roles in sheep management, wool production, and small ruminant farming, ensuring they gain the specialized skills needed to run profitable and sustainable sheep farming enterprises. The certificate can be pursued independently or alongside a Bachelor of Science degree, providing a pathway for students interested in sheep agriculture.

Required courses:

ADVS 1110 Introduction to Animal Science (BLS) (3)

ADVS 2090 Sheep Production Practices (3)

ADVS 2500 Feeds and Feeding (3)

ADVS 3930 Sheep Day (1-2), repeat for 3 credits total

ADVS 5090 Sheep Management and Wool Technology (3)*

APEC 2120 Small Firm Accounting Basics (3)

APEC 2310 Small Firm Management (3)

Choose one from:

ADVS 3650 Live Animal and Carcass Evaluation (3)

NDFS 5020 Meat Science and Technology (4)

NDFS 5030 Dairy Technology and Processing (3)

PSC 4320 Forage Production and Pasture Management (3)

WILD 4340 Range Ruminant Nutrition and Management (3)

*A separate request is being submitted this cycle to reduce this course from 4 to 3 credits, effective fall 2025.

Student Learning Outcomes Assessment Plan*

The **Student Learning Outcomes Plan** for the Sheep and Wool Production Certificate is designed to assess students' mastery of key concepts in sheep management, wool production, and business operations. Learning objectives include understanding sheep production systems, evaluating wool products, and applying reproductive and nutritional management techniques. Students will also develop practical skills in lambing, shearing, and wool handling. Outcomes are measured through quizzes, exams, lab activities, and group projects, with mastery thresholds set between 73% and 85%. Regular reviews by the ADVS Undergraduate Curriculum Committee, along with input from industry experts, ensure that the program remains aligned with current industry standards and prepares students for successful careers in the sheep industry.

If this is a new credential does the curriculum require more than 25% newly developed courses?*

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the **SAVE ALL CHANGES** button below.

Scroll to the top left and click on the **LAUNCH**  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Departments of Animal, Dairy and Veterinary Sciences and Applied Sciences, Technology and Education in the College of Agriculture and Applied Sciences propose offering a Livestock Extension Certificate.

EXECUTIVE SUMMARY

The Departments of Animal, Dairy and Veterinary Sciences and Applied Sciences, Technology and Education in the College of Agriculture and Applied Sciences propose offering a Livestock Extension Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Livestock Extension Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Departments of Animal, Dairy and Veterinary Sciences and Applied Sciences, Technology and Education in the College of Agriculture and Applied Sciences propose offering a Livestock Extension Certificate, and

WHEREAS, The proposal will equip students with the practical skills and knowledge necessary to support and enhance livestock production;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Livestock Extension Certificate in the College of Agriculture and Applied Sciences' Departments of Animal, Dairy and Veterinary Sciences and Applied Sciences, Technology and Education and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Animal, Dairy and Veterinary Sciences Applied Sciences, Technology and Education - Livestock Extension - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this
request

COLLEGE (include all
cross listed
colleges)*

CAAS

DEPARTMENT
(include all cross
listed departments)*

Animal, Dairy and Veterinary Sciences

Applied Sciences, Technology and Education

Current Title (if
applicable)* not applicable

Proposed Title* Livestock Extension - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 010302

Minimum Number of
Credits (if
applicable)* 24

Maximum Number of
Credits (if
applicable)* 24

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The Livestock Extension Academic Certificate is designed to prepare students for careers in Extension, specifically focused on serving the animal agriculture needs of Utah's communities and stakeholders. This program is a collaborative effort between the Applied Sciences, Technology, and Education (ASTE) department and the Animal, Dairy, and Veterinary Sciences (ADVS) department. It aims to equip students with the practical skills and knowledge necessary to support and enhance livestock production and management through Extension services.

The program emphasizes hands-on coursework and experiential learning, ensuring that students gain real-world experience in addressing the challenges and opportunities in animal agriculture. With an initial cohort of 15 to 20 students, the Livestock Extension Certificate is expected to grow as it gains visibility, providing an essential educational pathway for those dedicated to advancing Utah's agricultural sector through Extension work. This credential aligns with Utah State University's mission to promote excellence, access, and inclusion by offering specialized training that meets the needs of both students and the broader agricultural community.

This credential will serve students pursuing a Bachelor of Science degree who seek to document their expertise and specialization in livestock Extension.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

Brief Description of the Unit Requesting the Action and Rationale

The Department of Animal, Dairy, and Veterinary Sciences (ADVS), in collaboration with the Department of Applied Sciences, Technology, and Education (ASTE), is proposing the establishment of the Livestock Extension Academic Certificate (AC). This initiative is driven by the shared mission of both departments to equip students with practical skills and knowledge in livestock management while addressing the workforce needs of Utah's agricultural Extension services. The proposed certificate focuses on preparing students for careers in livestock Extension, where they will play a vital role in disseminating research-based knowledge and innovative practices to livestock producers across Utah and the Intermountain West.

The rationale behind this program stems from the growing need for trained professionals who can bridge the gap between scientific research and practical application in the livestock industry. With Utah's agricultural sector heavily reliant on livestock production, this credential will provide essential training for students interested in supporting the state's agricultural producers through Extension services, thus contributing to the sustainability and growth of the region's agricultural economy.

Institutional Procedures Used to Arrive at the Proposed Action

The development of this certificate followed a thorough and collaborative process within the ADVS department. The University Curriculum Committee (UCC) was tasked with identifying potential micro-credentials that align with the department's mission and meet the needs of students. The UCC generated a preliminary list of possible certificates, which was reviewed and discussed by the committee. Following the UCC review, these proposals were brought to the department faculty for additional debate, revisions, and a final vote. Through multiple meetings, the faculty determined the following appropriate purposes for academic certificates that align with the department mission:

Workforce-driven certificates are designed to meet specific employer needs and prepare students for entry-level positions in the workforce

Introductory certificates are designed to enhance access to higher education and mark incremental achievements that can encourage further education

Concentration certificates are designed to formally document a focused area of study within or complementing a student's degree program, providing a valuable credential that enhances academic and professional development. These credentials typically have a higher credit requirement and often take multiple years to complete.

Benefits to USU and USHE

The Livestock Extension certificate offers significant benefits to both Utah State University (USU) and the Utah System of Higher Education (USHE) by addressing critical workforce needs in the agricultural sector. By developing a trained workforce with expertise in animal agriculture, this program ensures that the knowledge generated by our animal scientists can be effectively extended to agricultural producers and communities across Utah and the Intermountain West.

This credential directly supports USU's land-grant mission by enhancing the university's capacity to serve the state's agricultural needs through well-prepared Extension professionals.

These graduates will be equipped to deliver cutting-edge research findings and innovative

practices to livestock producers, thereby improving productivity, sustainability, and economic outcomes within the agricultural industry.

Furthermore, the Livestock Extension Certificate contributes to the broader goals of USHE by increasing student engagement in applied learning experiences that directly benefit the state's economy. By fostering connections between the university and the agricultural community, this program supports the transfer of knowledge and technology, ensuring that Utah's agricultural sector remains competitive and resilient in the face of emerging challenges.

Ultimately, the Livestock Extension Certificate strengthens USU's role as a leader in agricultural education and Extension, while also supporting USHE's objectives of improving student outcomes and contributing to the economic development of the state.

**Labor Market Demand
(if applicable)**

According to the U.S. Department of Agriculture's National Institute of Food and Agriculture (NIFA), the demand for Extension professionals remains strong, particularly as the agricultural sector continues to face challenges such as climate change, food security, and the need for sustainable practices. Extension professionals are increasingly called upon to help producers adapt to these challenges by applying the latest research and technologies.

The U.S. Bureau of Labor Statistics (BLS) groups Extension professionals under categories like "Agricultural and Food Scientists" and "Agricultural Extension Agents." While the BLS does not track Extension agents as a separate category, related occupations are projected to grow modestly. For example, employment of agricultural and food scientists is projected to grow by 6% from 2022 to 2032. These professionals, who often work closely with Extension services, had a median annual wage of \$74,160 as of May 2023. The growth in this field reflects the ongoing need for expertise in agricultural science and the extension of this knowledge to producers.

In Utah, the agricultural sector is a significant part of the economy, with a strong focus on livestock production. The Utah Department of Workforce Services (DWS) indicates that there is a consistent need for professionals who can provide education and support to agricultural producers. This includes Extension agents who specialize in livestock management, crop production, and sustainable farming practices. While specific data on Extension agents in Utah is limited, the broader category of agricultural and food scientists is expected to see stable demand, with employment opportunities particularly strong in regions with a high concentration of agricultural activities.

Extension professionals in Utah are vital to ensuring that the state's agricultural producers can access and implement the latest research and best practices. This is especially important in the context of Utah's unique climate and environmental conditions, which require tailored approaches to livestock and crop management.

<https://www.bls.gov/ooh/life-physical-and-social-science/agricultural-and-food-scientists.htm>

<https://jobs.utah.gov/jsp/utalmis/#/occupation/11-9013.00/report>

**Consistency with
Institutional Mission
& Institutional
Impact***

The Livestock Extension Certificate is well-aligned with Utah State University's mission as a land-grant institution dedicated to promoting excellence, access, and inclusion. This program directly supports USU's commitment to serving the needs of Utah's agricultural community by preparing students for careers in Extension, where they will play a critical role in disseminating new knowledge and best practices to livestock producers and rural communities.

By providing hands-on coursework and experiential learning opportunities, the Livestock Extension Certificate enhances student engagement and success, particularly for those interested in making a tangible impact on Utah's agricultural sector. The program fosters inclusion by offering an accessible pathway to specialized education in Extension services, thereby expanding opportunities for students from diverse backgrounds to contribute to the state's agricultural industry.

The institutional impact of this credential is significant, as it strengthens USU's role as a leader in agricultural education and Extension, ensuring that the university continues to fulfill its land-grant mission by supporting economic development and sustainability in Utah and the Intermountain West. Through this program, USU not only enhances its educational offerings but also reinforces its commitment to serving the broader community by developing a skilled workforce capable of addressing the evolving needs of the agricultural sector.

**Describe and List any
Anticipated Expenses
and Revenue***

1. No new facilities, modifications, or equipment needed.
2. No budgetary impact.
3. No new funds are required.

SECTION III: CURRICULUM (if applicable)
--

**Program Curriculum
Narrative**

The Livestock Extension Certificate is a 24-credit program designed to prepare students for careers in Extension, specifically focused on serving the animal agriculture needs of Utah's communities and stakeholders. This certificate is a collaborative effort between the Department of Animal, Dairy, and Veterinary Sciences (ADVS) and the Department of Applied Sciences, Technology, and Education (ASTE). The curriculum integrates both disciplinary knowledge in livestock management and practical skills in Extension services. Core courses include ADVS 1110 Introduction to Animal Science, ASTE 2100 Personal and Team Leadership, and ASTE 4155 Nonformal Teaching Methods, alongside various animal production courses that allow students to specialize in specific livestock species. The program emphasizes hands-on learning and community engagement, equipping students with the skills needed to lead educational outreach programs and apply innovative livestock management practices in the field. This certificate provides a critical educational pathway for students interested in advancing Utah's agricultural sector through Extension work.

Required:

ADVS 1110 Introduction to Animal Science (3)

ASTE 2100 Personal and Team Leadership (3)

ASTE 4155 Nonformal Teaching Methods (3)

ASTE 4215 Community Programming and Evaluation (3)

ASTE 5220 Volunteer Programs and Partnerships (3)

Choose three from:

ADVS 2080 Beef Production Practices (3)*

ADVS 2090 Sheep Production Practices (3)

ADVS 2120 Swine Production Practices (2)

ADVS 2130 Dairy Production Practices (3)*

ADVS 2190 Horse Production Practices (3)

ADVS 1100 Small Scale Animal Production (3)

* A separate curriculog request has been submitted to change the name and description of ADVS 2080 (currently Beef and Dairy Herd Health and Production Practices) effective fall 2025. We will be splitting this course into two separate courses: ADVS 2080 Beef Production Practices and ADVS 2130 Dairy Production Practices.

**Student Learning
Outcomes
Assessment Plan***

The Student Learning Outcomes Plan for the Livestock Extension Certificate is designed to ensure students develop key competencies in both livestock management and Extension services. Learning objectives include the ability to apply terminology specific to various farm animals and their production systems, analyze animal product harvest processes, and synthesize solutions to issues in animal genetics, reproduction, and nutrition. Students will also develop leadership skills and learn how to design and implement nonformal education programs for adult and community-based learners. Outcomes are assessed through quizzes, exams, group presentations, and hands-on projects, with a mastery threshold of 80% to 85%. The program will be regularly reviewed by faculty in the ADVS and ASTE departments to ensure alignment with workforce needs and Extension goals.

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Technology, Design and Technical Education, in the College of Agriculture and Applied Sciences proposes offering a Food Production Management Academic Certificate.

EXECUTIVE SUMMARY

The Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes offering a Food Production Management Academic Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Food Production Management Academic Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes offering a Food Production Management Academic Certificate, and

WHEREAS, The proposal will provide students with a comprehensive understanding of food processing, safety and management principles which are essential for careers in the food industry,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Food Production Management Academic Certificate in the College of Agriculture and Applied Sciences' Department of Technology, Design and Technical Education, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Technology, Design and Technical Education - Food Production Management - Academic Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Technology, Design and Technical Education

Current Title (if applicable)* not applicable

Proposed Title* Food Production Management - Academic Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 01.1002

Minimum Number of
Credits (if
applicable)* 17

Maximum Number of
Credits (if
applicable)* 19

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The purpose of this R401 proposal is to establish a new academic certificate in Food Production Management at Utah State University. This certificate program aims to provide students with a comprehensive understanding of food processing, safety, and management principles essential for careers in the food industry. The required courses cover key areas such as sanitation and safety, food processing fundamentals, operations management, organizational behavior, and quality management systems.

The development of this program has involved consultation with the Department of Nutrition, Dietetics, and Food Sciences (NDFS) to ensure alignment with academic standards and industry needs. Additionally, the program has been developed in collaboration with local food industry stakeholders, ensuring that the curriculum reflects current practices and demands within the sector. This certificate will also serve as a valuable complement to the new Engineering Technology degree, providing students with a well-rounded skill set that integrates technical and managerial expertise in food industry operations.

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

The Department of Technology, Design, and Technical Education at Utah State University proposes to establish a new academic certificate in Food Production Management. This certificate aims to provide students with a comprehensive understanding of food processing, safety, and management principles essential for careers in the food industry.

The rationale for this action is multifaceted. The northern region of Utah has a thriving food manufacturing industry, and industry leaders have approached the university, expressing a need for a certificate program that would complement the Technology Systems Bachelor of Science (BS) or Engineering Technology Bachelor of Applied Science (BAS) degrees. They have identified a gap in the workforce regarding knowledge of food safety, food processing, engineering principles, and management skills. This certificate will not only address these needs but also serve as a valuable option for students from other departments at Utah State University, allowing them to gain essential skills relevant to the food industry.

The development of this certificate involved collaboration across departments and consultation with food industry stakeholders in northern Utah. The institutional procedures used to arrive at this proposed action included consultation with the Department of Nutrition, Dietetics, and Food Sciences (NDFS) to ensure alignment with academic standards and industry needs, as well as collaboration with local food industry partners to ensure the curriculum reflects current practices and demands.

Utah State University will benefit from this change by enhancing its academic offerings in a critical industry sector and attracting students interested in food production management. The interdisciplinary nature of the certificate promotes collaboration between departments and strengthens ties with the local food manufacturing industry. Importantly, the program's accessibility to students outside of the Technology, Design, and Technical Education department will broaden its appeal and impact.

The Utah System of Higher Education (USHE) will benefit as this program addresses specific workforce needs in the state's food industry, aligning with USHE's goal of providing education that meets industry demands and contributes to economic growth, particularly in the northern region of Utah.

**Labor Market Demand
(if applicable)**

Labor market data indicates a strong demand for professionals in food operations management within Utah. For instance, Industrial Production Managers, who play a crucial role in overseeing production processes, have an annual median wage of \$97,460. By 2030, projected employment for this occupation in Utah is expected to reach 2,180, with approximately 190 annual job openings and a growth rate of 2.1% from 2020 to 2030. Similarly, General and Operations Managers, who are essential for managing overall operations, earn an annual median wage of \$74,770, with projected employment of 29,460 by 2030, leading to around 2,710 annual job openings and a growth rate of 2.8%.

First-Line Supervisors of Production and Operating Workers also represent a significant segment of the labor market, with an annual median wage of \$62,630. This occupation is projected to employ 8,540 individuals in Utah by 2030, resulting in approximately 910 annual job openings and a growth rate of 1.7%. Additionally, Food Scientists and Technologists, who contribute to product development and safety, have an annual median wage of \$67,320, with projected employment of 310 by 2030 and about 30 annual job openings, reflecting a growth rate of 2.3%.

Combined, these occupations indicate a total of approximately 3,840 projected annual job openings in Utah, highlighting a significant need for qualified graduates in food operations management. Nationally, the U.S. Bureau of Labor Statistics projects that employment for industrial production managers will grow by 4% from 2022 to 2032, which aligns with the growing demand for skilled professionals in this field. The competitive annual median wages in Utah, ranging from \$62,630 to \$97,460, further emphasize the attractiveness of these career paths. This data underscores the necessity for the proposed Food Industry Management certificate program, as it aims to equip students with the specialized knowledge and skills needed to meet the workforce demands of Utah's food manufacturing industry.

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed Food Production Management certificate aligns seamlessly with Utah State University's mission as a premier land-grant institution committed to excellence, access, and inclusion. This certificate program supports USU's goal of providing transformative educational experiences by offering practical, industry-relevant training in food industry management.

**Describe and List any
Anticipated Expenses
and Revenue***

No new funds are required for the proposed certificate.

SECTION III: CURRICULUM (if applicable)

Program Curriculum Narrative

The proposed Food Production Management certificate curriculum consists of 17-19 credits, including 15 credits of required courses and 2-4 credits of electives.

The required courses (15 credits) cover key areas in food operations management:

- NDFS 1250 - Sanitation and Safety (3 credits)
- NDFS 2040 - Fundamentals of Food Processing (3 credits)
- MGT 3700 - Operations Management (3 credits)
- MSLE 3110 - Managing Organizations and People (3 credits)
- TESI 4500 - Quality Management Systems (3 credits)

Students then choose one elective course (2-4 credits) from the following options:

- APEC 3010 - Agricultural Economics (3 credits)
- NDFS 3110 - Food, Technology, and Health (3 credits)
- MSLE 3800 - Leadership (2 credits)
- NDFS 5020 - Meat Science and Technology (4 credits)
- NDFS 5510 - Food Laws and Regulations (3 credits)
- TESI 4530 - Principles of Lean Manufacturing (3 credits)
- TESI 4540 - Quality Management Systems II (3 credits)

Student Learning Outcomes Assessment Plan*

see attached

If this is a new credential does the curriculum require more than 25% newly developed courses?*

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the **SAVE ALL CHANGES** button below.

Scroll to the top left and click on the **LAUNCH**  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Technology, Design and Technical Education, in the College of Agriculture and Applied Sciences proposes offering a Manufacturing and Design Technology Academic Certificate.

EXECUTIVE SUMMARY

The Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes offering a Manufacturing and Design Technology Academic Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Manufacturing and Design Technology Academic Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes offering a Manufacturing and Design Technology Academic Certificate, and

WHEREAS, The proposal will provide students with essential skills in manufacturing and design and will prepare them for careers in the manufacturing industry or related fields,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Manufacturing and Design Technology Academic Certificate in the College of Agriculture and Applied Sciences' Department of Technology, Design and Technical Education, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Technology, Design and Technical Education - Manufacturing and Design Technology - Academic Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Technology, Design and Technical Education

Current Title (if applicable)* Manufacturing and Design Technology - Academic Certificate

Proposed Title* Manufacturing and Design Technology - Academic Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 15.0613

Minimum Number of
Credits (if
applicable)* 31

Maximum Number of
Credits (if
applicable)* 31

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The proposed Manufacturing & Design Technology Academic Certificate is designed to provide students with essential skills in manufacturing and design, preparing them for careers in the manufacturing industry or related fields. The program consists of 31 credit hours, focusing on key areas such as computer-aided design (CAD), manufacturing processes, and quality assurance.

Delivered primarily face-to-face at the Utah State University (USU) Logan Campus, the program emphasizes hands-on learning and the application of industry-standard tools and techniques.

This certificate aligns with the institution's mission to support workforce development and address the increasing demand for skilled professionals in the manufacturing sector.

SECTION II: PROGRAM PROPOSAL

Proposed Action & Rationale*

The Department of Technology, Design, and Technical Education at Utah State University (USU) is focused on delivering industry-relevant education in technical fields, preparing students for careers in manufacturing, design, and related industries. The proposed Manufacturing & Design Technology Academic Certificate is part of the department's ongoing efforts to expand opportunities for students and meet industry demands.

Proposed Action and Rationale

The proposed Manufacturing & Design Technology Academic Certificate will provide students with focused training in advanced manufacturing and design. It will stack into the department's Associate of Applied Science (AAS) Degree in General Technology, offering students a valuable credential that equips them with practical, in-demand skills.

This certificate is particularly important for USU students who did not attend a technical college and, therefore, did not earn a certificate in a related field. By offering this program, USU ensures that these students have access to the specialized technical education needed to pursue successful careers in the manufacturing and design industries. The program is responsive to both industry needs and student demand for hands-on, skills-based education.

Institutional Procedures

The action was developed through a structured and collaborative process. The department conducted a needs analysis, identifying the skills gap among students who did not pursue a technical college certificate. Faculty worked closely with industry stakeholders to develop a curriculum that meets workforce requirements.

Benefits to USU and USHE

This certificate will strengthen USU's offerings in higher education and provide a new opportunity for students who did not earn a certificate through a technical college. It supports USU's role in workforce development by increasing access to education that aligns with industry needs. For USHE, the program contributes to statewide goals of creating accessible, flexible educational pathways that prepare students for high-demand careers, ultimately supporting Utah's economic growth and workforce development.

**Labor Market Demand
(if applicable)**

The labor market in Utah shows strong demand for manufacturing and design technicians, with several key occupations experiencing consistent job openings statewide. Industrial technicians, mechanical technicians, and manufacturing production technicians are among the roles in high demand.

The job market for these positions is robust, with numerous opportunities available across the state:

- Industrial Technician: 93 job openings in Utah
- Industrial Technician: 292 projected job openings in Utah

Wages for these positions vary depending on the specific role and level of expertise:

- The salary range reported by the Utah Department of Workforce Services is approximately \$42,000 to \$60,000 annually.

The projected growth for these occupations aligns with the increasing need for skilled workers in manufacturing and design sectors across Utah. This trend is supported by the consistent job openings and competitive salaries offered in the field.

Key Occupations in Demand

- Industrial Technicians
- Mechanical Technicians
- Manufacturing Production Technicians
- Manufacturing Technicians
- Automation Technicians
- Field Service Technicians
- Electrical Technicians

The strong demand for these positions reflects the growth in Utah's manufacturing and design sectors, offering promising career opportunities for skilled professionals in these fields.

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed academic certificate is consistent with USU's mission as a student-centered land-grant university. In addition, the academic certificate is designed to provide manufacturing and design training to future professionals who will improve industry in Utah's communities.

**Describe and List any
Anticipated Expenses
and Revenue***

There will be no additional costs or savings associated with this academic certificate. All proposed courses are currently being taught, and existing classes will absorb additional demand.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

The proposed certificate will consist of the following courses:

- TEE 1010 - Graphic Communication Technologies 3
- TESI 1200 - Computer-Aided Drafting and Design 3
- TESI 2200 - Intermediate CAD 3
- TESI 1020 - Energy, Power, Transportation Systems Control Technology 3 credits
- TESI 1030 - Material Processing Systems 3 credits
- TEE 2030 - Wood-Based Manufacturing Systems 3 credits
- ETEC 2020-Introduction to Automation 3 credits
- ETEC 2200-Engineering Technology Communications 3 credits
- ETC 2300-Introduction to Electronics 4 credits
- ETEC 2310-Electronic Systems 3 credits

**Student Learning
Outcomes
Assessment Plan***

See attached

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes ☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Technology, Design and Technical Education, in the College of Agriculture and Applied Sciences proposes offering a Product Development Academic Certificate.

EXECUTIVE SUMMARY

The Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes offering a Product Development Academic Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering a Product Development Academic Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes offering a Product Development Academic Certificate, and

WHEREAS, The proposal will ;provide students with transformative educational experiences by offering practical, industry-relevant training,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering a Product Development Academic Certificate in the College of Agriculture and Applied Sciences' Department of Technology, Design and Technical Education, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Technology, Design and Technical Education - Product Development - Academic Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Technology, Design and Technical Education

Current Title (if applicable)* not applicable

Proposed Title* Product Development - Academic Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 15.0001

Minimum Number of
Credits (if
applicable)* 18

Maximum Number of
Credits (if
applicable)* 18

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The purpose of this R401 proposal is to establish a new academic certificate in Product Development at Utah State University, which will replace the existing Product Development emphasis within the Technology Systems and Engineering Technology bachelor's degree program. This certificate aims to provide students with a focused and practical education in product design, development, and manufacturing processes, while offering a more flexible and accessible credential.

The proposed Product Development certificate will consist of courses that cover essential areas such as innovation processes, materials processing, design perspectives, project management, and intellectual property. Students will gain hands-on experience in various product development processes.

This certificate program will be delivered primarily through in-person instruction at the Utah State University Logan campus, with the potential for some courses to be offered in a hybrid or online format to increase accessibility.

By transitioning from an emphasis to a standalone certificate, Utah State University aims to offer a more targeted and efficient pathway for students interested in product development. This change will allow for greater flexibility in course selection and enable students from various academic backgrounds to acquire specialized skills in this field.

SECTION II: PROGRAM PROPOSAL

Proposed Action & Rationale*

The Department of Technology, Design, and Technical Education at Utah State University proposes to establish a new academic certificate in Product Development, replacing the existing Product Development emphasis within the Technology Systems bachelor's degree program. This transition is driven by the need for increased flexibility, better industry alignment, and the creation of stackable credentials. Converting the emphasis to a certificate will allow greater accessibility to students from various academic backgrounds interested in product development skills. The certificate format better aligns with industry needs for specialized skills in product design, development, and manufacturing processes, and efficiently utilizes existing courses and resources while offering a more targeted educational pathway.

Labor Market Demand (if applicable)

Labor market data indicates a strong demand for professionals with skills related to product development in Utah. According to the Utah Department of Workforce Services Occupation Information Data Viewer, Industrial Designers in the state earn an annual median wage of \$75,460, with projected employment expected to reach 1,060 by 2030. This occupation is anticipated to generate approximately 110 annual job openings, reflecting a growth rate of 2.7% from 2020 to 2030. Similarly, Project Management Specialists, who play a crucial role in product development processes, have an annual median wage of \$81,270 in Utah. Their projected employment is expected to reach 8,580 by 2030, resulting in around 780 annual job openings and a growth rate of 3.0%.

Nationally, the U.S. Bureau of Labor Statistics Occupational Outlook Handbook reports that employment of industrial designers is projected to grow 3% from 2022 to 2032, which is about as fast as the average for all occupations. This growth indicates a steady demand for professionals in the field of product development and design.

The competitive annual median wages in Utah, ranging from \$75,460 to \$81,270 for these relevant occupations, suggest that these are well-compensated positions. This could be particularly attractive to potential students considering the Product Development certificate program.

This labor market data supports the need for the proposed Product Development certificate program at Utah State University. It demonstrates a clear demand for professionals with product development skills in Utah's job market, with a combined total of 890 projected annual job openings for the highlighted occupations. The program would help meet this demand by producing graduates with specialized knowledge and skills in product design, development, and manufacturing processes, directly addressing the workforce needs of Utah employers in various industries.

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed Product Development certificate aligns closely with Utah State University's mission as a premier land-grant institution committed to excellence, access, and inclusion. This certificate program supports USU's goal of providing transformative educational experiences by offering practical, industry-relevant training in product design, development, and manufacturing processes.

By transitioning from an emphasis to a standalone certificate, the program enhances accessibility and flexibility for students from various academic backgrounds, including working professionals seeking to upskill. This aligns with USU's commitment to expanding access to higher education and outreach programs. The certificate's interdisciplinary nature, combining courses from multiple departments, embodies USU's dedication to fostering collaborations that address complex challenges in the product development industry.

The program directly responds to workforce needs in Utah's manufacturing and product development sectors, reflecting USU's land-grant mission of serving the community and contributing to economic growth. By producing graduates with specialized skills in product development, USU will strengthen its ties with local industry partners and enhance its reputation for providing applied, industry-relevant education.

**Describe and List any
Anticipated Expenses
and Revenue***

No additional resources will be required to offer this option to students. The required courses for the proposed academic certificate have already been approved.

SECTION III: CURRICULUM (if applicable)
--

**Program Curriculum
Narrative**

This certificate will be 18 credits:

Required Core 12 Credits

TESY 2200 - Intermediate CAD 3 credit(s)

TESY 3270 - Advanced Computer-Aided Drafting 3 credit(s)

TESY 4330 - Product Innovation Processes, Tools, and Strategies 3 credit(s)

TESY 4300 - Intellectual Property for Product Developers 3 credit(s)

Electives: 6 credit(s)

ASTE 3030 - Metal Welding Processes and Technology in Agriculture 3 credit(s)

TESY 4230 - Advanced Materials and Processing Systems 3 credit(s)

TESY 4320 - Advanced Applications in Woods and Composites 3 credit(s)

TESY 3030 - Computer-Integrated Manufacturing Systems (3 credits)

TESY 3200 -Additive Manufacturing I 3 credits

TESY 3210 – Additive Manufacturing II 3 credits

TESY 3040 - Design for Additive Manufacturing 3 credits

ITLS 3110 - Design Perspectives and Processes I 3 credit(s)

ITLS 3120 - Design Perspectives and Processes II 3 credit(s)

ITLS 4110 - Project and Product Management 3 credit(s)

**Student Learning
Outcomes
Assessment Plan***

see attached

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Music, in the Caine College of the Arts proposes offering an Audio Technology Certificate.

EXECUTIVE SUMMARY

The Department of Music in the Caine College of the Arts proposes offering an Audio Technology Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve offering an Audio Technology Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Music in the Caine College of the Arts proposes offering an Audio Technology Certificate, and

WHEREAS, The proposal prepare students for a variety of technical careers in live sound, audio recording, production services and post-production,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve offering an Audio Technology Certificate in the Caine College of the Arts' Department of Music, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CCA - Music - Audio Technology - Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes](#) Assessment Plan

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all
cross listed colleges)*

CCA

DEPARTMENT (include
all cross listed
departments)*

Music

Current Title (if
applicable)* Not applicable

Proposed Title* Audio Technology - Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 10.0203

Minimum Number of
Credits (if applicable)* 16

Maximum Number of
Credits (if applicable)* 16

Type of Degree: (BA, BS, Academic Certificate
etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☒ Academic Certificate
 - ☐ CTE - Certificate
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attach signed MOU)
 - ☐ Post-Baccalaureate Certificate
 - ☐ Post-Masters Certificate

- Existing Academic Program Changes:**
- ☐ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council
Approval* ☐ Yes
☒ No

Teacher Licensure
Program Approval
(STEP)* ☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

The Audio Technology Certificate aims to fill a gap in applied skills and knowledge for individuals seeking or expanding careers in audio engineering and related technologies. Job descriptors include: sound design, studio and live recording arts; multimedia design, sound for film, dance, and gaming; producing, post-production editing, and audio forensics, etc.

SECTION II: PROGRAM PROPOSAL**Proposed Action & Rationale*****Proposed Actions**

- To sustain current program needs and to allow for future growth in the program the creation of a professional-track position for a director of the Audio Technology Certificate Program is critical.
- Additional adjunct faculty will also be required to teach additional sections of high-demand courses and online offerings.
- A dedicated soundproof and acoustically designed recording studio space with several small isolation booths, at least one room large enough to host a small chamber ensemble, and a mixing/editing/post-production room that can host small classes of 10-15 students.

Labor Market Demand (if applicable)

The need for this certificate is underscored by the recent findings from Utah's Cultural Alliance Cultural Industry Economic Impact Report (February 2024)*, which indicates:

- A workforce of 146,260 jobs in the arts and cultural industries
- Contributing 5.7% to Utah's 2022 GDP, equating to \$21.7 billion in sales
- Total tax revenue generation of \$477.4 million
- Over 650 arts and cultural businesses in the region

Utah Workforce Services further projects more than 1,200 open positions in audio/sound engineering and multimedia sound design, validating the program's relevance.

[*https://assets.nationbuilder.com/utahculturalalliance/pages/29150/attachments/original/1706859765/2024_Cultural-Industry-Economic-Impact_Report_web.pdf?1706859765](https://assets.nationbuilder.com/utahculturalalliance/pages/29150/attachments/original/1706859765/2024_Cultural-Industry-Economic-Impact_Report_web.pdf?1706859765)

Consistency with Institutional Mission & Institutional Impact*

The proposed program supports USU's mission to be a leading student-centered, land-grant institution that prioritizes academic excellence and diversity of thought. By providing practical training in emerging technical media arts fields, we enhance our role in community service and engagement. This program aligns with similar initiatives in the Utah System of Higher Education (USHE) while enhancing the university's offerings. The certificate will consist of a range of recently approved courses that will be offered in both in-person and online formats.

**Describe and List any
Anticipated Expenses
and Revenue***

Current Cost Analysis

- Annual Adjunct Faculty Expense: \$15,000-\$20,000 to offer MUSC 1360 Intro to Audio Technology, MUSC 2360 Live Music Production, and MUSC 2370 Music Recording and Post-Production.
- Funding Sources: Standard tuition revenue covers cost of group instruction courses (MUSC 1360, 2360, 2370). Course fees cover instructional costs for Individual Instruction courses MUSC 2365, 2275, 2390.*

*Music individual instruction course fees may use these course fees to cover instructional costs. Fees approved by USU Fee Board.

Projected Cost Analysis with Future Growth

- Projected Annual Faculty Expense: \$30,000-\$100,000* (*with creation of Professional Practice Position for Director of Audio Technology Program).
- Equipment Needs: Additional audio recording and live sound equipment will be purchased through differential tuition funding.
- Facility Modifications: Plans for establishing a soundproof and acoustically designed recording studio in the Caine College of the Arts will be funded through grants, individual donations, and fundraising efforts.

Budget Impact

As all of the courses for the certificate program are currently being offered, there will be no additional impact on existing Music programs.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

The Audio Technology Certificate is designed to prepare students for a variety of technical careers in live sound, audio recording, production services, and post-production. The stand-alone 16-credit certificate is designed to be easily completed alongside a variety of majors.

Audio Technology Certificate Requirements

To receive the certificate, a student must complete the following set of requirements:

- Register for and successfully complete all 16 credits
- Maintain a minimum 3.0 GPA for program courses (grades below C will not be accepted)
- Abide by the Code of Policies and Procedures for Students at Utah State University

Course Requirements (16 credits)

- MUSC 1360 Introduction to Audio Technology 3 credits
- MUSC 2360 Live Music Production 3 Credits
- MUSC 2370 Music Recording and Post-Production 3 Credits
- MUSC 2265 Music Technology Practicum 2 credits
- MUSC 2275 Audio Technology Capstone 2 credits
- MUSC 2390 Audio Technology Internship 3 credits

**Student Learning
Outcomes Assessment
Plan***

The Audio Technology Certificate is designed to prepare students for a variety of technical careers in live sound, audio recording, production services, and post-production.

If this is a new credential does the curriculum require more than 25% newly developed courses?*

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the **SAVE ALL CHANGES** button below.

Scroll to the top left and click on the **LAUNCH**  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Nutrition, Dietetics and Food Sciences, in the College of Agriculture and Applied Sciences proposes changing the name of the post-bachelor certificate from Certificate of Advanced Practice in Dietetics to Certificate of Applied Practice in Dietetics.

EXECUTIVE SUMMARY

The Department of Nutrition, Dietetics and Food Sciences in the College of Agriculture and Applied Sciences proposes changing the name of the post-bachelor certificate from Certificate of Advanced Practice in Dietetics to Certificate of Applied Practice in Dietetics.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve changing the name of the post-bachelor certificate from Certificate of Advanced Practice in Dietetics to Certificate of Applied Practice in Dietetics.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Nutrition, Dietetics and Food Sciences in the College of Agriculture and Applied Sciences proposes changing the name of the post-bachelor certificate from Certificate of Advanced Practice in Dietetics to Certificate of Applied Practice in Dietetics, and

WHEREAS, The proposal will provide more clarity for the accreditation body and will avoid any confusion between advanced and applied;

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve changing the name of the post-bachelor certificate from Certificate of Advanced Practice in Dietetics to Certificate of Applied Practice in Dietetics in the College of Agriculture and Applied Sciences' Department of Nutrition, Dietetics and Food Sciences, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Nutrition, Dietetics and Food Sciences - Applied Practice in Dietetics - Post-Bachelor's Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Nutrition, Dietetics and Food Sciences

Current Title (if applicable)*

Advanced Practice in Dietetics - Post-Baccalaureate Certificate

Proposed Title*

Applied Practice in Dietetics - Post-Bachelor's Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 51.3101

Minimum Number of
Credits (if
applicable)* 12

Maximum Number of
Credits (if
applicable)* 12

Type of Degree: (BA, Post-Bachelor's Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☐ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☒ Name Change of Existing Program
 - ☐ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval*

☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)*

☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose*

Requesting to change the name of the post-bachelor certificate from "Certificate of Advanced Practice in Dietetics" to "Certificate of Applied Practice in Dietetics". The acronym CAPD will still apply to this new title. Nothing else will change in the program. All credits and courses will remain the same.

SECTION II: PROGRAM PROPOSAL

Proposed Action & Rationale*

The rationale for this name change comes from our accreditation body, ACEND, who does not approve of the current name with the term "Advanced". This stems from an advanced practice certification that professional registered dietitians can obtain that bears the name "Advanced Practice". To avoid confusion, it is recommended we change the word "Advanced" to "Applied". The Accreditation body has already approved the new title for the certificate.

Labor Market Demand (if applicable)

Not applicable

Consistency with Institutional Mission & Institutional Impact*

Program is only changing the name. All other factors remain the same

Describe and List any Anticipated Expenses and Revenue*

none

SECTION III: CURRICULUM (if applicable)

Program Curriculum Narrative

Student Learning Outcomes Assessment Plan*

All student learning outcomes remain the same

If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?*

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the **SAVE ALL CHANGES** button below.

Scroll to the top left and click on the **LAUNCH**  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of Technology, Design and Technical Education, in the College of Agriculture and Applied Sciences proposes restructuring and changing the name of the Additive Manufacturing Institutional Certificate of Proficiency to Additive and Advanced Manufacturing Process Academic Certificate.

EXECUTIVE SUMMARY

The Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes restructuring and changing the name of the Additive Manufacturing Institutional Certificate of Proficiency to Additive and Advanced Manufacturing Process Academic Certificate.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve restructuring and changing the name of the Additive Manufacturing Institutional Certificate of Proficiency to Additive and Advanced Manufacturing Process Academic Certificate.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of Technology, Design and Technical Education in the College of Agriculture and Applied Sciences proposes restructuring and changing the name of the Additive Manufacturing Institutional Certificate of Proficiency to Additive and Advanced Manufacturing Process Academic Certificate, and

WHEREAS, The proposal will provide students with a solid foundation in additive and advanced manufacturing principles positioning them for success in a rapidly evolving field,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve restructuring and changing the name of the Additive Manufacturing Institutional Certificate of Proficiency to Additive and Advanced Manufacturing Process Academic Certificate in the College of Agriculture and Applied Sciences' Department of Technology, Design and Technical Education, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CAAS - Technology, Design and Technical Education - Additive and Advanced Manufacturing Processes - Academic Certificate

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[USHE R401 Policy](#)

[Process and Flowchart](#)

[Writing Guidelines/Suggestions](#)

[High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

[Student Learning Outcomes Assessment Plan](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all cross listed colleges)*

CAAS

DEPARTMENT (include all cross listed departments)*

Technology, Design and Technical Education

Current Title (if applicable)* Additive Manufacturing Institutional Certificate of Proficiency

Proposed Title* Additive and Advanced Manufacturing Processes - Academic Certificate

CIP Code

Enter the Correct CIP Code by Using the Following Link: [High-Yield CIP Codes](#) or [Classification Instruction Programs](#)

CIP Code (6-digits) * 15.0613

Minimum Number of
Credits (if
applicable)* 15

Maximum Number of
Credits (if
applicable)* 15

Type of Degree: (BA, Academic Certificate
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

- New Academic Program:**
- ☐ Certificate - Academic (undergraduate)
 - ☐ Certificate - Technical
 - ☐ Certificate - Post Bachelor's
 - ☐ Certificate - Post Master's
 - ☐ K-12 Endorsement Program
 - ☐ Minor
 - ☐ New Emphasis for Existing Program
 - ☐ Out of Service Area Delivery Program (attached signed MOU)

- Existing Academic Program Changes:**
- ☒ Name Change of Existing Program
 - ☒ Program Restructure (with or without Consolidation)
 - ☐ Program Transfer to a New Academic Department or Unit
 - ☐ Program Suspension (on hold-not listed in catalog)
 - ☐ Program Discontinuation (permanent program removal)
 - ☐ Reinstatement of Previously Suspended Program
 - ☐ Out-of-Service Area Delivery Program (attach signed MOU)

- Administrative Unit Changes:**
- ☐ Name Change of Existing Unit
 - ☐ Administrative Unit (Transfer)
 - ☐ Administrative Unit (Restructure-with or without Consolidation)
 - ☐ Administrative Unit (Suspension-on hold)
 - ☐ Administrative Unit (Discontinuation-permanent unit removal)
 - ☐ Reinstatement of Previously Suspended Administrative Unit
 - ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain change) Adjusting the current certificate to align with certificates being listed as academic certificates and not as an institutional certificate of proficiency- Courses are also being adjusted

ADDITIONAL APPROVALS (if applicable)

Graduate Council Approval* ☐ Yes
☒ No

Teacher Licensure Program Approval (STEP)* ☐ Yes
☒ No

SECTION I: THE REQUEST

R401 Purpose* Utah State University proposes to revise the existing Additive Manufacturing Certificate, transforming it into an Additive and Advanced Manufacturing Processes Academic Certificate. This revised certificate will comprise 15 credit hours, serving as a stackable credential that fulfills partial requirements for the Bachelor's degree in Technology Systems and Engineering Technology. The updated certificate aims to equip students with the skills necessary for positions within the additive manufacturing industry sector and computer-integrated manufacturing and potentially support entrepreneurial endeavors. By enhancing the program's scope, the university seeks to build upon its existing momentum in the field of advanced manufacturing practices.

Upon completion of the certificate, students will possess a solid foundation in additive and advanced manufacturing principles, positioning them for success in this rapidly evolving field. The program's curriculum has been carefully crafted to align with industry standards and emerging technologies, ensuring graduates are well-prepared for the demands of the modern manufacturing landscape.

SECTION II: PROGRAM PROPOSAL

Proposed Action & Rationale*

The revision of the existing Additive Manufacturing Certificate to the Additive and Advanced Manufacturing Processes Academic Certificate reflects the evolving landscape of manufacturing technologies and industry needs. This change is driven by several key factors:

The new title, "Additive and Advanced Manufacturing," broadens the certificate's scope to encompass a wider range of cutting-edge manufacturing techniques beyond just additive manufacturing. This expansion allows the program to address the growing integration of various advanced manufacturing processes in modern industrial settings.

The updated certificate aligns more closely with current industry trends and employer demands. By incorporating advanced manufacturing concepts, the program ensures that graduates are well-prepared for the increasingly sophisticated manufacturing environments they will encounter in their careers.

The revised certificate aims to provide students with a more comprehensive skill set, potentially opening up a broader range of employment opportunities in the manufacturing sector.

The field of manufacturing is rapidly evolving with the integration of technologies such as artificial intelligence, robotics, and advanced materials. By expanding the certificate's focus, students will gain exposure to these emerging technologies, making them more versatile and valuable in the job market.

The expanded focus on advanced manufacturing techniques enhances the potential for graduates to develop their own small businesses. With a broader skill set, students will be better equipped to identify and capitalize on niche opportunities in the manufacturing sector. By revising the certificate to encompass both additive and advanced manufacturing, Utah State University is ensuring that the program remains at the forefront of industry needs while providing students with a robust and marketable skill set for the future of manufacturing.

Labor Market Demand (if applicable)

The Additive and Advanced Manufacturing Processes academic certificate is in response to industry demand for a trained regional workforce in urban and rural Utah. Utah's manufacturing sector paid \$10.4 billion with average earnings of \$72,565, which is 38.6% higher than the state average. Manufacturing has shown a growth of 0.8% annually since 2008 and boasts the third-highest source for GDP in the state. The Department of Workforce Services has provided the following Occupation Information at the state level: A) Manufacturing Production Technicians: projected to add 216 jobs; B) Industrial Engineering Technicians: projected to add 183 jobs; C) Production Worker: projected to add 594 jobs; D) Team Assembler: projected to add 3,892 jobs.

Consistency with Institutional Mission & Institutional Impact*

This program brings industry partners and students together to provide a strong educational pathway into a high skill, high demand, workforce. Students may gain employment with this certificate and have stackable options to continue and apply the coursework toward a AAS, AS, BS, or BAS degrees.

Describe and List any Anticipated Expenses and Revenue*

The courses needed for this certificate already exist and are offered on Logan campus. This program allows students the opportunity to combine these courses into a specific credential. It is anticipated that no additional funds will be required.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

This certificate will require students to complete 15 credits separated into five courses as follows:

TESY 3030 - Computer-Integrated Manufacturing Systems (3 credits)

TESY 3040 - Design for Additive Manufacturing (3 credits)

TESY 3200 - Additive Manufacturing I (3 credits)

TESY 3210 - Additive Manufacturing II (3 credits)

TESY 3270 - Advanced Computer-Aided Drafting (3 credits)

**Student Learning
Outcomes
Assessment Plan***

see attached

**If this is a new
credential does the
curriculum require
more than 25%
newly developed
courses?***

☐ Yes

☒ No

Attach completed [Program Curriculum](#), [Degree Map](#), [Student Learning Outcomes Assessment Plan](#) and the [Budget Worksheet](#) by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the **SAVE ALL CHANGES** button below.

Scroll to the top left and click on the **LAUNCH**  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Utah State University's Department of World Languages and Cultures, in the College of Humanities and Social Sciences proposes restructuring the Second Language Teaching-MSLT to Second Language Teaching MS.

EXECUTIVE SUMMARY

The Department of World Languages and Cultures in the College of Humanities and Social Sciences proposes restructuring the Second Language Teaching-MSLT to Second Language Teaching MS.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve restructuring the Second Language Teaching-MSLT to Second Language Teaching MS.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, Utah State University's Department of World Languages and Cultures in the College of Humanities and Social Sciences proposes restructuring the Second Language Teaching-MSLT to Second Language Teaching MS, and

WHEREAS, The proposal will prepare students for various job and study opportunities,

NOW THEREFORE BE IT RESOLVED, That the Utah State University Board of Trustees hereby approve restructuring the Second Language Teaching-MSLT to Second Language Teaching MS in the College of Humanities and Social Sciences' Department of World Languages and Cultures, and that notification of this proposal be forwarded to the Utah State Board of Higher Education of the Utah System of Higher Education.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Jacey Skinner, Chair

Date:

CHASS - World Languages and Cultures - Second Language Teaching - MS

4.1.a R401 ABBREVIATED PROGRAM PROPOSAL

R401-Abbreviated Program Proposal

HELPS AND HINTS FOR COMPLETING R401 PROPOSALS

[Writing Guidelines/Suggestions](#)

[USHE R401 Policy](#)

[Process and Flowchart](#)

COLLEGE AND DEPARTMENT INFORMATION

Click on the college(s) and department(s) that are included on this request

COLLEGE (include all
cross listed
colleges)*

CHASS

DEPARTMENT
(include all cross
listed departments)*

World Languages and Cultures

Current Title (if
applicable)* Second Language Teaching - MSLT

Proposed Title* Second Language Teaching - MS

CIP Code

Enter the Correct CIP Code by Using the Following Link:

Classification Instruction Programs

CIP Code (6-digits) * 13.1306

Minimum Number of
Credits (if
applicable)* 30

Maximum Number of
Credits (if
applicable)* 34

Type of Degree: (BA, MS
BS, etc.)*

REQUEST

TYPE OF CHANGE BEING REQUESTED

Click the change(s) that best reflect your proposal.

**New Academic
Program:**

- ☐ Certificates of Completion
- ☐ Certificates of Proficiency
- ☐ CTE - Certificate of Completion
- ☐ CTE - Certificate of Proficiency
- ☐ Institutional Certificate of Proficiency
- ☐ K-12 Endorsement Program
- ☐ Minor
- ☐ New Emphasis for Existing Program
- ☐ Out of Service Area Delivery Program (attach signed MOU)
- ☐ Post-Baccalaureate Certificate
- ☐ Post-Masters Certificate

**Existing Academic
Program Changes:**

- ☐ Name Change of Existing Program
- ☒ Program Restructure (with or without Consolidation)
- ☐ Program Transfer to a New Academic Department or Unit
- ☐ Program Suspension (on hold-not listed in catalog)
- ☐ Program Discontinuation (permanent program removal)
- ☐ Reinstatement of Previously Suspended Program
- ☐ Out-of-Service Area Delivery Program (attach signed MOU)

**Administrative Unit
Changes:**

- ☐ Name Change of Existing Unit
- ☐ Administrative Unit (Transfer)
- ☐ Administrative Unit (Restructure-with or without Consolidation)
- ☐ Administrative Unit (Suspension-on hold)
- ☐ Administrative Unit (Discontinuation-permanent unit removal)
- ☐ Reinstatement of Previously Suspended Administrative Unit
- ☐ Reinstatement of Previously Discontinued Administrative Unit

Other: (explain
change)

ADDITIONAL APPROVALS (if applicable)

Graduate Council
Approval* ☒ Yes
☐ No

Teacher Licensure
Program Approval
(STEP)* ☒ Yes
☐ No

SECTION I: THE REQUEST

R401 Purpose* To restructure the current Master of Second Language Teaching (MSLT) program to a Master of Science in Second Language Teaching (MS).

SECTION II: PROGRAM PROPOSAL

**Proposed Action &
Rationale***

The Master of Second Language Teaching (MSLT) is an interdisciplinary master's degree program emphasizing teaching practice, teaching methods, and related topics. The MSLT program attracts graduate students who seek training in second language education, bilingual education, dual language immersion, and English as a foreign/second language. Currently, students in the MSLT program must complete 30 credits of coursework focusing on language teaching, language learning, culture, curriculum development, and assessment. The 30 credits of coursework include 18 required credits (typically six graduate courses) and 12 electives (typically four graduate courses).

The MSLT program is integral to the Department of World Languages and Cultures (WLGC) in several ways. It fulfills the WLGC Department's mission of preparing future language teachers and professionals for various career options. Moreover, the MSLT program engages graduate students in research and teaching activities as part of their training, and this involvement simultaneously contributes to the research and teaching activities of WLGC faculty. The MSLT program also helps to fulfill USU's land grant mission as it has and continues to prepare second language professionals who teach across K-16 institutions both in the state, region, and beyond; a need that has increased over the last decade—especially in Utah—given that the state leads the nation in the number of dual language immersion programs in its public schools. In addition, MSLT students typically gain teaching experience in language courses across the various language programs housed in the WLGC Department, such as Spanish, German, Arabic, French, Portuguese, Japanese, and Chinese. Although it should be noted that not all MSLT students are able to be funded via Graduate Instructor or Graduate Teaching Assistantships because funding for graduate programs in CHaSS and at the departmental level fluctuates from year to year as do the teaching needs in the WLGC Department.

The World Languages and Cultures department proposes restructuring the program in the following four ways:

1. Re-naming/re-categorization of the program – Convert the current MSLT program to a Master of Science (MS) program.

The MSLT program began at USU approximately 25 years ago and is currently not categorized at USU as an MA nor as an MS program. The proposed re-categorization of the MSLT program as an MS degree/program better aligns with current national and international Master's degrees in the second language education field. Thus, re-categorizing the MSLT program as an MS degree will be more attractive to a wider array of prospective students.

2. Adding a Plan A option.

In addition to converting the program to an MS degree, we also propose to add a new Plan A (thesis) option alongside the existing/current Plan B option for students. The proposed Plan A option will allow students interested in research to pursue this track and culminate the program with a research thesis rather than a teaching portfolio (i.e., the current Plan B requirement for the existing degree). This will enable students to be better prepared to continue research in other academic and professional settings upon graduation and, thus, be more competitive in the job market. In addition, adding a Plan A option will qualify international students applying to the program—and who are receiving an assistantship in the program—for in-state tuition, making the program more affordable and accessible for a significant number of applicants. The current MSLT program receives more international student applicants (given the focus of the program—teaching second languages) than any other CHaSS graduate program. Every year, in its current

configuration, the program has not been able to accept nor fund all of the international applicants it receives. The new MS degree coupled with the new Plan A option will help the program to more effectively distribute tuition award funding it receives each year, thereby increasing the overall number of students accepted to and supported by the program.

3. Add an online track. The third proposed change involves adding an online track. In addition to our current in-person program/track, we would like to offer a new online option. Our program has been contemplating this possible addition for many years given (a) the aforementioned increased number of international students interested in our program, (b) the growing number of language teachers in Utah given the large number of dual language immersion programs housed here (i.e., as mentioned above, Utah leads the nation in DLI programs offered), (c) the increasing normalization around online degrees, especially in light of the pandemic, and (d) the potential for an online track to generate funds for the WLGC Department, the College of Humanities and Social Sciences, and the University at large. Another primary reason to offer an online track for this program is that there are no other comparable Master's programs in Second Language Teaching in Utah nor in the Intermountain West that offer an online option. Nationally, there are a handful of other fully online Master's of language teaching programs, but almost all of them exclusively focus on Teaching English to Speakers of Other Languages (TESOL). As a result, we believe the proposed online track of our program will attract a large number of language teachers and/or non-traditional students living in Utah, the Intermountain West region, across the US, and in other parts of the world. We are especially excited to offer this online option to DLI teachers working throughout Utah who already have their teaching license, but want to take classes on a part-time basis to earn a Master's degree; we believe that target audience will be significant once this change is made to our program and after recruiting and marketing efforts. The Online track would require the same amount of credits as the in-person track of the program (i.e., 30 credits) and is designed to be completed in 3 years instead of 2 years for our in-person track. That said, the online students could complete the online track at a slower or faster pace, depending on their individual circumstances. In addition, students in our online track would only be able to complete the degree via a Plan B project; they would not be able to pursue a thesis via the new Plan A option.

4. Secondary teaching licensure option for students pursuing our in-person track. In consultation with Associate Dean Sylvia Read (School of Teacher Education & Leadership, College of Education, Utah State University), the final proposed change that we would like to add to the program is a secondary teaching licensure option for those students who are in our in-person track. Students wanting to complete the MS in Second Language Teaching degree with a secondary teaching license in the state of Utah would take half of the required 30 credits for the program in the WLGC Department and the other half with the Teacher Education & Leadership (TEAL) program in the College of Education. The TEAL coursework would allow students to finish the MS in Second Language Teaching degree with a Utah state teaching license.

**Labor Market Demand
(if applicable)**

The demand for language teachers and professionals is ever-increasing due to the growing connectivity and communication between people from different cultures due to the widespread use of communication technologies. Knowing at least one foreign language is becoming a social and economic requirement in most countries. According to the British Council, there were 1.5 billion English learners in 2016. Dual immersion programs and English as a Second Language (ESL) community centers have increased in the USA. For example, more than 160 schools participate in dual language immersion (DLI) programs across Utah. These schools provide DLI learning opportunities in six languages: Spanish, Portuguese, German, French, Russian, and Chinese. Although the Utah Senate had planned for a 30,000-student enrolment by 2015, the number has increased dramatically over the past few years due to the growing demand. Similarly, the Census Bureau estimates that 13 percent of Utah residents between the ages of 5 and 17 speak a language other than English at home. Many of these students take ESL classes along with their regular coursework.

The Master of Science in Second Language Teaching degree prepares graduates for various job and study opportunities, such as academic ESL, Community-based ESL, educational administration, university language teaching, international teaching positions, private language schools, K-12 positions, DLI programs, corporate training, instructional design, government positions (e.g., CIA, FBI), translation and interpretation positions, and academic publishing. In the past few years, the program has allowed graduates to teach foreign languages in Latin America, Europe, Asia, Africa, and the Middle East. In addition, some of our students go on to complete doctoral degrees. There is also a growing immigrant community in Utah and in Cache Valley that can benefit academically and professionally from the expertise of Master of Science in Second Language Teaching graduates.

**Consistency with
Institutional Mission
& Institutional
Impact***

The proposed changes do not affect the current mission, roles, and goals of the Master of Science in Second Language Teaching program, which have always been consistent with the institutional mission/impact on other USHE institutions. The Master of Science in Second Language Teaching program meets identified workforce needs as previously mentioned. In addition, the Master of Science in Second Language Teaching program is unique in that it focuses on providing practical training to graduate students. Therefore, it complements and strengthens other programs by USHE institutions, which mainly focus on linguistics or applied linguistics. Moreover, the Master of Science in Second Language Teaching program is within USU's role as a higher education institution with the mission of preparing future professionals and leaders in different fields, including language education and related fields.

Finances*

No major costs are anticipated in implementing the proposed changes to the Second Language Teaching-MS program. The same faculty members who are currently teaching in the Second Language Teaching-MS program will continue to teach the online and in-person courses without the need for any new faculty lines. Students who are interested in the secondary teaching licensure option will continue to take the required courses in the Second Language Teaching-MS program. They will also take courses that are regularly offered in the College of Education at USU. It is worth noting that once the online track of our program described above is approved, Kevin Shanley (Director of USU Online & Continuing Education) has indicated that his office will create a program agreement with the WLGC department that outlines funding for marketing/recruiting purposes. Kevin stated to us that his office does "...not specify the amount of funding provided for new programs due to the variability in marketing costs." In short, we will promote the program in any way possible and will draw on funds from the USU Online & Continuing Education Office, as available, to help with that aspect of the newly revised program.

Finally, the new MS in SLT program will offer courses via a 'stacked curriculum' approach that will help ensure that its courses fill each semester. A stacked curriculum approach will involve courses being offered online with students from both the in-person and online tracks enrolled in/taking the same courses. The in-person students may pick up in-person elective courses from other programs here at USU (e.g., courses from the Teaching Education & Leadership or the Instructional Technologies and Learning Sciences programs housed in the College of Education); thus, not all coursework for the in-person MS in SLT students will be offered exclusively online. Again, this approach will be used to make sure courses offered in the program are as full as possible to provide for a rich learning and teaching environment for students and faculty alike.

SECTION III: CURRICULUM (if applicable)

**Program Curriculum
Narrative**

Course Number	New Course	Course Title	Credit Hours
General Education Courses (list specific courses if recommended for this program on Degree Map)			
General Education Credit Hour Sub-Total			N/a
Required Courses			
		21 credits of Master of Science in Second Language Teaching CORE/REQUIRED courses (Plan B students; Plan A students will need 24 required credits—see note below*):	
LING 6010		Research in Second Language Teaching	3
LING 6400		SecondLanguage Teaching: Theory and Practice	3
LING 6500		Second Language Acquisition: Theory and Practice	3
LING 6900		Culture Teaching and Learning: Theory and Practice	3
LING 6520		Technology for Language Teaching	3
LING 6820		Second Language Pragmatics	3
LING 6970		Thesis *NOTE: Plan A students will take this for 6 credits; Plan B students will take this course for 3 credits.	3-6
		6-9 hours (i.e., depending on whether or not they are Plan A or Plan B students) of Master of Science in Second Language Teaching ELECTIVE courses (i.e.,	

		students would choose from the following courses listed below):	
LING 6800		Topics in Second Language Acquisition	3
LING 6810		Current Issues in Teaching World Languages	3
LING 6830		Sociolinguistics, Sociolinguistic Competence, and Second Language Acquisition	3
LING 6940		Independent Study	3
TEAL 6XXX-level course		Teacher Education and Leadership (TEAL) course (College of Education) in consultation with MS in SLT Directors before enrolling.	3
ITLS 6XXX-level course		Instructional Technology and Learning Sciences (ITLS) course (College of Education) in consultation with MS in SLT Directors before enrolling.	3
Core Curriculum Credit Hour Sub-total			30
Students must also complete and pass a thesis (Plan A) or portfolio (Plan B) defense; both options will require a committee to be formed to monitor either project.			
Courses required for new Teaching Licensure option/track for the MS in SLT degree			
		15 hours of Master of Science in Second Language Teaching CORE/REQUIRED courses.	
LING 6010		Research in Second Language Teaching	3
LING 6400		Second Language Teaching: Theory and Practice	3
LING 6500		Second Language Acquisition: Theory and Practice	3
LING 6900		Culture Teaching and Learning: Theory and Practice	3

LING 6520		Technology for Language Teaching	3
Required Course Credit Hour Sub-Total			15
Courses Required for Secondary Licensure			
		19 hours required for licensure in secondary education	
LING 5400		Teaching Modern Languages (3 credits) = (1 credit, Clinical SCED 6305)	3
SCED 6305		Graduate Clinical Experience (as corequisite with LING 6400)	1
SCED 5100		Motivation and Classroom Management	3
SCED 5210		Learning Theory, Curriculum, and Assessment	3
SCED 5500		Student Teaching Seminar, 3 credits (corequisite with SCED 6210)	3
TEAL 6210		Graduate Student Teaching, 6 credits (corequisite with SCED 5500)	6
Secondary Licensure Credit Hour Sub-Total			19
Core Curriculum Credit Hour Sub-Total			34
Students must also complete and pass the Praxis Performance Assessment for Teachers with score of 36 or higher (as a Plan B option).			

Below are the newly proposed tracks/options for the new MS in Second Language Teaching program:

Track 1: In-person MS in SLT degree

A. Current degree requirements (30 credits); Plan A (thesis project) or Plan B (teaching portfolio project) entirely course delivery methods; In Person; full-time student degree

portfolio project) options; course delivery method: In-Person; full-time student degree completion expectation: 2 years.

B. Teaching licensure path/program (34 credits); Plan B option only (i.e., passing Praxis Performance Assessment for Teachers with score of 36 or higher); course delivery method: In-Person; full-time student degree completion expectation: 2 years.

Track 2: Online MS in SLT degree

A. Current degree requirements (30 credits); Plan B (teaching portfolio project) option; course delivery method: Online; full-time student degree completion expectation: 3 years. NOTE: The teaching licensure path/program will not be available to any students enrolled in the online MS in SLT degree.

Note about proposed secondary teaching licensure option: The secondary teaching licensure option will still include the five core courses in the Master of Science in Second Language Teaching program, which all focus on the foundational aspects of foreign/second language education (with the exception of LING 6400. Instead, the students will take an equivalent LING 5400 in the College of Education). However, this track also includes general education courses, including SCED 5200 and SCED 5210, which focus on general educational issues (motivation, classroom management, curricular development, assessment, etc.) as well as key topics in secondary school teaching (SCED 5500). This track also gives students the opportunity to observe classes and gain teaching experience in actual school settings, which is what TEAL 6210 focuses on. In TEAL 6210, each graduate student will have the chance to observe and teach actual classes in a school setting under the supervision of a mentor. Students will receive feedback about their teaching, which will enhance their hands-on teaching skills. Students in this track have to complete and pass the Praxis Performance Assessment for Teachers with score of 36 or higher, which will be counted as the Plan B requirement. We should note that this track has two prerequisites: (1) admission to secondary teacher education program (called STEP), which includes passing the Utah State Board of Education background check, and (2) passing an Oral Proficiency Interview at the Advanced Low level (or better), which is administered by the American Council on the Teaching of Foreign Languages.

Attach (if applicable) completed [Program Curriculum](#) and [Degree Map](#) to this request by clicking on the Files  icon located on the right-hand side of the screen.

SUBMIT AND APPROVE THE PROPOSAL

Click on the SAVE ALL CHANGES button below.

Scroll to the top left and click on the LAUNCH  icon to launch your proposal.

10 January 2025

ITEM FOR ACTION

Report of Investments for July 2024

The Report of Investments for July 2024 is submitted to the Board of Trustees for consideration. It has received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

The following report is a list of Utah State University's investment holdings for the month ended July 2024. Investments are executed in accordance with the State Money Management Act, Rules of the State Money Management Council, and Uniform Prudent Management of Institutions Funds Act.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approve the Report of Investments for July 2024.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, the attached Report of Investments has been filed for review by the Board of Trustees pertaining to the investment activities;

WHEREAS, the investments listed on the attached Report of Investments have been approved by the USU Controller's Office;

WHEREAS, the investment activities listed on the attached Report of Investments are in accordance with the Utah State Money Management Act, the rules of the Utah State Money Management Council, the Utah State Uniform Prudent Management of Institutional Funds Act, and the laws and rules of Utah State University and the State of Utah;

WHEREAS, the Chief Financial Officer for Utah State University, David T. Cowley, Vice President for Finance and Administrative Services, has certified to the best of his knowledge and belief all investment activities listed on the attached Report of Investments were made in accordance with the guidelines, rules, and laws;

WHEREAS, Vice President Cowley requests approval of the attached Report of Investments for the period 1 July 2024 to 31 July 2024;

WHEREAS, the President of Utah State University has reviewed the attached report and recommends its approval by the Utah State University Board of Trustees; and

WHEREAS, the USU Board of Trustees has reviewed and given due consideration, review, and authorization of the investment activities listed on the attached Report of Investments for the period 1 July 2024 to 31 July 2024;

NOW, THEREFORE BE IT RESOLVED that the USU Board of Trustees hereby approves the attached Report of Investments as presented and ratifies the activities listed on said Report of Investments for July 2024.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved



**UTAH STATE UNIVERSITY
REPORT OF
INVESTMENTS
JULY 2024**

The following report is a list of Utah State University's investment holdings for the month ended July 2024. To the best of my knowledge, Utah State University is in compliance with the Utah State Money Management Act, Rules of the Utah State Money Management Council, Utah State Uniform Prudent Management of Institutional Funds Act, and Utah Board of Higher Education and University policies.

Wendy Keller

Wendy Keller
Interim Controller

12/27/2024

Date

A handwritten signature in black ink, appearing to read 'DCW'.

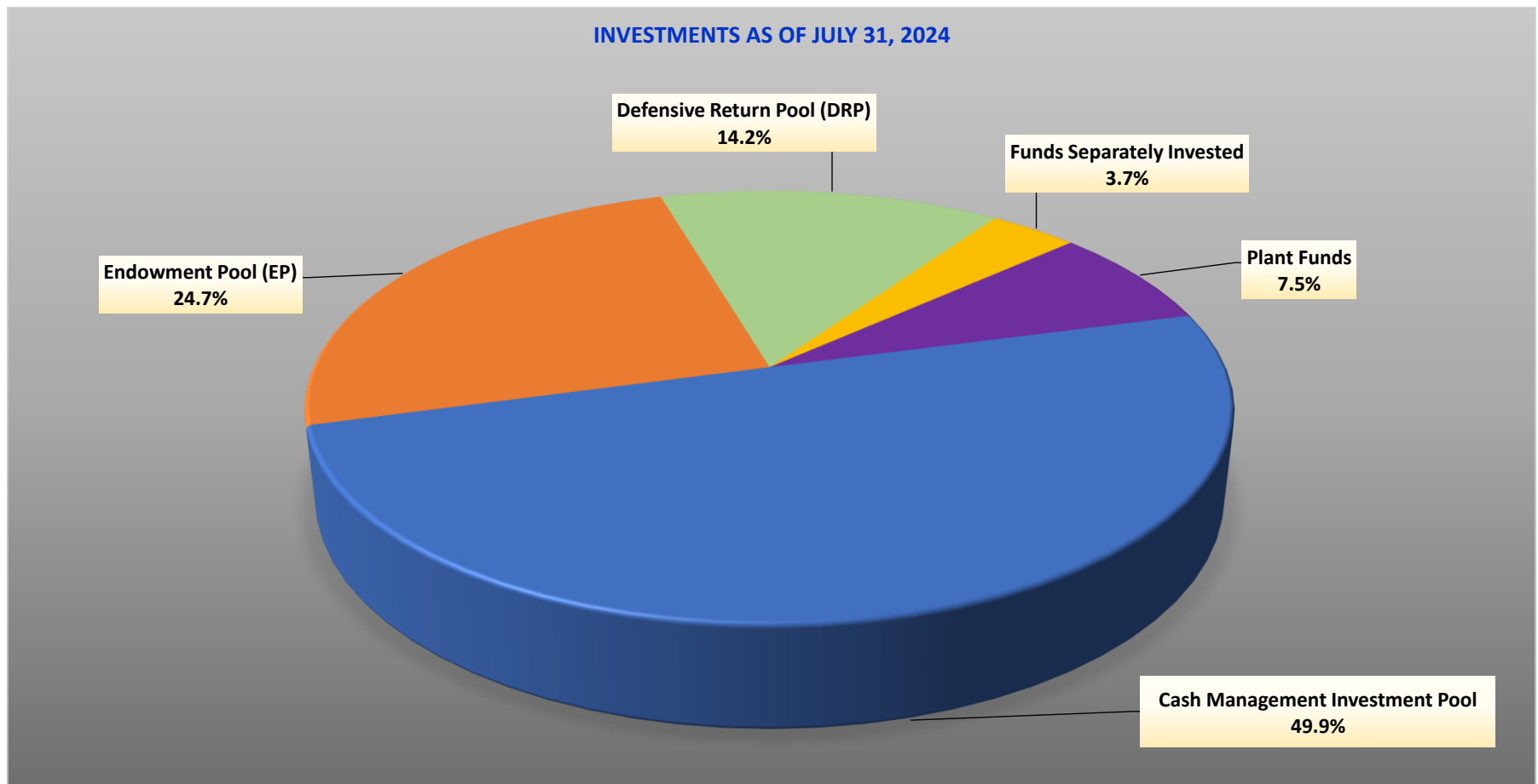
David T. Cowley
Vice President
for Finance and Administrative Services

12/27/2024

Date



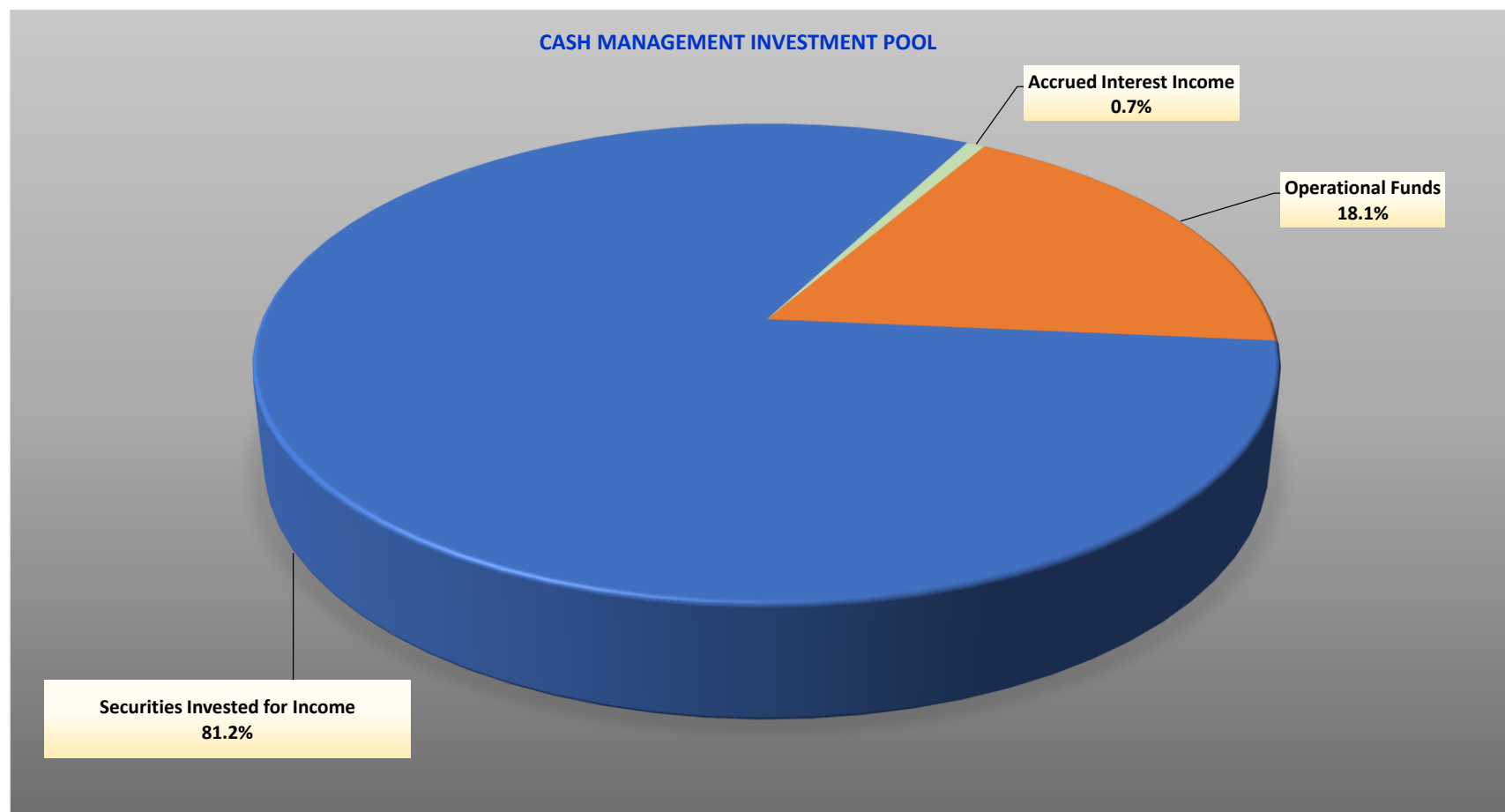
Investment Pool Holding Totals		July 2024 Fair Value
Cash Management Investment Pool		\$598,465,164
Endowment Pool (EP)	<i>(Does not include \$6.7 M invested in CMIP)</i>	296,399,542
Defensive Return Pool (DRP)	<i>(Does not include \$114.6 M invested in CMIP)</i>	170,318,473
Funds Separately Invested	<i>(Donor Restricted Individual Securities, Donor Required External Management)</i>	43,936,823
Plant Funds	<i>(Bond Proceeds during Construction and Debt Service Reserves)</i>	90,049,296
Total		\$1,199,169,298





Investment Pool Holding Totals		Annualized Yield	July 2024 Par Value	July 2024 Cost Basis	July 2024 Fair Value	Unrealized (G/L)*
Operational Funds	<i>(Cash and Cash equivalents & investments where maturities are one year or less)</i>		\$108,565,000	\$108,397,475	\$108,419,373	\$21,897
Securities Invested for Income	<i>(Investments intended to generate a consistent stream of income year over year with maturities between one and ten years)</i>		519,786,000	519,406,916	485,917,122	(33,489,794)
Accrued Interest Income					4,128,670	
Total		4.16%	\$628,351,000	\$627,804,391	\$598,465,164	(\$33,467,897)

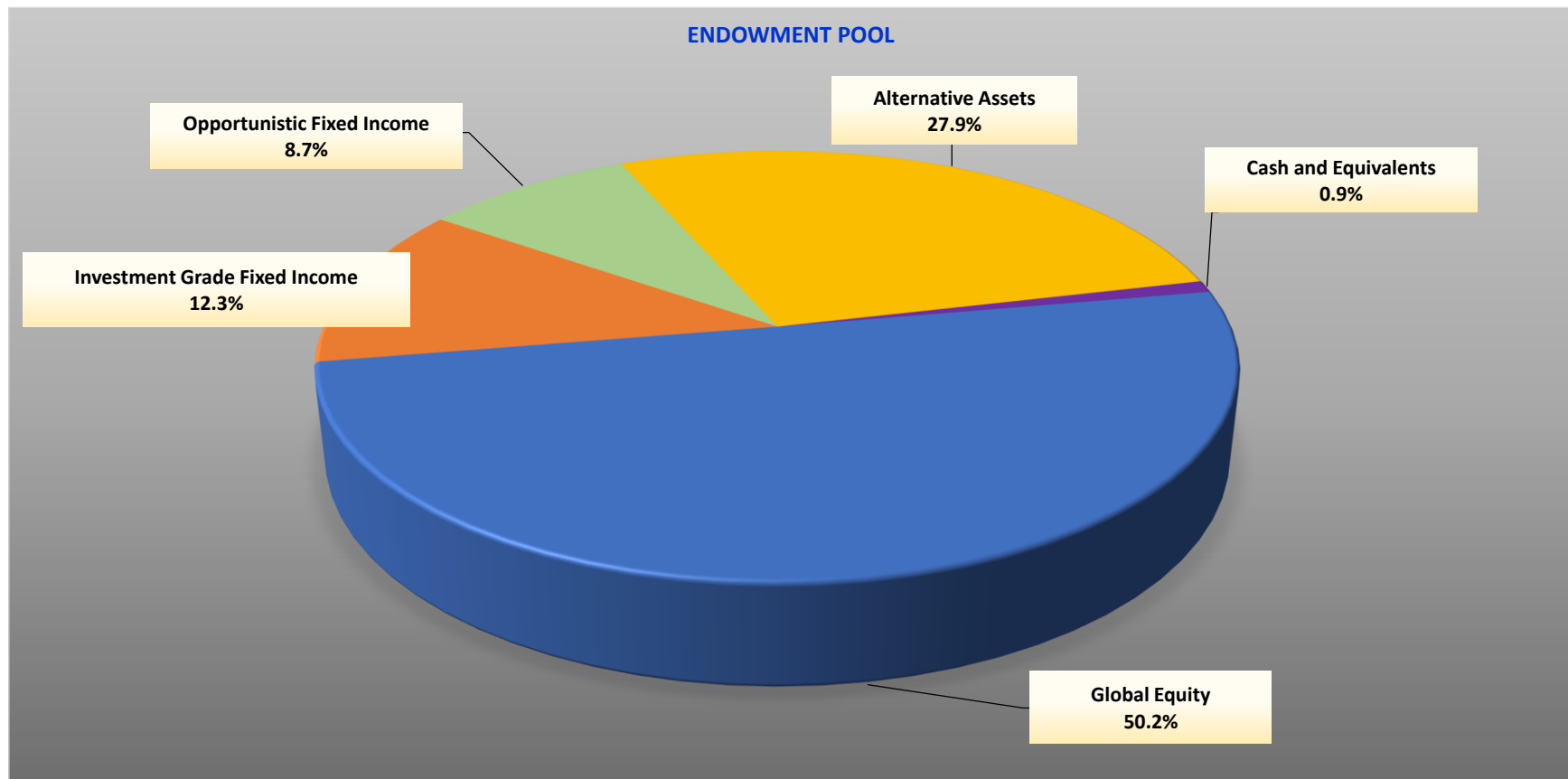
* Changes in unrealized gains or losses are based on the difference between the cost and current fair value. Like other public institutions, Utah State University practices a buy and hold to maturity strategy, therefore at maturity, principal balances will be returned at full par value. All investments are in compliance with the State of Utah Money Management Act.





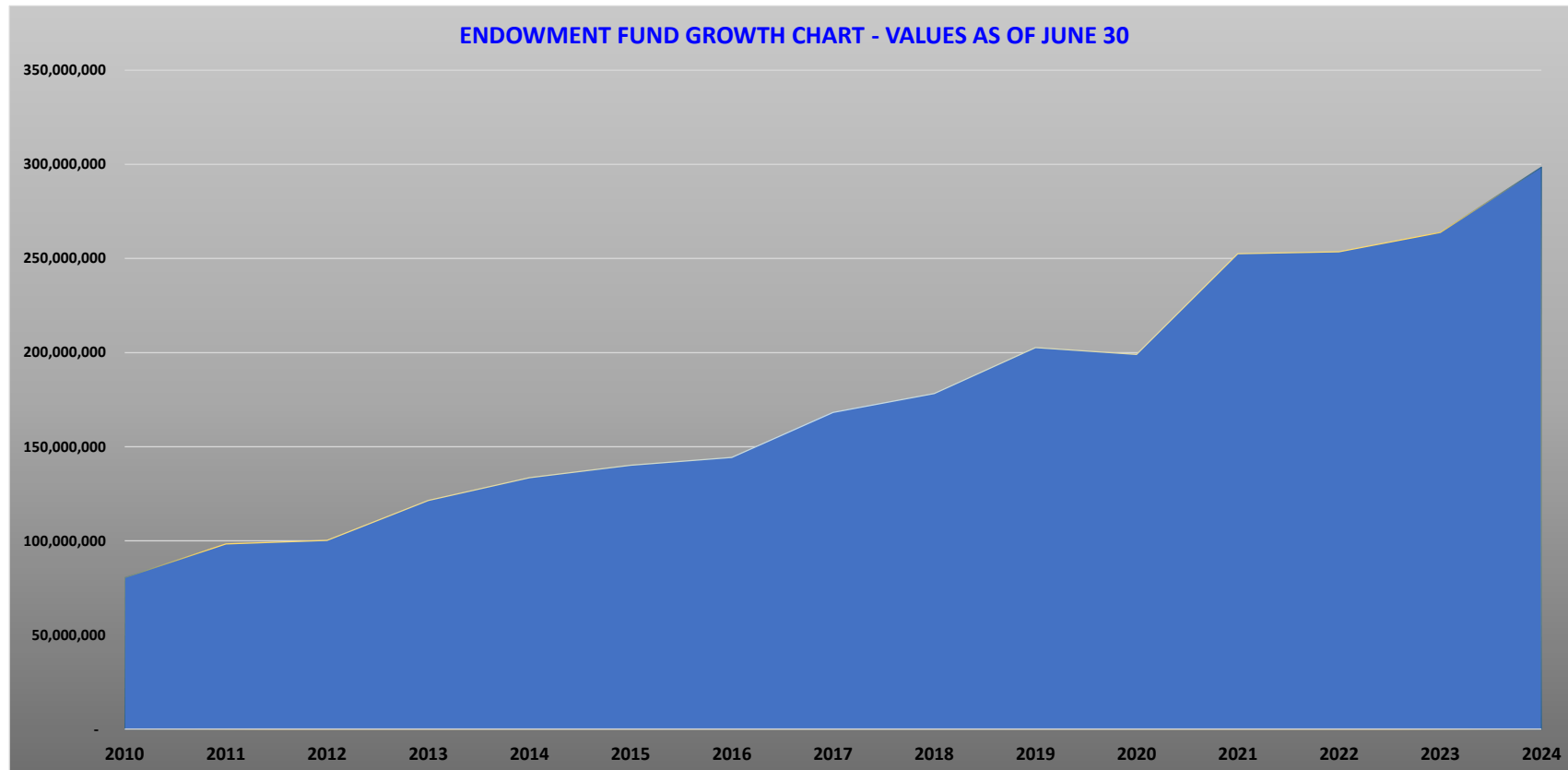
Investment Pool Holding Totals	Change From Prior Year			Change From Prior Month		
	July 2023 Fair Value	July 2024 Fair Value	Net Change from Prior Year	June 2024 Fair Value*	July 2024 Fair Value	Net Change from Prior Month
Global Equity	\$132,064,605	\$152,042,301		\$148,743,382	\$152,042,301	
Investment Grade Fixed Income	23,211,970	37,176,915		36,417,648	37,176,915	
Opportunistic Fixed Income	28,890,925	26,522,578		26,252,600	26,522,578	
Alternative Assets	84,637,841	84,691,854		85,263,090	84,691,854	
Cash and Equivalents	501,407	2,685,483		1,775,323	2,685,483	
Total	\$269,306,748	\$303,119,131	\$33,812,383	\$298,452,043	\$303,119,131	\$4,667,088

* The June ending fair value has been adjusted to reflect the amount distributed to expendable accounts at fiscal year end.





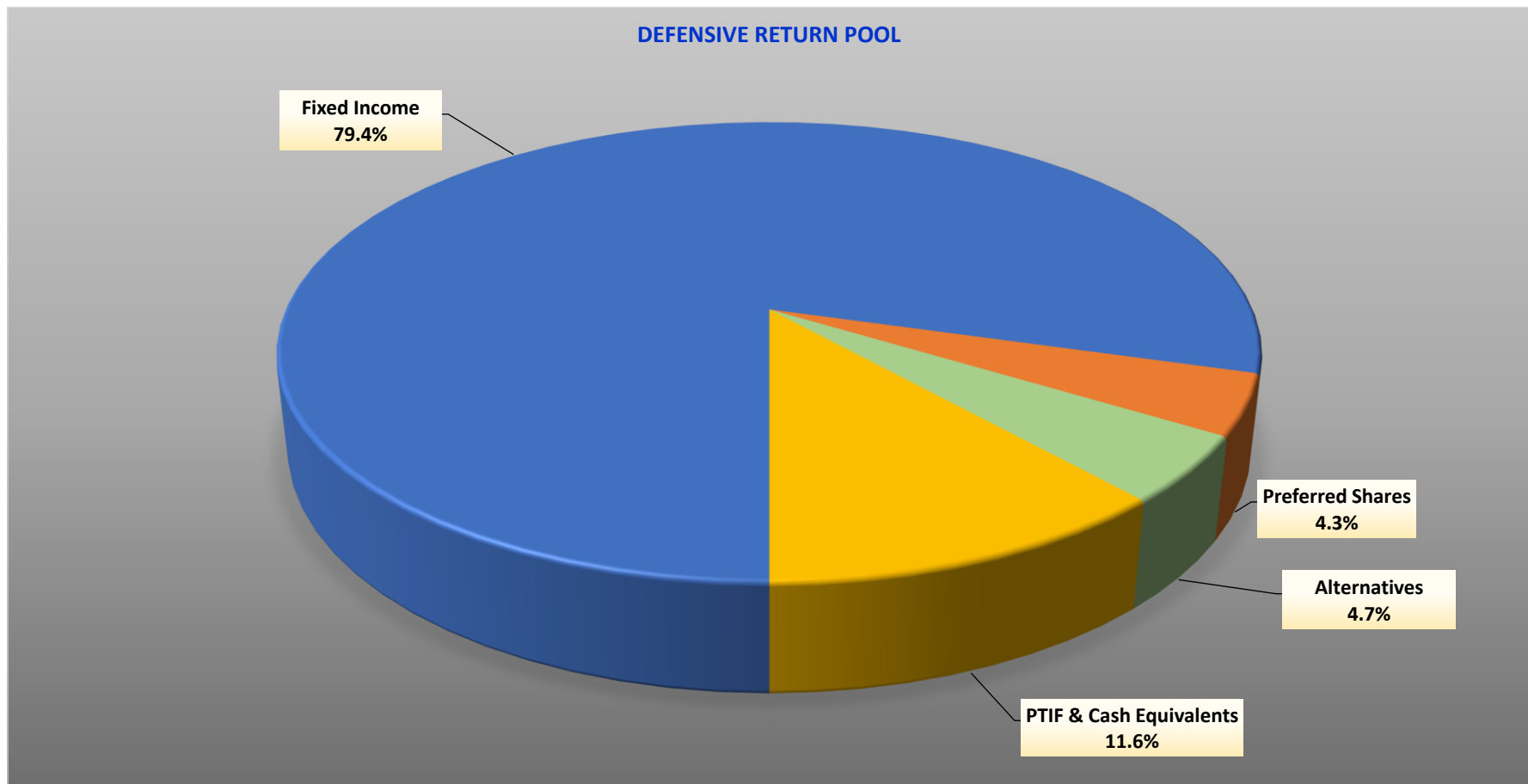
Investment Pool Holding Totals	Asset Allocation		Performance as of July 31, 2024			
	Current Allocation	Target	1 Year %	3 Years %	5 Years %	10 Years %
Global Equity	50.2%	48.0%				
Investment Grade Fixed Income	12.3%	11.5%				
Opportunistic Fixed Income	8.7%	7.5%				
Alternative Assets	27.9%	33.0%				
Cash and Equivalents	0.9%	0.0%				
Total Fund Aggregate	100%	100%	10.7%	5.6%	8.2%	7.2%
Benchmark			10.9%	4.5%	7.9%	7.0%





Investment Pool Holding Totals		June 2024 Fair Value*	July 2024 Fair Value	Net Change in Fair Value
Fixed Income	(Includes \$114.6 M invested in CMIP)	\$223,751,571	\$226,327,265	
Preferred Shares		12,034,280	12,144,758	
Alternatives		13,417,384	13,331,257	
PTIF & Cash Equivalents		31,927,930	33,145,703	
Total		\$281,131,165	\$284,948,983	\$3,817,818

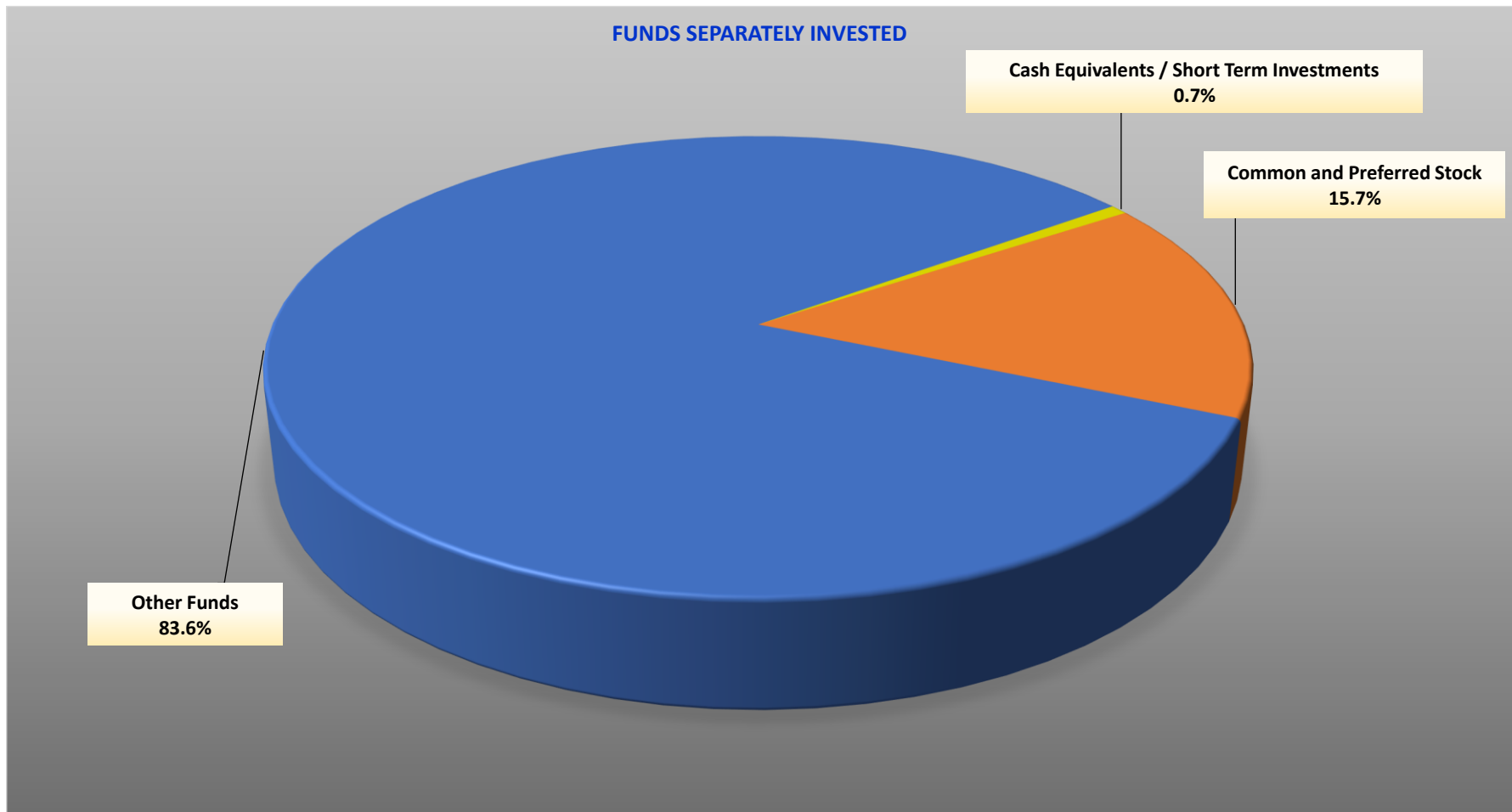
* The June ending fair value has been adjusted to reflect the amount distributed to expendable accounts at fiscal year end.





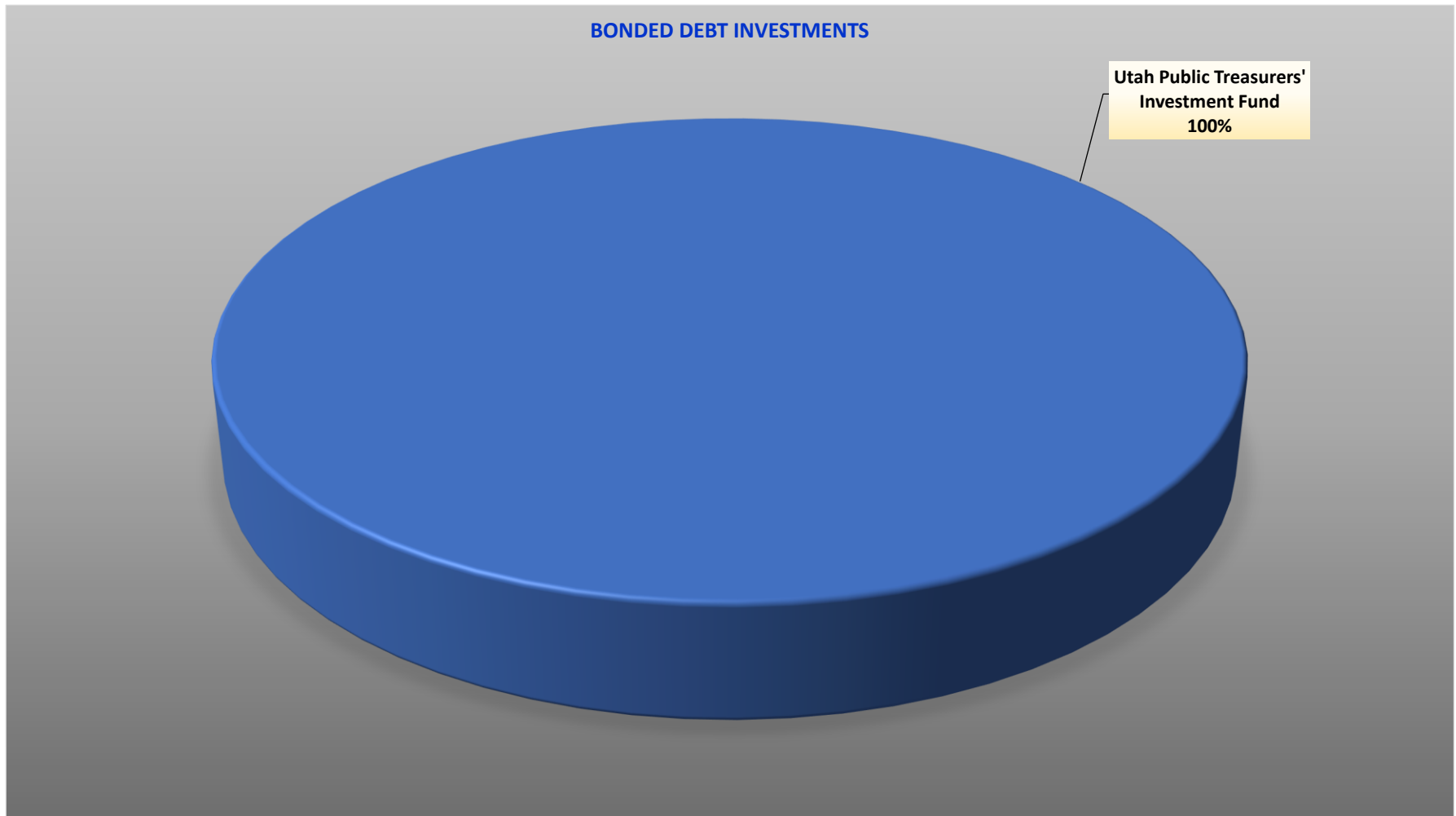
Funds Separately Invested*	July 2024 Cost Basis	July 2024 Fair Value	Change in Unrealized (G/L)
Cash Equivalents / Short Term Investments	\$292,677	\$304,537	
Common and Preferred Stock	6,331,145	6,902,703	
Other Funds	9,572,943	36,729,583	
Total	\$16,196,765	\$43,936,823	\$27,740,059

* Funds Separately Invested primarily consists of donor restricted individual securities donated to the University and managed by outside investment managers.





Bonded Debt Investments		June 2024 Fair Value	July 2024 Fair Value	Net Change in Fair Value
Utah Public Treasurers' Investment Fund	<i>(Bond Proceeds during Construction and Debt Service Reserves)</i>	\$90,057,156	\$90,049,296	
Total		\$90,057,156	\$90,049,296	(\$7,860)



10 January 2025

ITEM FOR ACTION

Report of Investments for August 2024

The Report of Investments for August 2024 is submitted to the Board of Trustees for consideration. It has received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

The following report is a list of Utah State University's investment holdings for the month ended August 2024. Investments are executed in accordance with the State Money Management Act, Rules of the State Money Management Council, and Uniform Prudent Management of Institutions Funds Act.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approve the Report of Investments for August 2024.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, the attached Report of Investments has been filed for review by the Board of Trustees pertaining to the investment activities;

WHEREAS, the investments listed on the attached Report of Investments have been approved by the USU Controller's Office;

WHEREAS, the investment activities listed on the attached Report of Investments are in accordance with the Utah State Money Management Act, the rules of the Utah State Money Management Council, the Utah State Uniform Prudent Management of Institutional Funds Act, and the laws and rules of Utah State University and the State of Utah;

WHEREAS, the Chief Financial Officer for Utah State University, David T. Cowley, Vice President for Finance and Administrative Services, has certified to the best of his knowledge and belief all investment activities listed on the attached Report of Investments were made in accordance with the guidelines, rules, and laws;

WHEREAS, Vice President Cowley requests approval of the attached Report of Investments for the period 1 August 2024 to 31 August 2024;

WHEREAS, the President of Utah State University has reviewed the attached report and recommends its approval by the Utah State University Board of Trustees; and

WHEREAS, the USU Board of Trustees has reviewed and given due consideration, review, and authorization of the investment activities listed on the attached Report of Investments for the period 1 August 2024 to 31 August 2024;

NOW, THEREFORE BE IT RESOLVED that the USU Board of Trustees hereby approves the attached Report of Investments as presented and ratifies the activities listed on said Report of Investments for August 2024.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved



**UTAH STATE UNIVERSITY
REPORT OF INVESTMENTS
AUGUST 2024**

The following report is a list of Utah State University's investment holdings for the month ended August 2024. To the best of my knowledge, Utah State University is in compliance with the Utah State Money Management Act, Rules of the Utah State Money Management Council, Utah State Uniform Prudent Management of Institutional Funds Act, and Utah Board of Higher Education and University policies.

Wendy Keller

Wendy Keller
Interim Controller

12/27/2024

Date

A handwritten signature in black ink, appearing to read 'D. Cowley'.

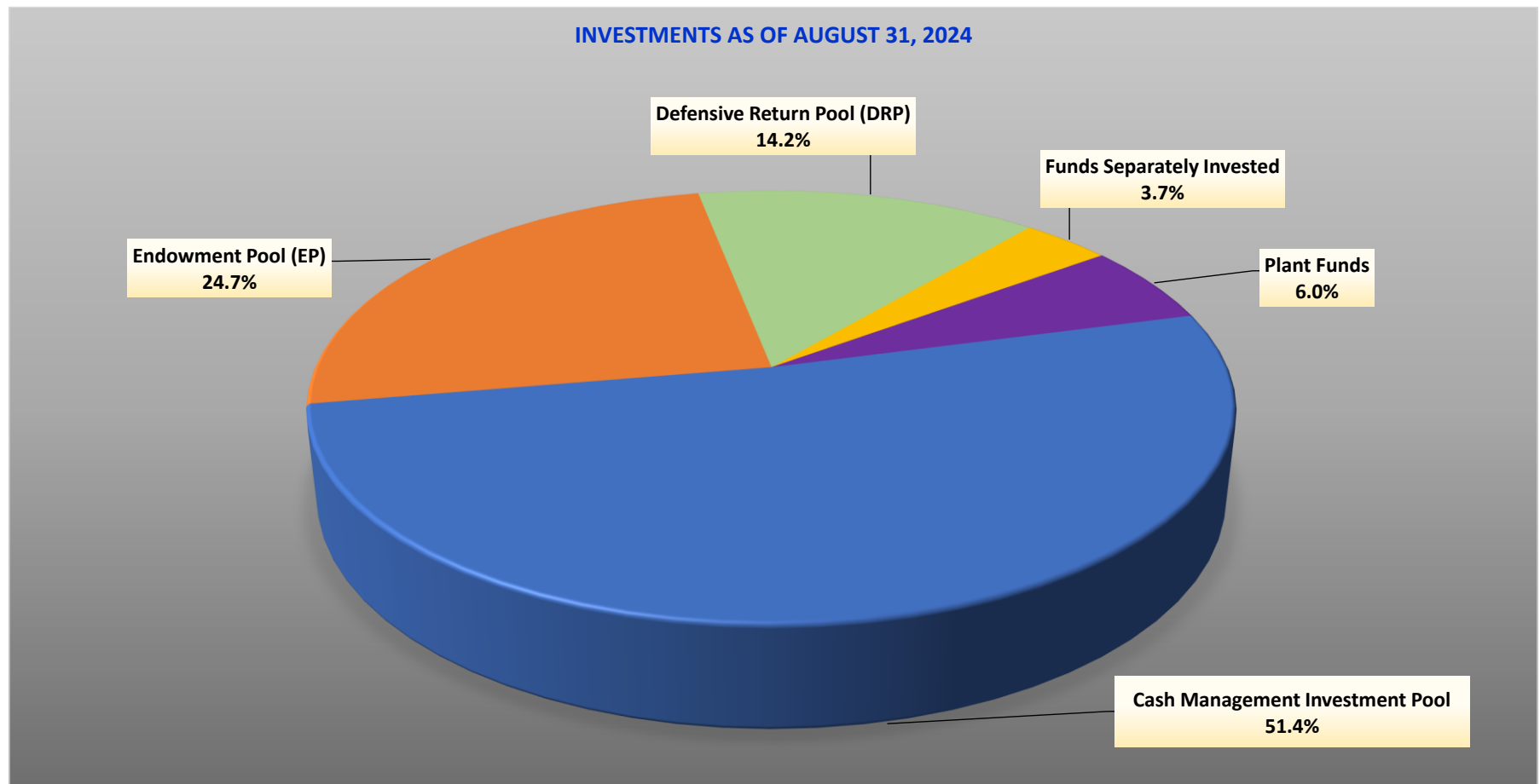
David T. Cowley
Vice President
for Finance and Administrative Services

12/27/2024

Date



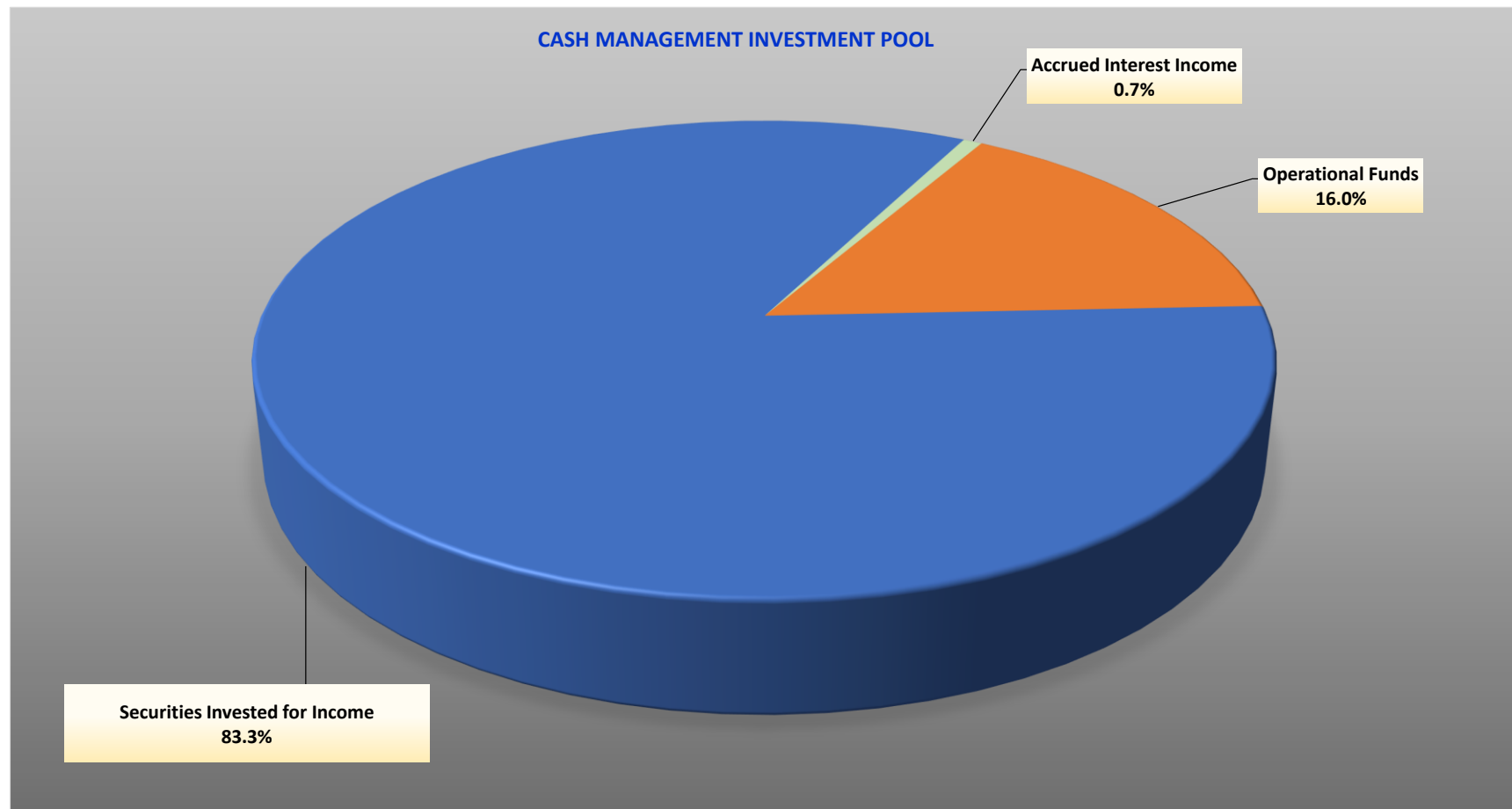
Investment Pool Holding Totals		August 2024 Fair Value
Cash Management Investment Pool		\$626,901,372
Endowment Pool (EP)	<i>(Does not include \$7.4 M invested in CMIP)</i>	300,624,007
Defensive Return Pool (DRP)	<i>(Does not include \$112.8 M invested in CMIP)</i>	173,326,843
Funds Separately Invested	<i>(Donor Restricted Individual Securities, Donor Required External Management)</i>	44,990,894
Plant Funds	<i>(Bond Proceeds during Construction and Debt Service Reserves)</i>	72,534,702
Total		\$1,218,377,818





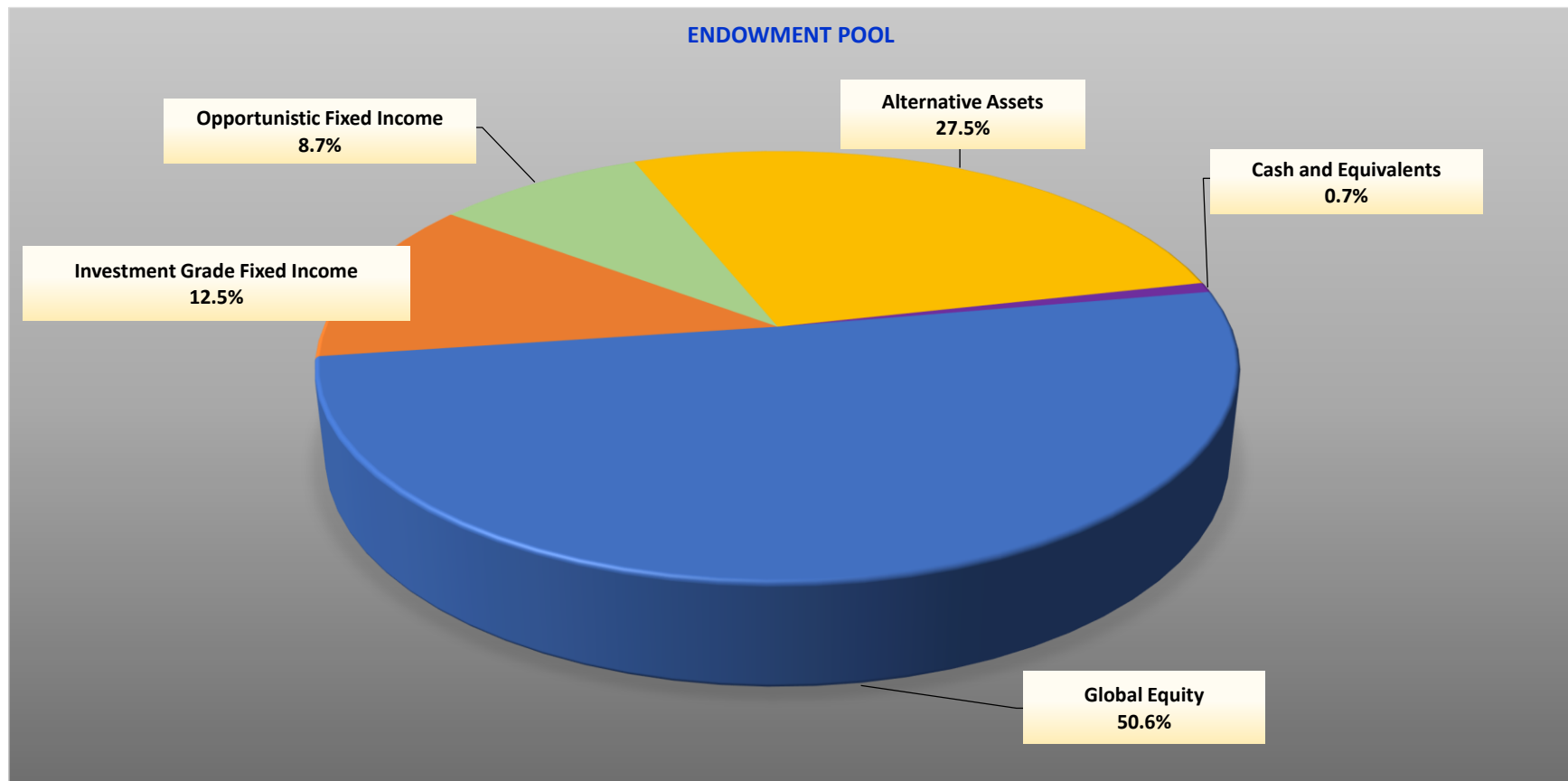
Investment Pool Holding Totals		Annualized Yield	August 2024 Par Value	August 2024 Cost Basis	August 2024 Fair Value	Unrealized (G/L)*
Operational Funds	(Cash and Cash equivalents & investments where maturities are one year or less)		\$100,265,000	\$100,147,995	\$100,180,369	\$32,374
Securities Invested for Income	(Investments intended to generate a consistent stream of income year over year with maturities between one and ten years)		552,919,000	552,943,217	522,272,758	(30,670,459)
Accrued Interest Income					4,448,245	
Total		4.54%	\$653,184,000	\$653,091,212	\$626,901,372	(\$30,638,085)

* Changes in unrealized gains or losses are based on the difference between the cost and current fair value. Like other public institutions, Utah State University practices a buy and hold to maturity strategy, therefore at maturity, principal balances will be returned at full par value. All investments are in compliance with the State of Utah Money Management Act.



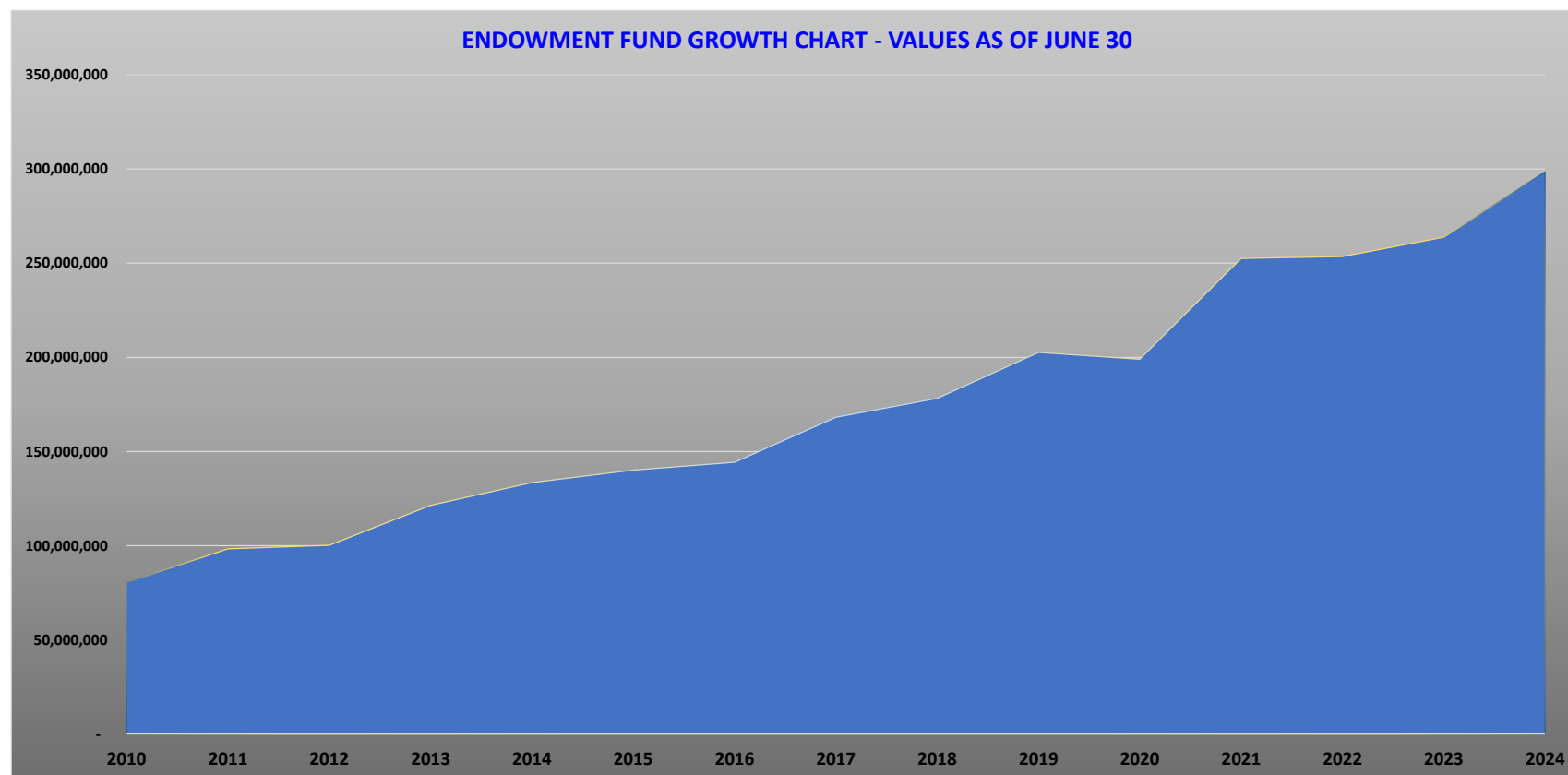


Investment Pool Holding Totals	Change From Prior Year			Change From Prior Month		
	August 2023 Fair Value	August 2024 Fair Value	Net Change from Prior Year	July 2024 Fair Value	August 2024 Fair Value	Net Change from Prior Month
Global Equity	\$127,979,064	\$155,752,048		\$152,042,301	\$155,752,048	
Investment Grade Fixed Income	23,800,974	38,344,302		37,176,915	38,344,302	
Opportunistic Fixed Income	28,951,691	26,901,157		26,522,578	26,901,157	
Alternative Assets	84,642,051	84,768,476		84,691,854	84,768,476	
Cash and Equivalents	1,555,306	2,298,284		2,685,483	2,298,284	
Total	\$266,929,086	\$308,064,267	\$41,135,181	\$303,119,131	\$308,064,267	\$4,945,136



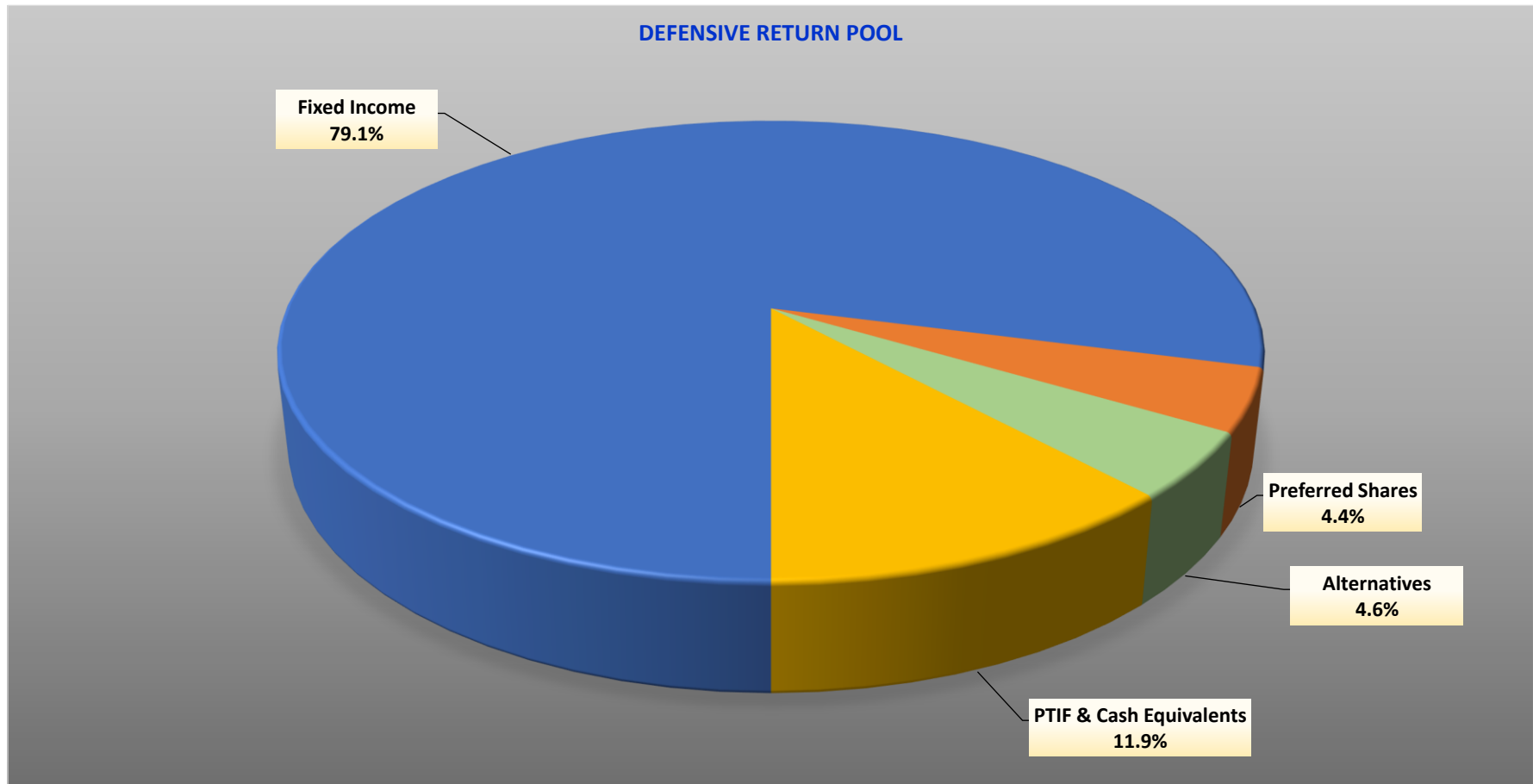


Investment Pool Holding Totals	Asset Allocation		Performance as of August 31, 2024			
	Current Allocation	Target	1 Year %	3 Years %	5 Years %	10 Years %
Global Equity	50.6%	48.0%				
Investment Grade Fixed Income	12.5%	11.5%				
Opportunistic Fixed Income	8.7%	7.5%				
Alternative Assets	27.5%	33.0%				
Cash and Equivalents	0.7%	0.0%				
Total Fund Aggregate	100%	100%	13.6%	5.6%	8.7%	7.2%
Benchmark			14.9%	4.6%	8.5%	7.0%





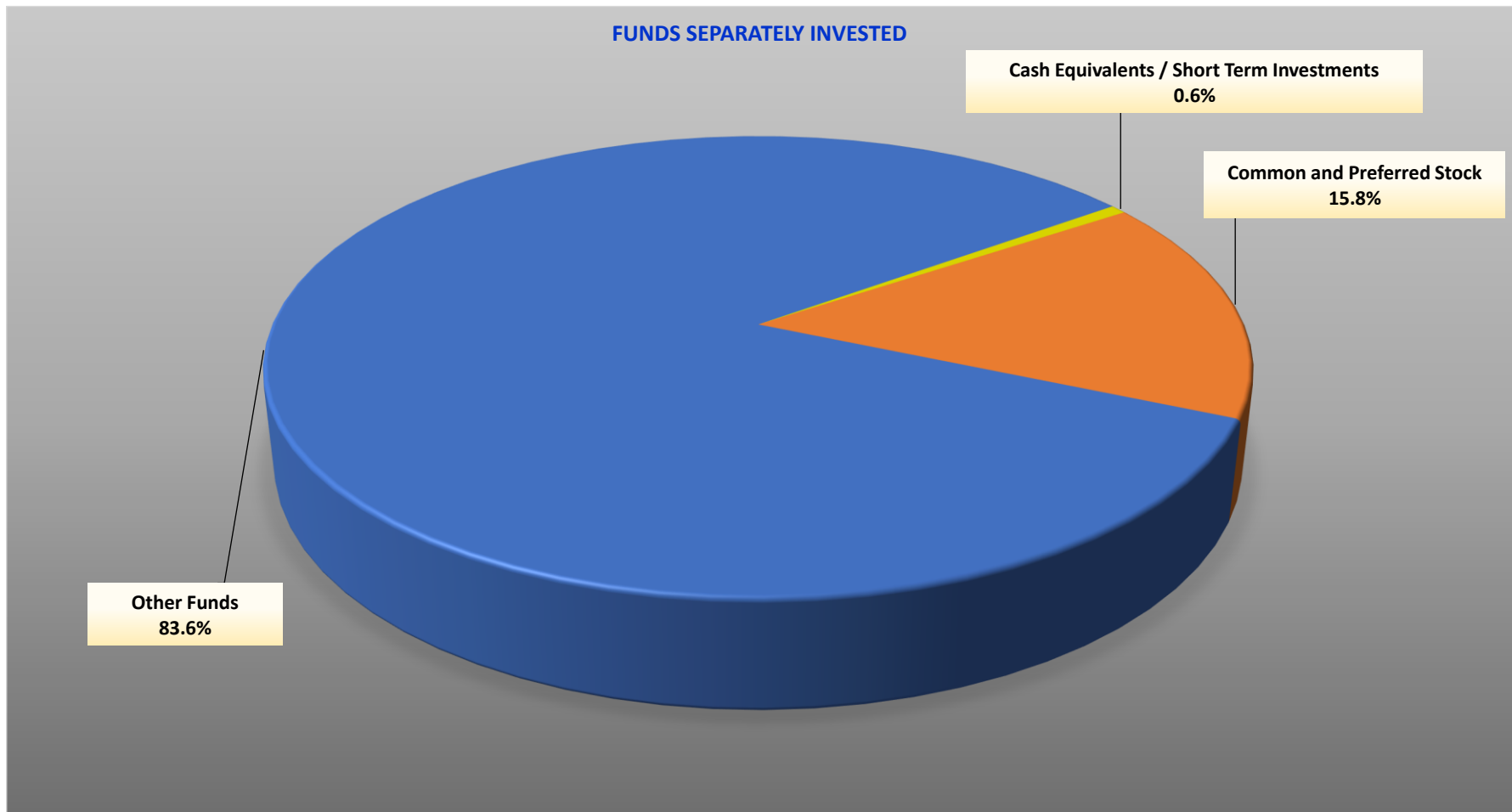
Investment Pool Holding Totals		July 2024 Fair Value	August 2024 Fair Value	Net Change in Fair Value
Fixed Income	(Includes \$112.8 M invested in CMIP)	\$226,327,265	\$226,257,602	
Preferred Shares		12,144,758	12,616,150	
Alternatives		13,331,257	13,181,785	
PTIF & Cash Equivalents		33,145,703	34,054,679	
Total		\$284,948,983	\$286,110,216	\$1,161,233





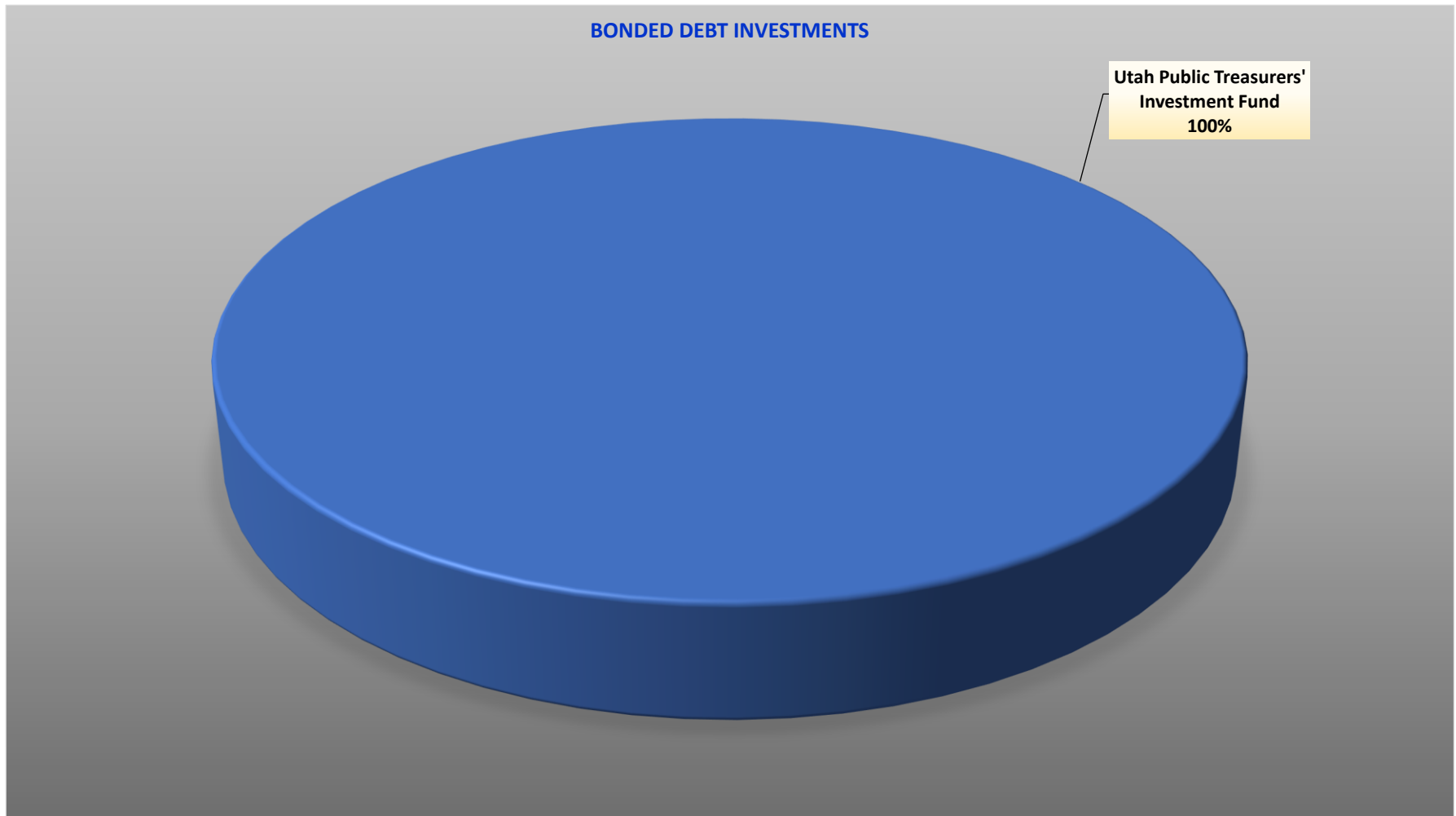
Funds Separately Invested*	August 2024 Cost Basis	August 2024 Fair Value	Change in Unrealized (G/L)
Cash Equivalents / Short Term Investments	\$272,088	\$284,722	
Common and Preferred Stock	6,409,414	7,112,847	
Other Funds	9,600,209	37,593,325	
Total	\$16,281,711	\$44,990,894	\$28,709,183

* Funds Separately Invested primarily consists of donor restricted individual securities donated to the University and managed by outside investment managers.





Bonded Debt Investments		July 2024 Fair Value	August 2024 Fair Value	Net Change in Fair Value
Utah Public Treasurers' Investment Fund	<i>(Bond Proceeds during Construction and Debt Service Reserves)</i>	\$90,049,296	\$72,534,702	
Total		\$90,049,296	\$72,534,702	(\$17,514,594)



10 January 2025

ITEM FOR ACTION

Report of Investments for September 2024

The Report of Investments for September 2024 is submitted to the Board of Trustees for consideration. It has received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

The following report is a list of Utah State University's investment holdings for the month ended September 2024. Investments are executed in accordance with the State Money Management Act, Rules of the State Money Management Council, and Uniform Prudent Management of Institutions Funds Act.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approve the Report of Investments for September 2024.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, the attached Report of Investments has been filed for review by the Board of Trustees pertaining to the investment activities;

WHEREAS, the investments listed on the attached Report of Investments have been approved by the USU Controller's Office;

WHEREAS, the investment activities listed on the attached Report of Investments are in accordance with the Utah State Money Management Act, the rules of the Utah State Money Management Council, the Utah State Uniform Prudent Management of Institutional Funds Act, and the laws and rules of Utah State University and the State of Utah;

WHEREAS, the Chief Financial Officer for Utah State University, David T. Cowley, Vice President for Finance and Administrative Services, has certified to the best of his knowledge and belief all investment activities listed on the attached Report of Investments were made in accordance with the guidelines, rules, and laws;

WHEREAS, Vice President Cowley requests approval of the attached Report of Investments for the period 1 September 2024 to 30 September 2024;

WHEREAS, the President of Utah State University has reviewed the attached report and recommends its approval by the Utah State University Board of Trustees; and

WHEREAS, the USU Board of Trustees has reviewed and given due consideration, review, and authorization of the investment activities listed on the attached Report of Investments for the period 1 September 2024 to 30 September 2024;

NOW, THEREFORE BE IT RESOLVED that the USU Board of Trustees hereby approves the attached Report of Investments as presented and ratifies the activities listed on said Report of Investments for September 2024.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved



**UTAH STATE UNIVERSITY
REPORT OF
INVESTMENTS
SEPTEMBER 2024**

The following report is a list of Utah State University's investment holdings for the month ended September 2024. To the best of my knowledge, Utah State University is in compliance with the Utah State Money Management Act, Rules of the Utah State Money Management Council, Utah State Uniform Prudent Management of Institutional Funds Act, and Utah Board of Higher Education and University policies.

Wendy Keller

Wendy Keller
Interim Controller

12/27/2024

Date

A handwritten signature in black ink, appearing to read 'D. Cowley'.

David T. Cowley
Vice President
for Finance and Administrative Services

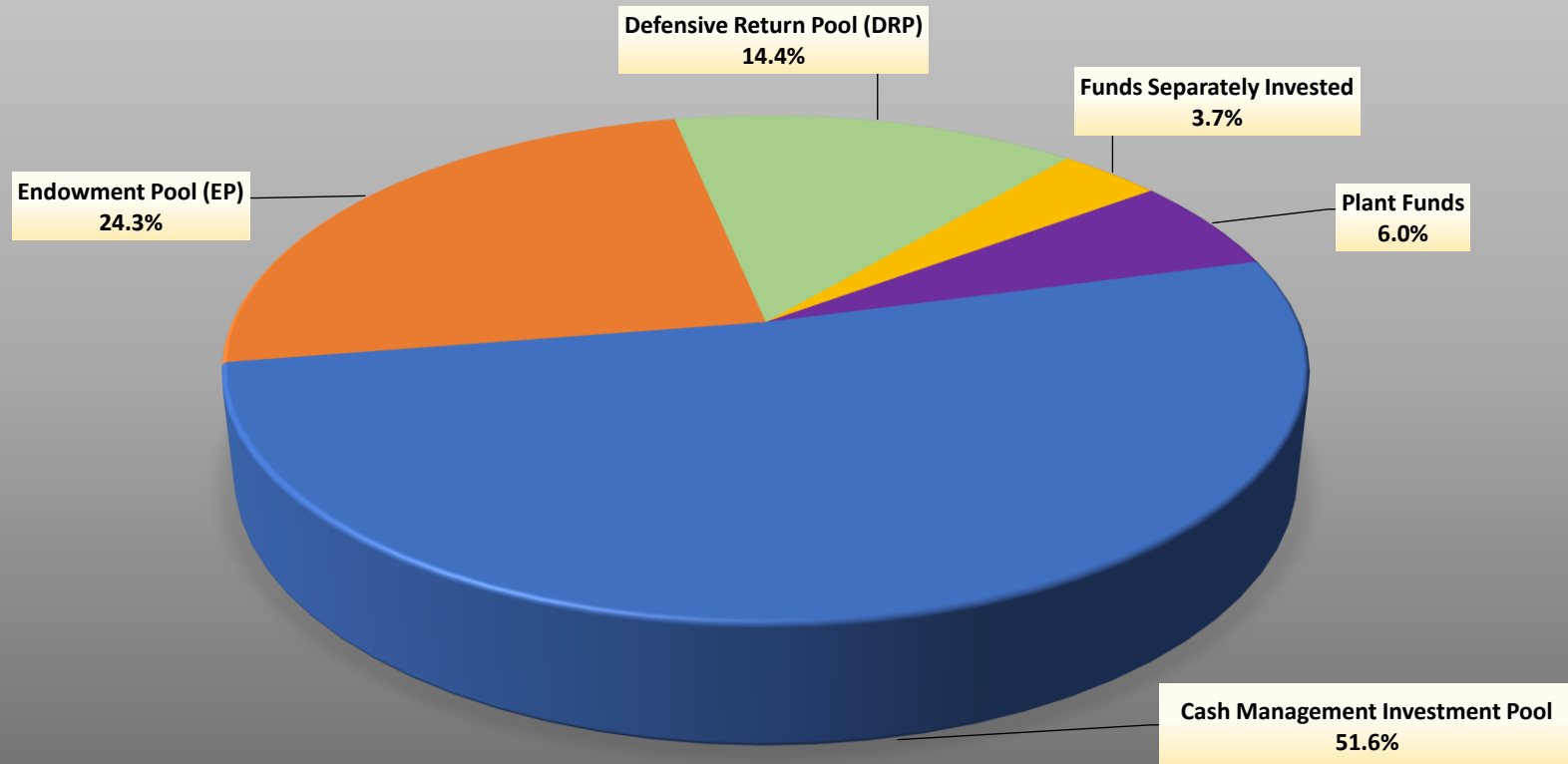
12/27/2024

Date



Investment Pool Holding Totals		September 2024 Fair Value
Cash Management Investment Pool		\$644,974,705
Endowment Pool (EP)	<i>(Does not include \$8.2 M invested in CMIP)</i>	303,864,179
Defensive Return Pool (DRP)	<i>(Does not include \$102.8 M invested in CMIP)</i>	179,969,559
Funds Separately Invested	<i>(Donor Restricted Individual Securities, Donor Required External Management)</i>	45,815,566
Plant Funds	<i>(Bond Proceeds during Construction and Debt Service Reserves)</i>	75,035,187
Total		\$1,249,659,196

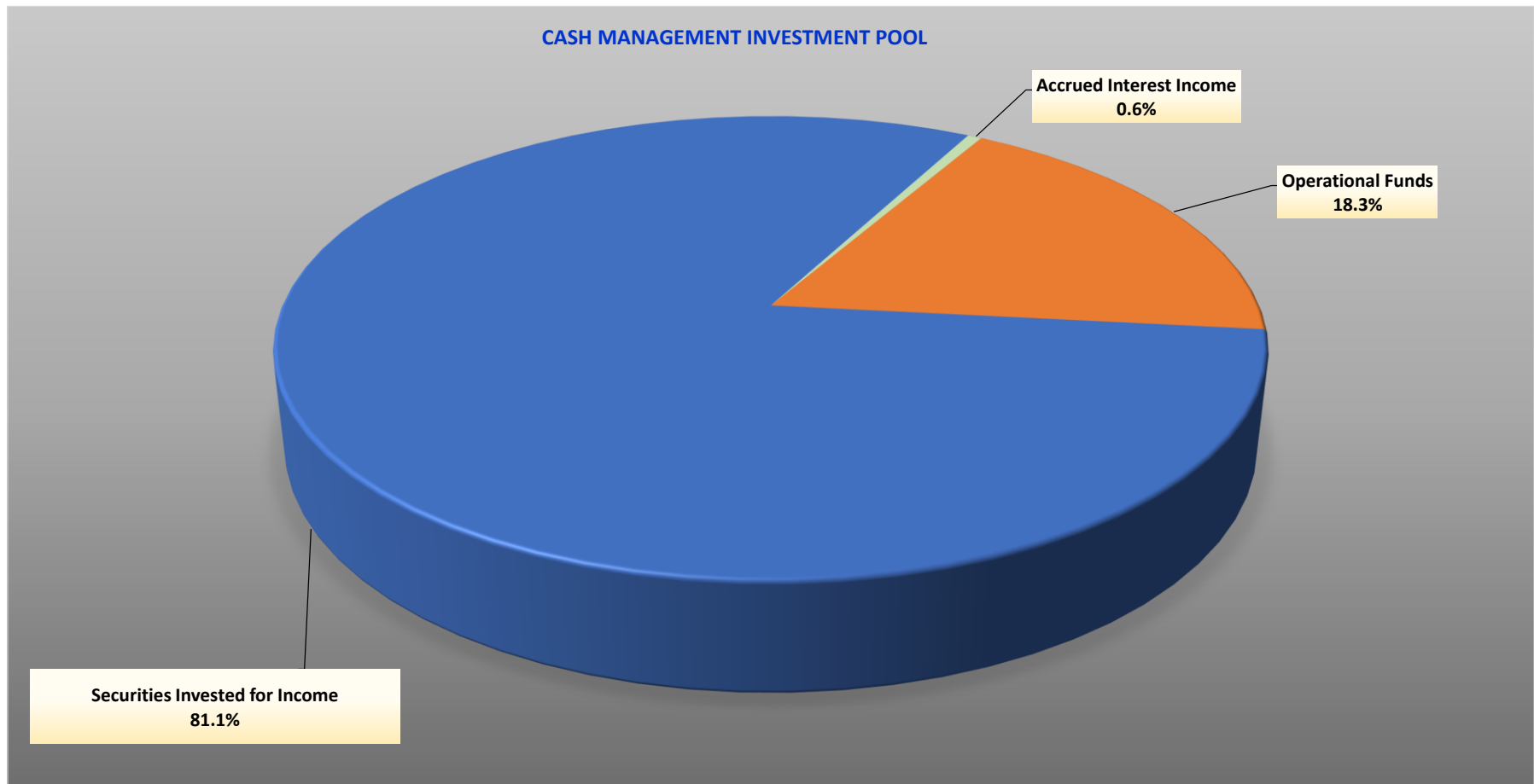
INVESTMENTS AS OF SEPTEMBER 30, 2024





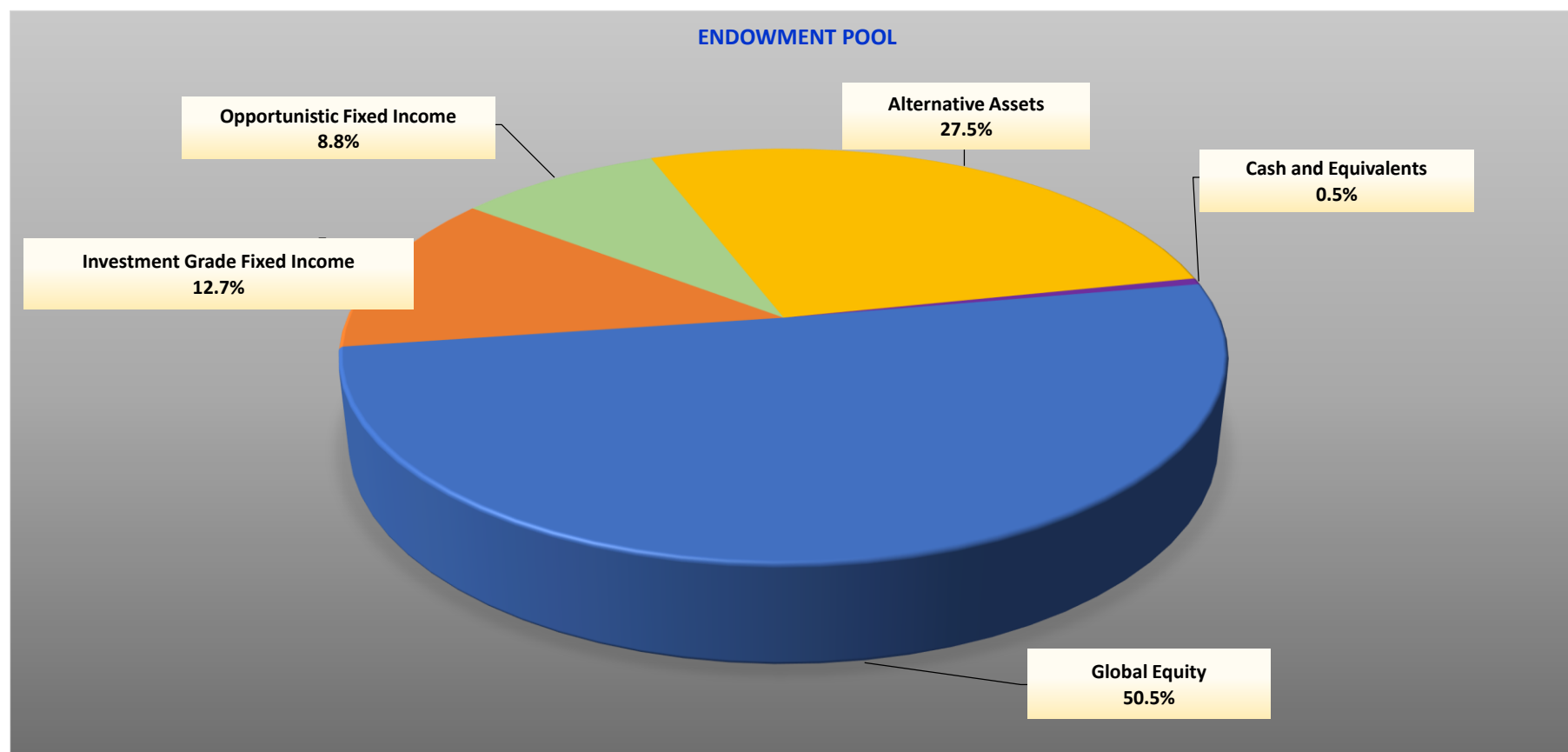
Investment Pool Holding Totals		Annualized Yield	September 2024 Par Value	September 2024 Cost Basis	September 2024 Fair Value	Unrealized (G/L)*
Operational Funds	(Cash and Cash equivalents & investments where maturities are one year or less)		\$118,265,000	\$118,183,597	\$118,220,108	\$36,510
Securities Invested for Income	(Investments intended to generate a consistent stream of income year over year with maturities between one and ten years)		551,091,000	551,357,111	523,268,569	(28,088,542)
Accrued Interest Income					3,486,029	
Total		4.70%	\$669,356,000	\$669,540,708	\$644,974,705	(\$28,052,032)

* Changes in unrealized gains or losses are based on the difference between the cost and current fair value. Like other public institutions, Utah State University practices a buy and hold to maturity strategy, therefore at maturity, principal balances will be returned at full par value. All investments are in compliance with the State of Utah Money Management Act.



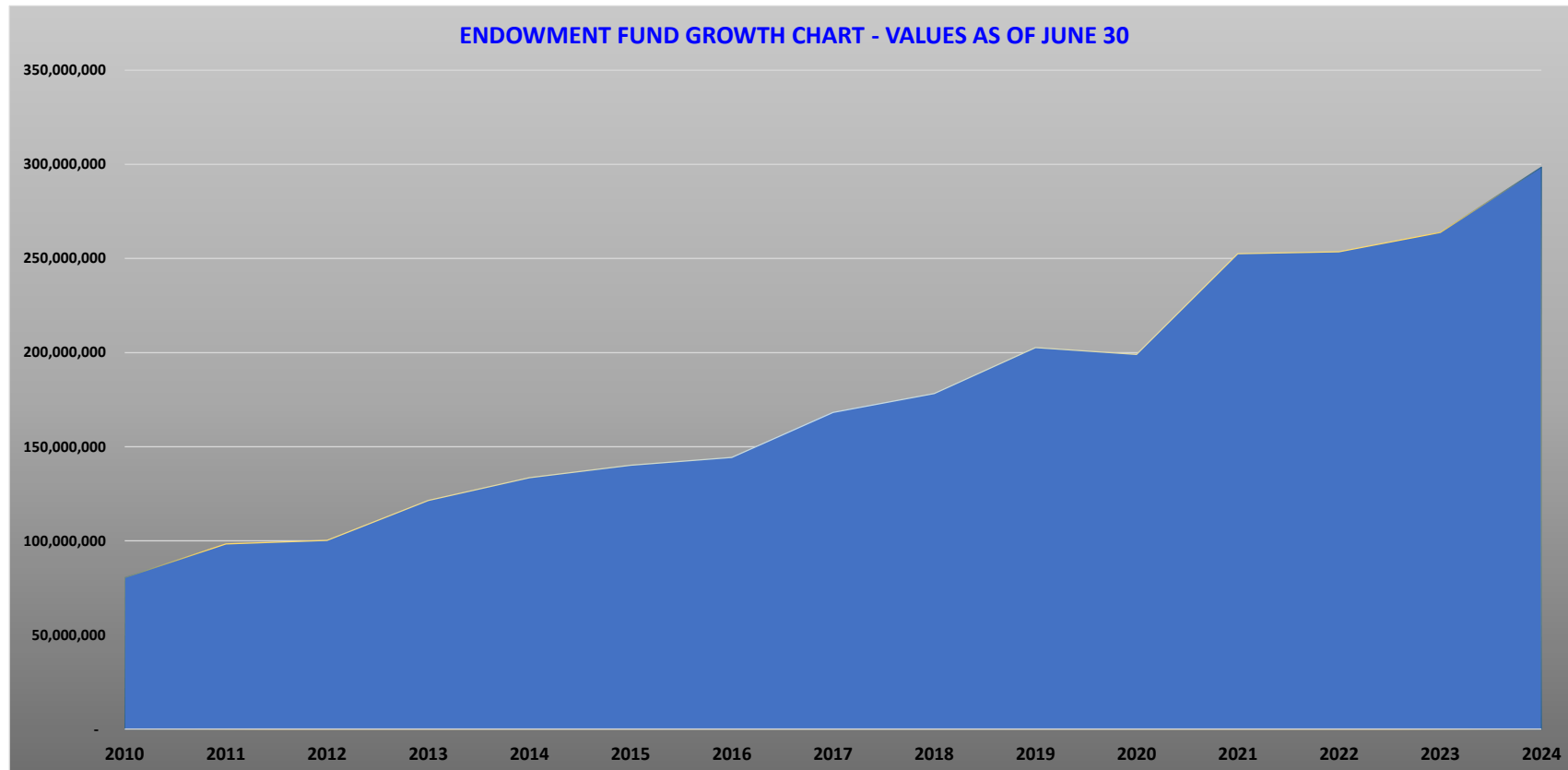


Investment Pool Holding Totals	Change From Prior Year			Change From Prior Month		
	September 2023 Fair Value	September 2024 Fair Value	Net Change from Prior Year	August 2024 Fair Value	September 2024 Fair Value	Net Change from Prior Month
Global Equity	\$128,614,775	\$157,619,775		\$155,752,048	\$157,619,775	
Investment Grade Fixed Income	23,733,100	39,523,697		38,344,302	39,523,697	
Opportunistic Fixed Income	24,792,846	27,430,667		26,901,157	27,430,667	
Alternative Assets	85,047,576	85,890,252		84,768,476	85,890,252	
Cash and Equivalents	940,357	1,553,980		2,298,284	1,553,980	
Total	\$263,128,654	\$312,018,371	\$48,889,717	\$308,064,267	\$312,018,371	\$3,954,104



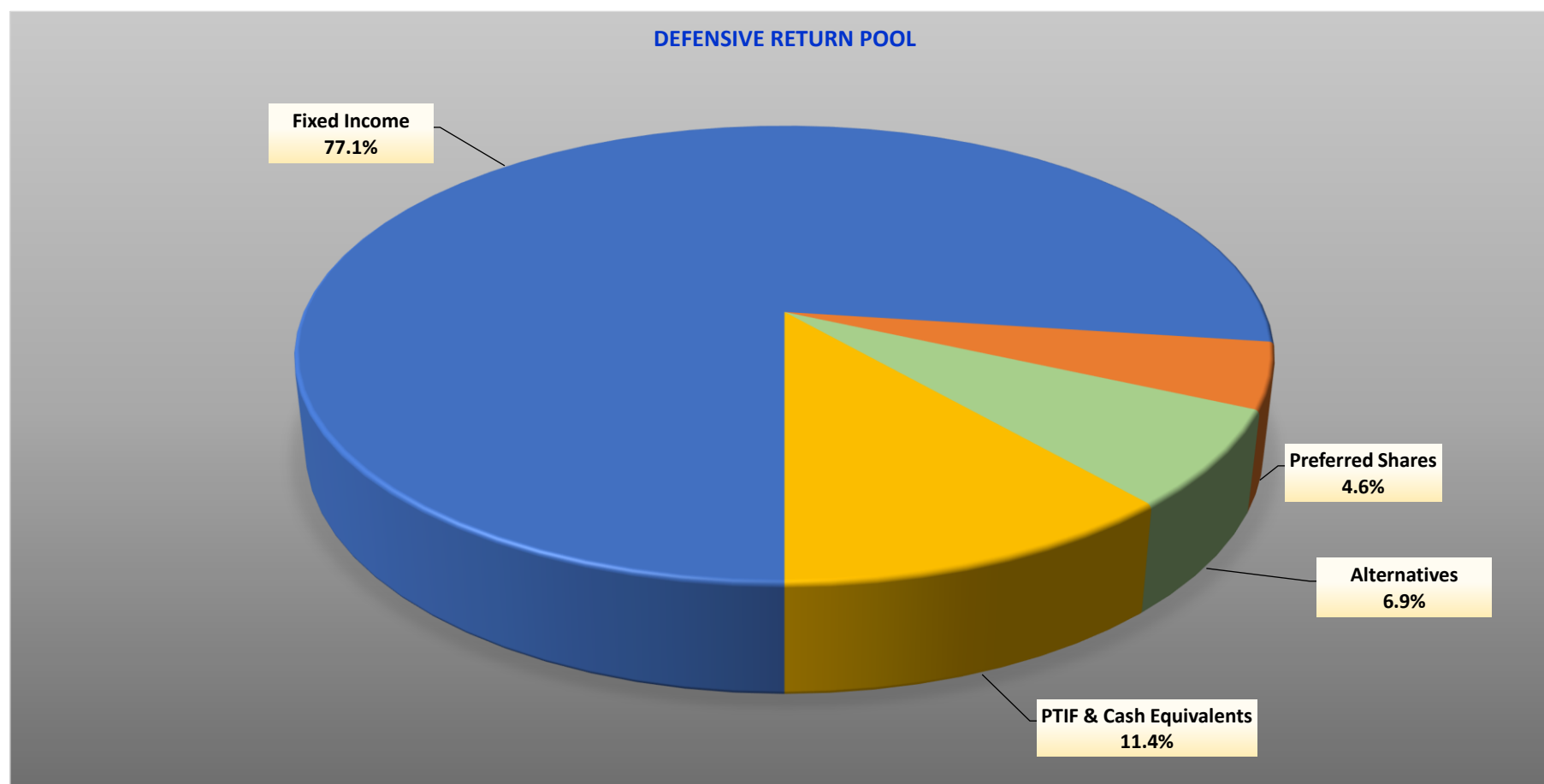


Investment Pool Holding Totals	Asset Allocation		Performance as of September 30, 2024			
	Current Allocation	Target	1 Year %	3 Years %	5 Years %	10 Years %
Global Equity	50.5%	48.0%				
Investment Grade Fixed Income	12.7%	11.5%				
Opportunistic Fixed Income	8.8%	7.5%				
Alternative Assets	27.5%	33.0%				
Cash and Equivalents	0.5%	0.0%				
Total Fund Aggregate	100%	100%	16.7%	6.2%	8.6%	7.5%
Benchmark			18.6%	5.4%	8.6%	7.3%





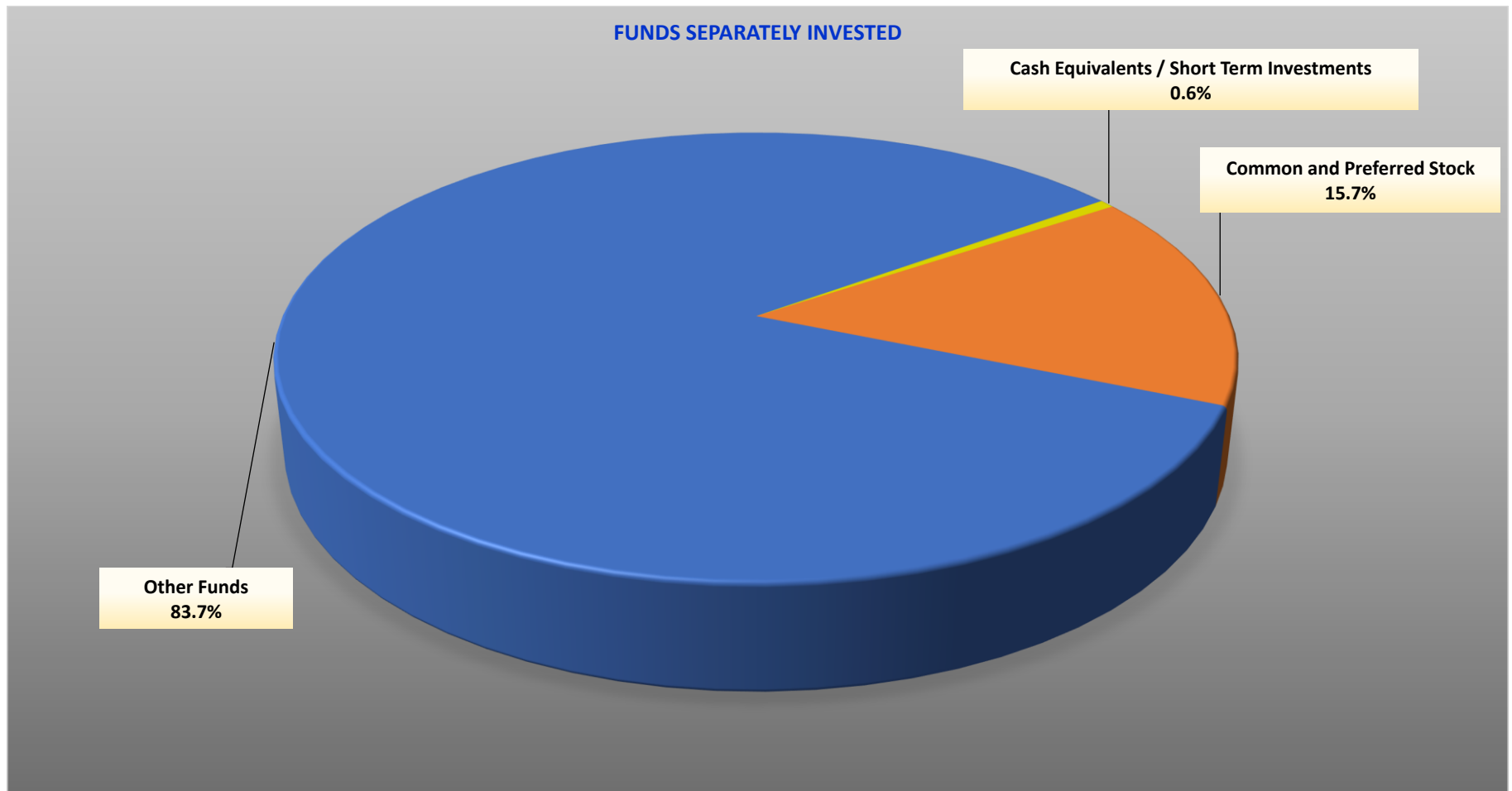
Investment Pool Holding Totals		August 2024 Fair Value	September 2024 Fair Value	Net Change in Fair Value
Fixed Income	(Includes \$102.8 M invested in CMIP)	\$226,257,602	\$218,035,178	
Preferred Shares		12,616,150	13,123,391	
Alternatives		13,181,785	19,350,455	
PTIF & Cash Equivalents		34,054,679	32,263,470	
Total		\$286,110,216	\$282,772,494	(\$3,337,722)





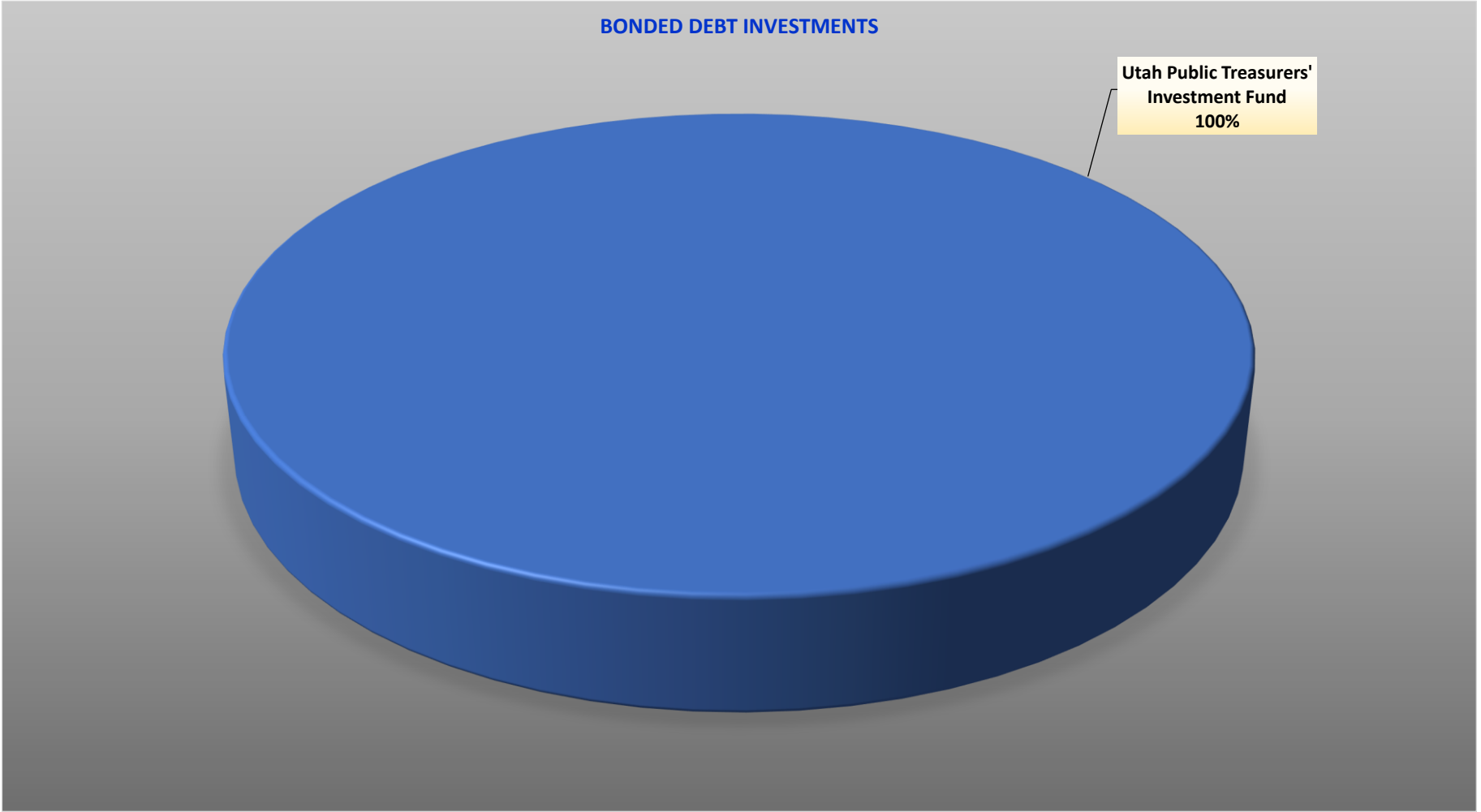
Funds Separately Invested*	September 2024 Cost Basis	September 2024 Fair Value	Change in Unrealized (G/L)
Cash Equivalents / Short Term Investments	\$261,125	\$274,820	
Common and Preferred Stock	6,488,596	7,186,734	
Other Funds	9,679,093	38,354,012	
Total	\$16,428,814	\$45,815,566	\$29,386,752

* Funds Separately Invested primarily consists of donor restricted individual securities donated to the University and managed by outside investment managers.





Bonded Debt Investments		August 2024 Fair Value	September 2024 Fair Value	Net Change in Fair Value
Utah Public Treasurers' Investment Fund	(Bond Proceeds during Construction and Debt Service Reserves)	\$72,534,702	\$75,035,187	
Total		\$72,534,702	\$75,035,187	\$2,500,485



10 January 2025

ITEM FOR ACTION

Report of Investments for October 2024

The Report of Investments for October 2024 is submitted to the Board of Trustees for consideration. It has received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

The following report is a list of Utah State University's investment holdings for the month ended October 2024. Investments are executed in accordance with the State Money Management Act, Rules of the State Money Management Council, and Uniform Prudent Management of Institutions Funds Act.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approve the Report of Investments for October 2024.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, the attached Report of Investments has been filed for review by the Board of Trustees pertaining to the investment activities;

WHEREAS, the investments listed on the attached Report of Investments have been approved by the USU Controller's Office;

WHEREAS, the investment activities listed on the attached Report of Investments are in accordance with the Utah State Money Management Act, the rules of the Utah State Money Management Council, the Utah State Uniform Prudent Management of Institutional Funds Act, and the laws and rules of Utah State University and the State of Utah;

WHEREAS, the Chief Financial Officer for Utah State University, David T. Cowley, Vice President for Finance and Administrative Services, has certified to the best of his knowledge and belief all investment activities listed on the attached Report of Investments were made in accordance with the guidelines, rules, and laws;

WHEREAS, Vice President Cowley requests approval of the attached Report of Investments for the period 1 October 2024 to 31 October 2024;

WHEREAS, the President of Utah State University has reviewed the attached report and recommends its approval by the Utah State University Board of Trustees; and

WHEREAS, the USU Board of Trustees has reviewed and given due consideration, review, and authorization of the investment activities listed on the attached Report of Investments for the period 1 October 2024 to 31 October 2024;

NOW, THEREFORE BE IT RESOLVED that the USU Board of Trustees hereby approves the attached Report of Investments as presented and ratifies the activities listed on said Report of Investments for October 2024.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved



**UTAH STATE UNIVERSITY
REPORT OF
INVESTMENTS
OCTOBER 2024**

The following report is a list of Utah State University's investment holdings for the month ended October 2024. To the best of my knowledge, Utah State University is in compliance with the Utah State Money Management Act, Rules of the Utah State Money Management Council, Utah State Uniform Prudent Management of Institutional Funds Act, and Utah Board of Higher Education and University policies.

Wendy Keller

Wendy Keller
Interim Controller

12/27/2024

Date

A handwritten signature in black ink, appearing to read 'DCW'.

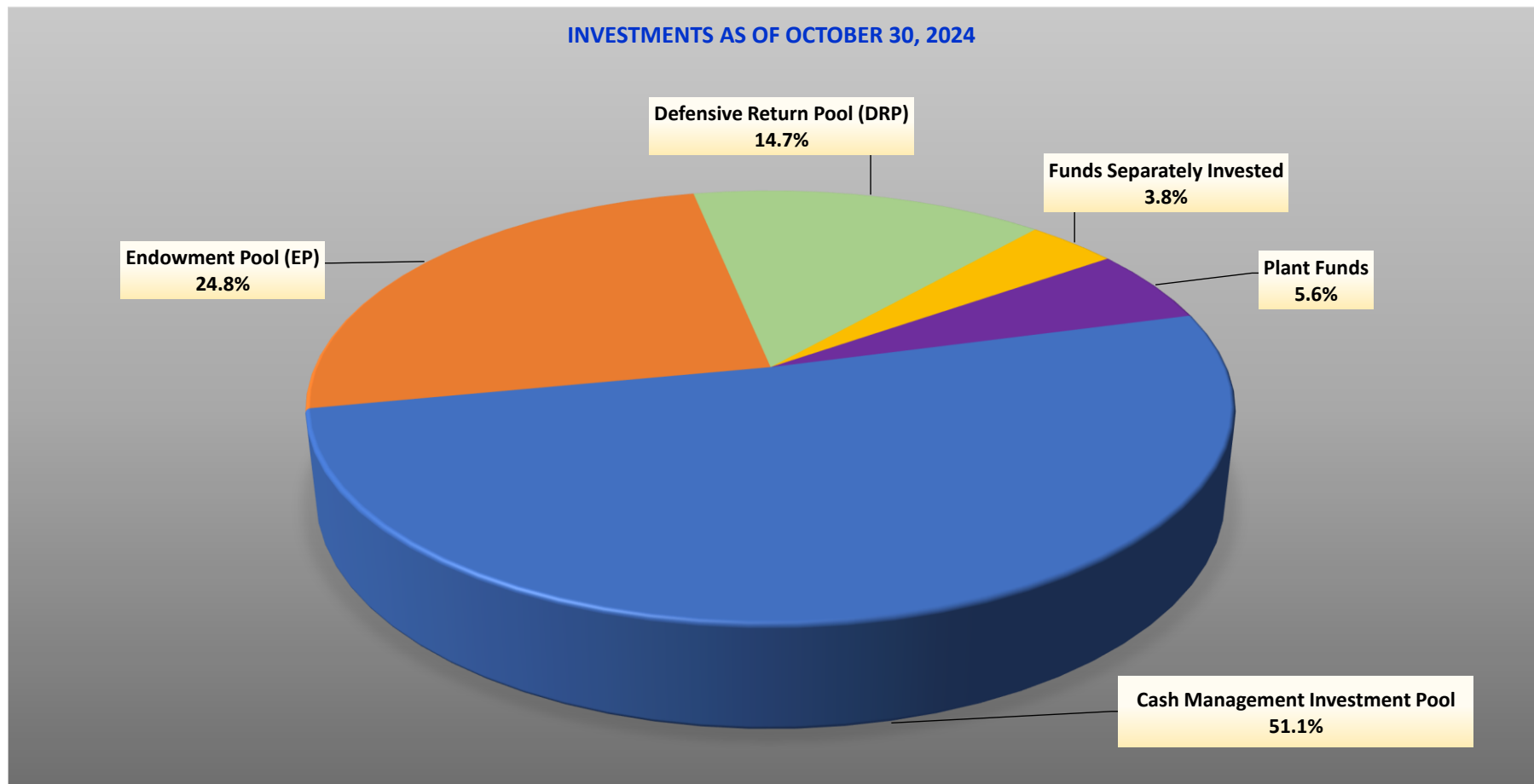
David T. Cowley
Vice President
for Finance and Administrative Services

12/27/2024

Date



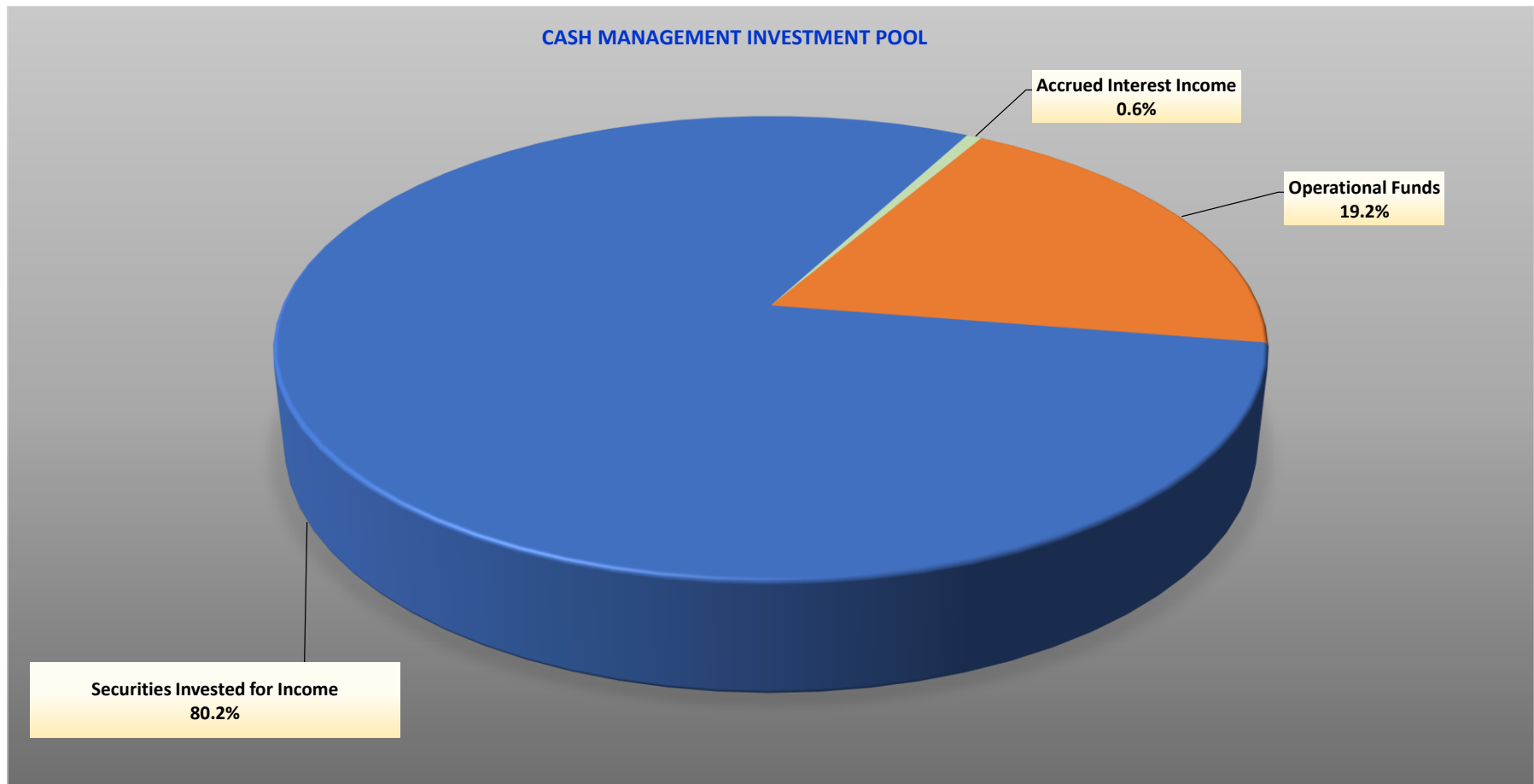
Investment Pool Holding Totals		October 2024 Fair Value
Cash Management Investment Pool		\$613,801,586
Endowment Pool (EP)	<i>(Does not include \$11.6 M invested in CMIP)</i>	298,517,309
Defensive Return Pool (DRP)	<i>(Does not include \$114.2 M invested in CMIP)</i>	176,547,947
Funds Separately Invested	<i>(Donor Restricted Individual Securities, Donor Required External Management)</i>	45,133,510
Plant Funds	<i>(Bond Proceeds during Construction and Debt Service Reserves)</i>	66,970,702
Total		\$1,200,971,054





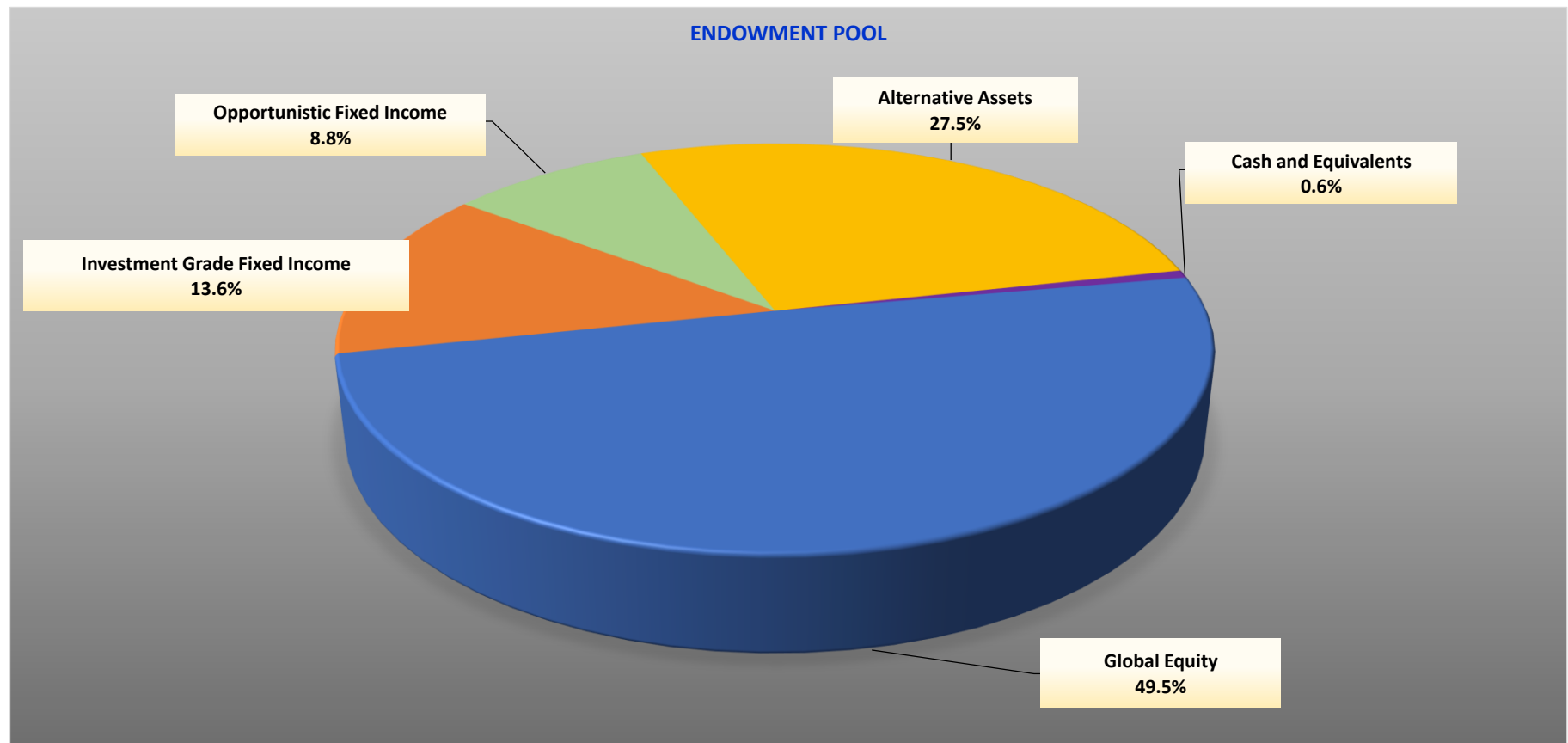
Investment Pool Holding Totals		Annualized Yield	October 2024 Par Value	October 2024 Cost Basis	October 2024 Fair Value	Unrealized (G/L)*
Operational Funds	(Cash and Cash equivalents & investments where maturities are one year or less)		\$118,080,000	\$118,028,051	\$118,099,112	\$71,062
Securities Invested for Income	(Investments intended to generate a consistent stream of income year over year with maturities between one and ten years)		525,091,000	525,539,069	492,120,243	(33,418,825)
Accrued Interest Income					3,582,230	
Total		4.59%	\$643,171,000	\$643,567,120	\$613,801,586	(\$33,347,764)

* Changes in unrealized gains or losses are based on the difference between the cost and current fair value. Like other public institutions, Utah State University practices a buy and hold to maturity strategy, therefore at maturity, principal balances will be returned at full par value. All investments are in compliance with the State of Utah Money Management Act.



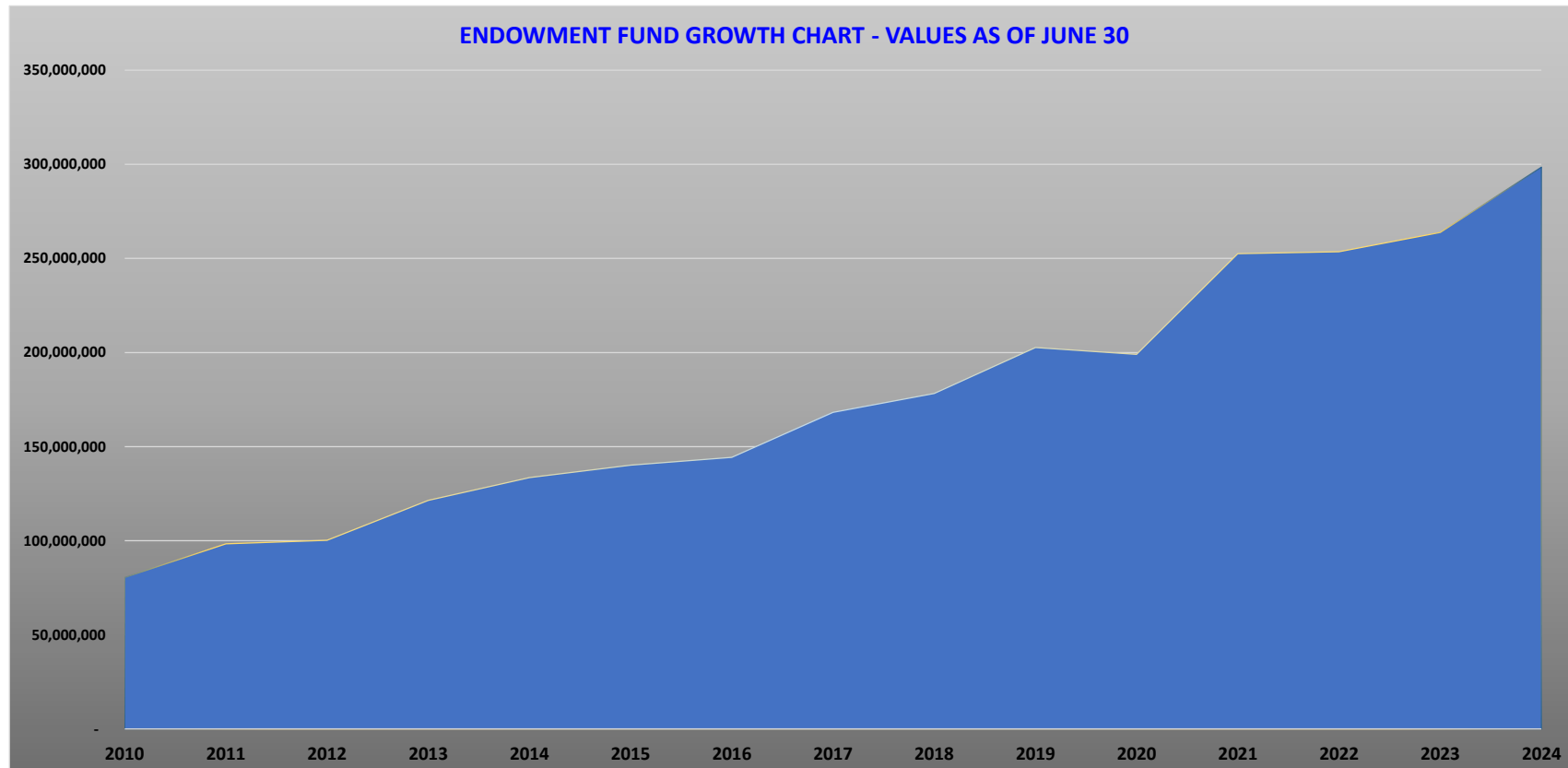


Investment Pool Holding Totals	Change From Prior Year			Change From Prior Month		
	October 2023 Fair Value	October 2024 Fair Value	Net Change from Prior Year	September 2024 Fair Value	October 2024 Fair Value	Net Change from Prior Month
Global Equity	\$118,633,405	\$153,303,937		\$157,619,775	\$153,303,937	
Investment Grade Fixed Income	28,363,835	42,053,162		39,523,697	42,053,162	
Opportunistic Fixed Income	25,169,886	27,416,308		27,430,667	27,416,308	
Alternative Assets	86,082,694	85,363,214		85,890,252	85,363,214	
Cash and Equivalents	792,187	1,940,081		1,553,980	1,940,081	
Total	\$259,042,007	\$310,076,702	\$51,034,695	\$312,018,371	\$310,076,702	(\$1,941,669)



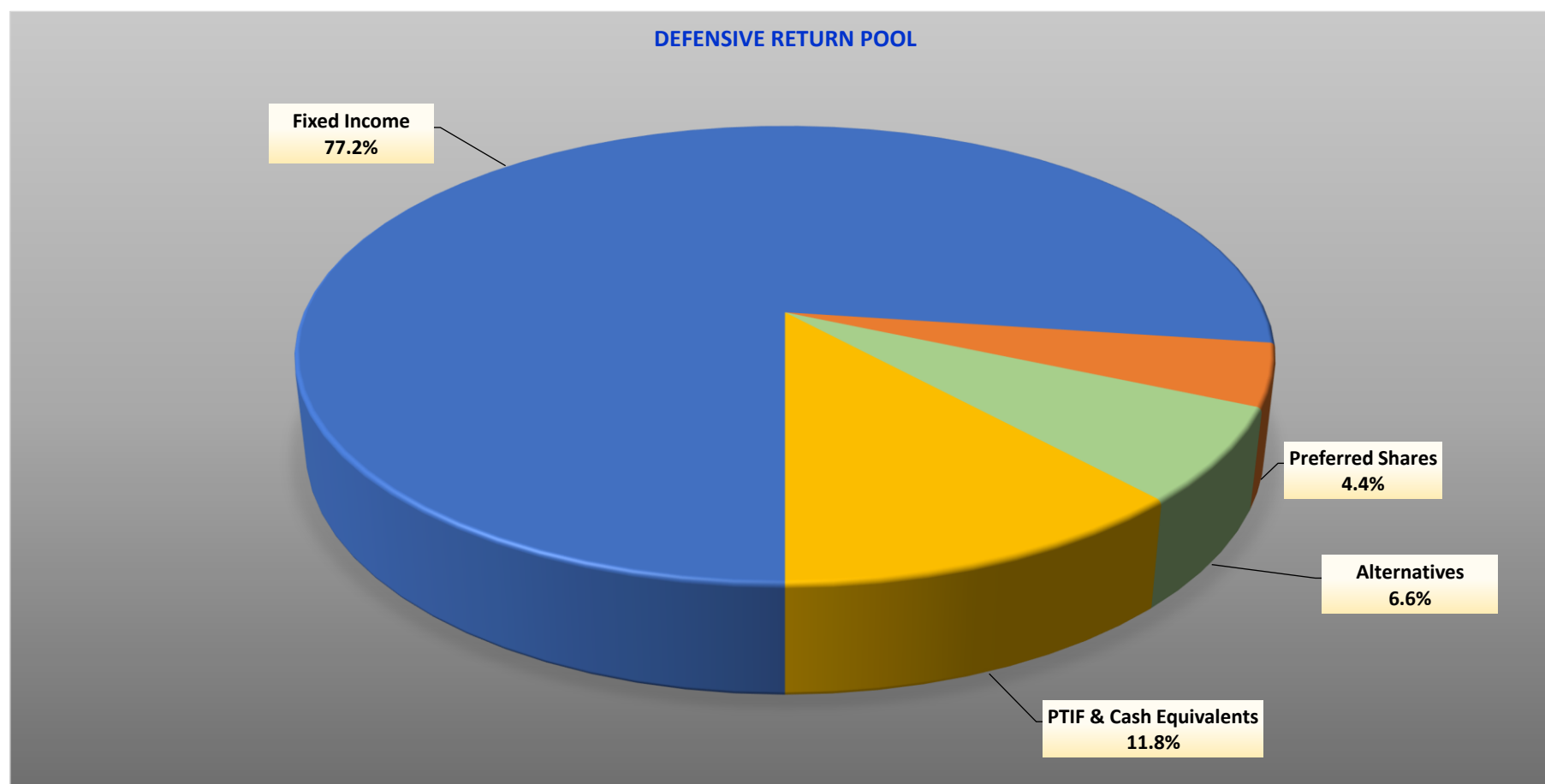


Investment Pool Holding Totals	Asset Allocation		Performance as of October 31, 2024			
	Current Allocation	Target	1 Year %	3 Years %	5 Years %	10 Years %
Global Equity	49.5%	48.0%				
Investment Grade Fixed Income	13.6%	11.5%				
Opportunistic Fixed Income	8.8%	7.5%				
Alternative Assets	27.5%	33.0%				
Cash and Equivalents	0.6%	0.0%				
Total Fund Aggregate	100%	100%	16.7%	4.7%	8.0%	7.2%
Benchmark			18.0%	3.9%	7.9%	7.0%





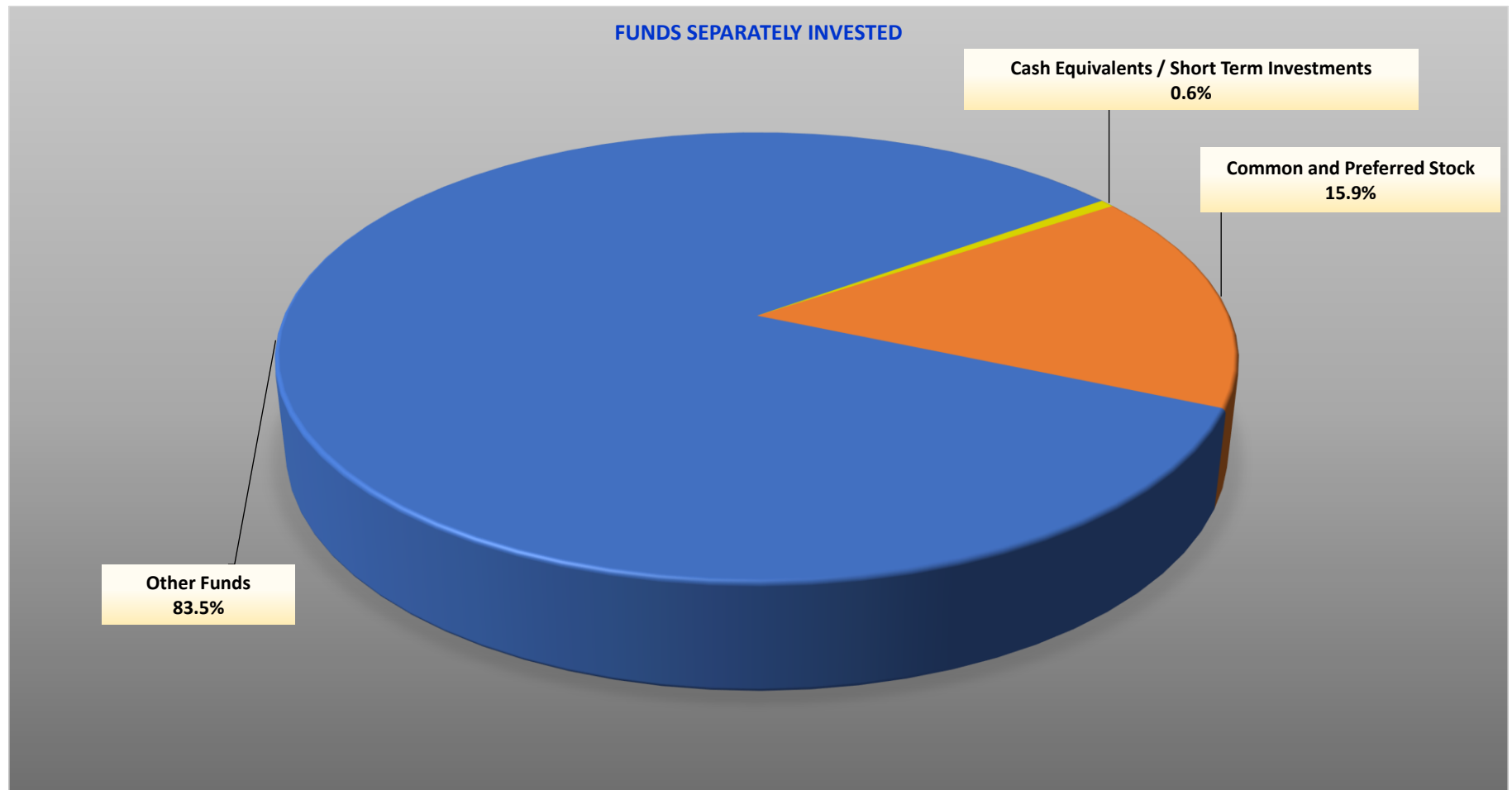
Investment Pool Holding Totals		September 2024 Fair Value	October 2024 Fair Value	Net Change in Fair Value
Fixed Income	(Includes \$114.2 M invested in CMIP)	\$218,035,178	\$224,279,149	
Preferred Shares		13,123,391	12,782,300	
Alternatives		19,350,455	19,309,863	
PTIF & Cash Equivalents		32,263,470	34,328,548	
Total		\$282,772,494	\$290,699,860	\$7,927,366





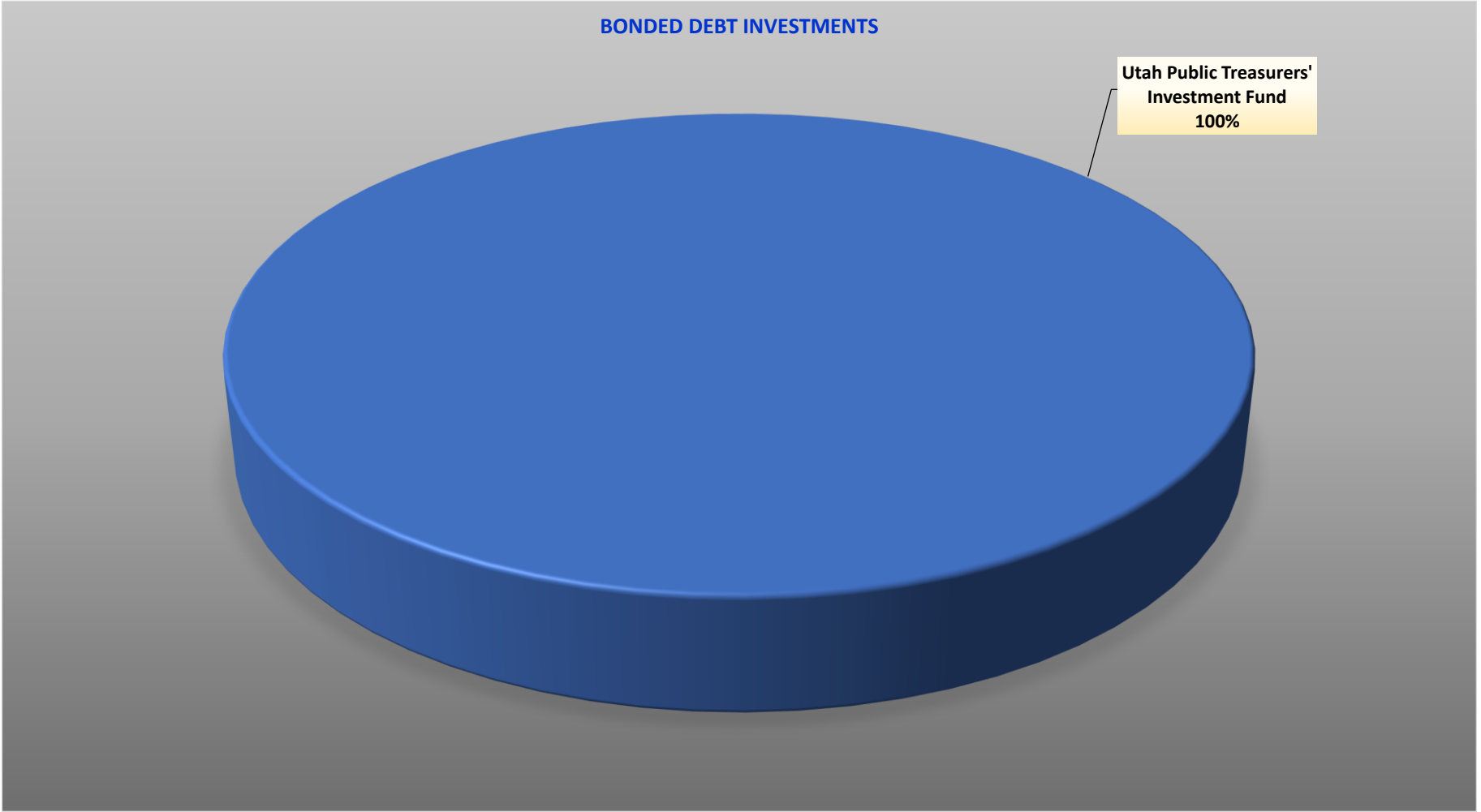
Funds Separately Invested*	October 2024 Cost Basis	October 2024 Fair Value	Change in Unrealized (G/L)
Cash Equivalents / Short Term Investments	\$247,711	\$261,327	
Common and Preferred Stock	6,490,079	7,187,549	
Other Funds	9,691,919	37,684,634	
Total	\$16,429,709	\$45,133,510	\$28,703,801

* Funds Separately Invested primarily consists of donor restricted individual securities donated to the University and managed by outside investment managers.





Bonded Debt Investments		September 2024 Fair Value	October 2024 Fair Value	Net Change in Fair Value
Utah Public Treasurers' Investment Fund	(Bond Proceeds during Construction and Debt Service Reserves)	\$75,035,187	\$66,970,702	
Total		\$75,035,187	\$66,970,702	(\$8,064,485)



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 Mr. Rich McKeown 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 Mr. Rich McKeown as Director for the Utah State University Space Dynamics Laboratory expires in 2024; and

WHEREAS, Mr. McKeown'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 Mr. Rich McKeown'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:

Jacey Skinner, Chair

Date



Rich McKeown

Rich McKeown co-founded Leavitt Partners and served as the firm's first CEO from 2009 – April 2017.

In previous roles he served as chief of staff for Mike Leavitt at the U.S. Department of Health and Human Services (HHS). At HHS, he directed and coordinated the activities of the largest department in the federal government, serving as the Secretary's day-to-day manager for a department that employed 67,000 people and had an annual budget in excess of \$840 billion. He also led the negotiations between China and the FDA regarding Drug, Device and Food issues which led to landmark agreements in 2008 and paved the way for the placement of US-FDA offices around the world. From November 2003 until January 2005, Rich served as senior counselor and chief of staff to Administrator Leavitt at the U.S. Environmental Protection Agency.

Rich co-authored with Mike Leavitt the highly acclaimed book titled Finding Allies, Building Alliances.

Prior to his public service in Washington, D.C., Rich served as chief of staff to Governor Mike Leavitt and as commissioner of the Utah State Tax Commission. His background is as a private practice lawyer and educator. Rich received his juris doctorate from the University of Utah and bachelor's degree from Ohio University.

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 Mr. Robert Lightfoot, Jr. 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 Mr. Robert Lightfoot, Jr. as Director for the Utah State University Space Dynamics Laboratory expires in 2024; and

WHEREAS, Mr. Lightfoot'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 Mr. Robert Lightfoot, Jr. 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:

Jacey Skinner, Chair

Date



Robert Lightfoot

Robert Lightfoot is the president of Lockheed Martin Space and an officer of Lockheed Martin Corporation. In this capacity, he leads the Space business, which is a more than \$11 billion enterprise employing more than 22,000 people globally. The Space portfolio provides advanced technology systems for national security, civil and commercial customers. The Space business area includes integrated systems for satellites, human spaceflight, strategic and missile defense, satellite command and control, sensor and data processing including predictive analytics and big data applications, space observatories and interplanetary robotic spacecraft, and a range of sensing, communications, and exploration payloads.

Previously, Lightfoot served as vice president of Operations for Lockheed Martin Space and was responsible for production operations, including assembly, test and launch operations (ATLO), supply chain, quality, program management and all facilities, logistics, and security services. He also served as vice president of Strategy and Business Development within the business area. In this capacity, he led the growth of the Space business with a comprehensive strategy to develop new markets while maintaining the current portfolio. Lightfoot also led strategic planning, advanced technology development and new business acquisition efforts for all lines of business. Prior to joining Lockheed Martin in 2019, he served as the president of LSINC Corporation.

Lightfoot spent 29 years at NASA, where he served as associate administrator, the agency's highest-ranking civil service position. He held other critical leadership roles to support space operations, exploration and science missions including director of the Marshall Space Flight Center in Huntsville, Alabama, and director of Propulsion Test at Stennis Space Center in Mississippi. He also focused on strategies for key missions including the Space Shuttle's return to flight following the Columbia tragedy, then initial transition and retirement efforts for shuttle infrastructure.

He was inducted into the State of Alabama Engineering Hall of Fame in 2010, and received numerous awards during his NASA career, including the Presidential Rank Award for Distinguished Executives, the highest honor for federal government work, in 2006, 2010, and 2016.

Lightfoot earned a bachelor's degree in mechanical engineering from the University of Alabama where he is a Distinguished Departmental Fellow for the Department of Mechanical Engineering, a College of Engineering fellow, and previously served on the Mechanical Engineering Advisory Board.

ITEM FOR ACTION

Re: Utah State University Space Dynamics Laboratory

- Recommendation for 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 appointment of David Jones, Dean, College of Engineering, Utah State University as Director to the Utah State University Space Dynamics Laboratory Board of Directors for a three (3) year term beginning with the February 2025 Board meeting.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, the Utah State University Space Dynamics Laboratory has a vacancy on the Board of Directors,

AND WHEREAS, David Jones, Dean, College of Engineering, Utah State University, has experience and knowledge that will lend strength to the Board,

NOW, THEREFORE, BE IT RESOLVED, that the President of Utah State University and the Utah State University Board of Trustees hereby approve David Jones be appointed 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:

Jacey Skinner, Chair

Date



David Jones
Dean, College of Engineering, Utah State University

David Jones is the dean of the College of Engineering at Utah State University. Prior to joining USU in the fall of 2024, he served as head of the Biological Systems Engineering Department at the University of Nebraska-Lincoln. There, he led the department to a top-10 ranking among the nation's best biological and agricultural engineering programs ranked by U.S. News and World Report. He guided his department to record research expenditures and implemented a system of best practices for continuous improvements in teaching, curriculum development, and in increasing the number and quality of undergraduate engineering students at UNL across multiple campuses. Jones was instrumental in developing UNL's Biological Systems Engineering curriculum and providing vision and leadership in delivering excellence in undergraduate engineering education.

At UNL, Jones also served as associate dean in the College of Engineering where he created a first-of-its-kind student success initiative called the *Complete Engineer*. The framework provides opportunities for students to enhance their academic, professional, and personal development.

Jones's research is focused on modeling, food engineering, and risk assessment. He has published over 100 refereed articles and book chapters and has advised numerous MS and PhD students. He has received multiple awards for teaching and service to students and colleagues. His contributions to agricultural engineering research include new advances in the processing of alternative crops, thermochemical conversions for the development of bio-based fuels, circular bioeconomy systems, and developing models for risk-based decision making.

Jones earned bachelor's and master's degrees in agricultural Engineering from Texas A&M University and his Ph.D. in agricultural engineering from Oklahoma State University.

At USU, Jones will usher the College of Engineering through a new period of growth and development across five academic departments and nine research centers. The college is home to the highly renowned Utah Water Research Laboratory and the National Science Foundation-sponsored ASPIRE Engineering Research Center for sustainable electrified transportation.

Each year, the college welcomes an average of 2,100 undergraduates and 350 graduate students from across Utah and around the world. USU Engineering offers six ABET-accredited undergraduate degrees and 15 graduate degree programs. In 2023, the college generated \$40 million in research expenditures. In 2024, USU graduated its largest-ever class of engineers.

ITEM FOR ACTION

Re: Utah State University Space Dynamics Laboratory

- Recommendation for 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 appointment of Natalie Gochmour, Associate Dean, David Eccles School of Business, University of Utah, as Director to the Utah State University Space Dynamics Laboratory Board of Directors for a three (3) year term beginning with the February 2025 Board meeting.

RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES

WHEREAS, the Utah State University Space Dynamics Laboratory has a vacancy on the Board of Directors,

AND WHEREAS, Natalie Gochnour, Associate Dean, David Eccles School of Business, University of Utah, has experience and knowledge that will lend strength to the Board,

NOW, THEREFORE, BE IT RESOLVED, that the President of Utah State University and the Utah State University Board of Trustees hereby approve Natalie Gochnour be appointed 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:

Jacey Skinner, Chair

Date

ITEM FOR ACTION

Review and Acceptance of the External Audit Reports

The external audit reports are submitted to the Board of Trustees for consideration. The audit reports listed below have received the appropriate administrative review.

EXECUTIVE SUMMARY

Audits of University financial statements are conducted by various external agencies. The State of Utah Auditor's Office performed the comprehensive audit on the University financial statements for the year ended 30 June 2024. The State of Utah Auditor's Office also performed the required audit on the Edith Bowen Laboratory School financial statements for the year ended 30 June 2024. The firm Jones Simkins LLP performed the comprehensive audit on the Utah State University Space Dynamics Laboratory's financial statements for the year ended 30 June 2024.

The reports listed below were review by the Board of Trustees Audit, Risk, and Compliance Committee on December 13, 2024.

1. Utah State University Financial Report, Required Communications Memo, and Government Auditing Standards Report for the Year Ended 30 June 2024
2. Utah State University Space Dynamics Laboratory Financial Statements and Management Letter for the Year Ended 30 June 2024
3. Edith Bowen Laboratory School Annual Financial Statements with Independent Auditor's Report, Required Communications Memo, Government Auditing Standards Report, and State Compliance Audit Report for the Year Ended 30 June 2024

RECOMMENDATION

The President, Vice President for Finance and Administrative Services, and the Audit, Risk, and Compliance Committee recommend that the Board of Trustees accept the external audit reports.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, audits of University financial statements are conducted by various external agencies;

WHEREAS, a meeting of the Utah State University Board of Trustees Audit, Risk, and Compliance Committee was held on December 13, 2024 for the purpose of reviewing the external audit reports;

WHEREAS, the following individuals are members of the Utah State University Board of Trustees Audit, Risk, and Compliance Committee: David A. Petersen, Chair; Kent Alder; Jacey Skinner; and Clark Whitworth; and

WHEREAS, the following reports were reviewed:

1. Utah State University Financial Report, Required Communications Memo, and Government Auditing Standards Report for the Year Ended 30 June 2024
2. Utah State University Space Dynamics Laboratory Financial Statements and Management Letter for the Year Ended 30 June 2024
3. Edith Bowen Laboratory School Annual Financial Statements with Independent Auditor's Report, Required Communications Memo, Government Auditing Standards Report, and State Compliance Audit Report for the Year Ended 30 June 2024

WHEREAS, the President, Vice President for Finance and Administrative Services, and the Audit, Risk, and Compliance Committee recommend the Board of Trustees accept the external audit reports:

NOW, THEREFORE BE IT RESOLVED that the Utah State University Board of Trustees hereby accepts the above listed audit reports.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved

10 January 2025

ITEM FOR ACTION

Real Property Disposition

The real property disposition described herein is submitted to the Utah State University Board of Trustees for review and approval. The proposed action has received appropriate administrative review and approval.

EXECUTIVE SUMMARY

Utah State University (USU) seeks approval to dispose of 8.623 acres of vacant land located at 350 North 500 West in Vernal, Utah approximately 1.5 miles east of the USU Vernal Campus, as shown in the aerial photo in Exhibit A.

USU received the land as a donation in 2007, with the donor's intent to sell the land at a future date. Proceeds from the sale will be used as intended by the donor.

An appraisal report recently obtained by USU determined the land's current fair market value to be approximately \$920,000. The property will be listed for sale on the local multiple listing service, and USU will consider all offers and accept the best offer received.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approves the Real Property Disposition located in Vernal, Utah.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, Utah State University (USU) seeks approval to dispose of 8.623 acres of vacant land located at 350 North 500 West in Vernal, Utah approximately 1.5 miles east of the USU Vernal Campus, as shown in the aerial photo in Exhibit A;

WHEREAS, USU received the land as a donation in 2007, with the donor's intent to sell the land at a future date;

WHEREAS, proceeds from the sale will be used as intended by the donor;

WHEREAS, an appraisal report recently obtained by USU determined the land's current fair market value to be approximately \$920,000;

WHEREAS, the property will be listed for sale on the local multiple listing service, and USU will consider all offers and accept the best offer received; and

WHEREAS, the President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approves the Real Property Disposition located in Vernal, Utah;

NOW, THEREFORE BE IT RESOLVED that the USU Board of Trustees hereby approves the Real Property Disposition located in Vernal, Utah.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved

EXHIBIT A



10 January 2025

ITEM FOR ACTION

Carbon County Regional Airport Hangar Lease

The proposed Carbon County Regional Airport hangar lease described herein is submitted to the Utah State University Board of Trustees for review and approval. The proposed action has received appropriate administrative review and approval.

EXECUTIVE SUMMARY

Utah State University (USU) is seeking approval to enter into a 10-year lease agreement with Carbon County for a 10,400-square-foot hangar to be constructed at the Carbon County Regional Airport in Price, Utah. The U.S. Economic Development Administration (EDA) is providing some of the funding for this project. USU will prepay \$500,000 for the 10-year lease term. At the conclusion of the lease, USU will have the option, subject to EDA approval, to purchase the hangar for \$1,780,000.

If USU exercises the purchase option, the prepaid rent of \$500,000 would be credited toward the purchase price. However, should USU not receive EDA approval or decide not to purchase the hangar, USU retains the right to negotiate a continued lease with terms that are mutually beneficial to both parties.

Leasing the hangar will allow USU to expand its Aviation Technology-Maintenance Management program to the Price campus, add programs offered by USU at the Carbon County Regional Airport, and create valuable employment opportunities in the area by supplying skilled workers to the aviation industry.

RECOMMENDATION

The President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approves entering into a hangar lease agreement at the Carbon County Regional Airport.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, Utah State University (USU) is seeking approval to enter into a 10-year lease agreement with Carbon County for a 10,400-square-foot hangar to be constructed at the Carbon County Regional Airport in Price, Utah;

WHEREAS, the U.S. Economic Development Administration (EDA) is providing some of the funding for this project;

WHEREAS, USU will prepay \$500,000 for the 10-year lease term;

WHEREAS, at the conclusion of the lease, USU will have the option, subject to EDA approval, to purchase the hangar for \$1,780,000;

WHEREAS, if USU exercises the purchase option, the prepaid rent of \$500,000 would be credited toward the purchase price;

WHEREAS, if USU does not receive EDA approval or decides not to purchase the hanger, USU retains the right to negotiate a continued lease with terms that are mutually beneficial to both parties;

WHEREAS, leasing the hangar will allow USU to expand its Aviation Technology-Maintenance Management program to the Price campus, add programs offered by USU at the Carbon County Regional Airport, and create valuable employment opportunities in the area by supplying skilled workers to the aviation industry; and

WHEREAS, the President and Vice President for Finance and Administrative Services recommend that the Board of Trustees approves entering into a hangar lease agreement at the Carbon County Regional Airport:

NOW, THEREFORE BE IT RESOLVED that the USU Board of Trustees hereby approves entering into a hangar lease agreement at the Carbon County Regional Airport.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved

RESOLUTION

UTAH STATE UNIVERSITY

BOARD OF TRUSTEES

WHEREAS, USU Policy 517: Investment Policy provides for the implementation of and compliance with the State Money Management Act, Rules of the State Money Management Council, the Uniform Prudent Management of Investment Funds Act, and the Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments;

WHEREAS, the Vice President for Finance and Administration desires to clarify the criteria for the Public Treasurer, clarify the USU Board of Trustees and Foundation Board participation on the Investment Advisory Committees, add responsibilities for key individuals, and update the guidelines for the Endowment Pool, Defensive Return Pool, and Cash Management Investment Pool;

WHEREAS, the revisions requested by the Vice President for Finance and Administration are focused on compliance with state statute and federal regulation;

WHEREAS, the President and Vice President for Finance and Administration recommend that the Board of Trustees approve the amendment to Policy 517: Investment Policy; and

WHEREAS, the amendments to Policy 517: Investment Policy received the appropriate administrative review and approval required by USU Policy 200.

NOW THEREFORE BE IT RESOLVED THAT the USU Board of Trustees approve the amendment of Policy 517: Investment Policy.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved

EXECUTIVE SUMMARY

USU Policy 517: Investment

Category: Operating

Subcategory: General

Covered Individuals: All USU Employees

Responsible Executive: Vice President for Finance and Administrative Services

Policy Custodian: Office of the Vice President for Finance and Administrative Services

BACKGROUND:

The Investment policy is reviewed internally on an annual basis. Based on this review, the following policy revisions are necessary.

KEY PROVISIONS OF THE REVISED POLICY:

Clarifies the USU Board of Trustees and Foundation Board participation on the Investment Advisory Committees.

Adds a Responsibilities section.

Updates outdated references.

KEY PROVISIONS OF THE INVESTMENT GUIDELINES:

Endowment Pool Guidelines

Defines the maximum exposure to illiquid assets.

Updates permissible asset classes and broad asset allocation targets.

Defensive Return Pool Guidelines

Updates allowable exposure to common equity markets.

Updates outdated references.

Updates permissible asset classes and asset allocation targets.

Cash Management Investment Pool Guidelines

Updates outdated references.

University Policy 517 Investment Policy

Category: Operating

Subcategory: General

Covered Individuals: All USU Employees

Responsible Executive: Vice President for Finance and Administrative Services

Policy Custodian: Office of the Vice President for Finance and Administrative Services, Vice President

Last Revised: 2024/08/30

Previous USU Policy Number: N/A

517.1 PURPOSE AND SCOPE

To provide for the implementation of and compliance with the State Money Management Act (MMA), the Rules of the State Money Management Council, the Uniform Prudent Management of Institutional Funds Act (UPMIFA), and the Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments wherein:

- 1) Institutional Funds are governed by UPMIFA.
- 2) Operating Funds are governed by the State Money Management Act

517.2 POLICY

2.1 Authority to Manage and Invest Funds

The President of the University shall recommend for authorization by the Board of Trustees, employees of the University to serve as Public Treasurers or designee (as defined by the State Money Management Act.

Authority to manage, engage in, and approve investments are authorized as follows:

Responsibility	Cash Management Investment Pool (CMIP)	Defensive Return Pool (DRP)	Endowment Pool (EP)
Manage and Engage in Investments	Manager Treasury Services	Associate Vice President for Finance and Administrative Services	External Investment Managers
Oversight	Vice President for Finance and Administrative Services	DRP Investment Advisory Committee	EP Investment Advisory Committee with assistance from Investment Advisor
Primary Approval	Vice President or designee	Vice President	Vice President

2nd Level Approval	President or designee	President or designee	President or designee
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A Notification of Investment Form will be completed to signify ratifying approval of investment purchases.

No person may engage in an investment transaction on behalf of Utah State University except as provided under the terms of this policy.

2.2 Investment Pools or Portfolios

- 1) Similar funds may be commingled for investment and/or reporting purposes unless specifically prohibited by statute, donor stipulation, or bond covenant.
- 2) Investment pools or portfolios may be established to:
 - a. Ensure compliance with the appropriate specific provisions of the State Money Management Act and Rules of the State Money Management Council, Uniform Prudent Management of Institutional Funds Act, or Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments, under which the investment pool or portfolio will be governed.
 - b. Ensure compliance with written donor directives relating to gifts, devise, or bequests (see 2.3 Donated Securities).
 - c. Ensure compliance with any legal restrictions, such as bond covenants or trust agreements.
 - d. Meet investment objectives as outlined in the [Cash Management Investment Pool Guidelines](#), [Defensive Return Pool Investment Guidelines](#), or the [Endowment Pool Investment Guidelines](#) to help provide funding for the various operating or educational needs within the University.
- 3) Certain funds or securities may be separately invested, rather than commingled in an investment pool, if one or more of the following conditions exist:
 - a. A donor has provided written directions as to the investment of, or that restricts the sale of, their donation in that it makes it impractical to commingle with other securities or funds in other investment pools.
 - b. The Vice President for Finance and Administrative Services approves such an investment, as long as such an investment is in accordance with the appropriate governing regulations.

2.3 Donated Securities

- 1) Securities received by gift, devise, or bequest, whether outright or in trust, shall be sold as soon as practical in accordance with the Rules of the Money Management Council, and Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments unless:
 - a. Restrictions specified by the donor through a written instrument contain directions as to the investment thereof. The funds embodied within the gift shall be invested in accordance with those directions, therein. The University will periodically review donor's written directions to determine if any donated securities being held can be sold or if they should be written off if the value is deemed immaterial.
 - b. Such securities are restricted from sale because they are not registered with the Securities and Exchange Commission and/or lack a written instrument as per the intentions of the donor. In such cases, they may be retained as a qualified investment. When the terms of the restrictions are no longer applicable, the securities shall be sold or written off in accordance with this section.
- 2) Holding such securities as noted above are deemed to be in compliance with the Rules of the State Money Management Council, and Utah State Board of Regents Policy R541, Management and Reporting of Institutional Investments.

2.4 Investment Advisory Committees

The Investment Advisory Committees of the Endowment Pool and Defensive Return Pool shall include not more than two members of the Board of Trustees and no less than two independent investment management professionals.

Non-University committee members shall be invited to serve a five-year term and may be invited to serve a second five-year term.

2.5 Reporting, Audit, & Conflict of Interest Requirements

Investment reports, audit, and conflict of interest requirements are in accordance with Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments.

517.3 REFERENCES

- [Utah System of Higher Education Policy R-541 Management and Reporting of Institutional Investments.](#)
- [State Money Management Act, Title 51, Chapter 7.](#)
- [Rules of the State Money Management Council.](#)
- [Uniform Prudent Management of Institutional Funds Act \(UPMIFA\), Title 51, Chapter 8.](#)

517.4 RELATED USU POLICIES

- [Utah State University Policy 545 Individual Conflicts of Interest.](#)

517.5 DEFINITIONS

5.1 Institutional Fund

- Means a fund that is primarily for appreciation or the production of income and intended to be held in perpetuity.
- Institutional Funds do not include: program-related assets which are assets held to accomplish the purpose of the institution and not primarily for appreciation or the production of income.

5.2 Operating Funds

- Funds not primarily for appreciation or the production of income.
- Money used for the operation of a higher education institution that is received from state appropriations, government contracts and grants, or tuition and fees collected from students.

5.3 Public Treasurer

- Utah State University official or designee who has the responsibility for the safekeeping and investment of public funds.

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

- [Cash Management Investment Pool Guidelines](#)
- [Defensive Return Pool Investment Guidelines](#)
- [Endowment Pool Investment Guidelines](#)

Related Forms and Tools

- None

Contacts

- [Dave Cowley, Vice President for Finance and Administrative Services](#)

POLICY HISTORY

Original issue date: 2006/10/26

Last review date: 2024/08/19

Next scheduled review date: 2025/09/01

Previous revision dates: 2022/06/24, 2016/11/18, 2014/02/19, 2016/11/18

Defensive Return Pool Investment Guidelines

I. Purpose

The purpose of this document is to set forth the objectives and guidelines of the Utah State University Defensive Return Pool for ~~the~~ implementation of the investment strategy.

II. Definitions

a. Institutional Fund

- Means a fund that is primarily for appreciation or the production of income, and intended to be held in perpetuity.
- Institutional Funds do not include: program-related assets which are assets held to accomplish the purpose of the institution and not primarily for appreciation or the production of income.

b. Internally Designated Funds Functioning as Endowments

- Funds, regardless of source, whose corpus is intended to be held in perpetuity by internal designation.

III. Investment Objectives

The primary investment strategy of the Defensive Return Pool is designed to provide stable current income regardless of interest rate fluctuations.

a. Risk ~~Objectives~~ ~~Considerations~~

- To accept the minimum level of risk required to achieve the Defensive Return Pool's return objective as stated below.
- To minimize the likelihood of experiencing ~~lower than expected~~ negative returns over ten-year periods.
 - ~~To remain defensive by avoiding the risk of common equity markets.~~
- ~~iv. iii.~~ To use diversification, where possible, to minimize exposure to company and industry specific risks in the aggregate investment portfolio.

b. Return Objectives

- To achieve the highest reasonably prudent annual income.
- Over a ten-year period, out-perform the average annual return of the CMIP by a minimum of 2%.

IV. Investment Constraints

a. Legal and Regulatory

The Defensive Return Pool Investment Advisory Committee intends to manage the assets of the Defensive Return Pool in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA).

b. Time Horizon

The assets of the Defensive Return Pool will be invested with a long-term time horizon, typically 20 years or more, consistent with the long-term mission of Utah State University.

c. Liquidity

Given Utah State University's long-term horizon, liquidity for the purpose of spending will be a moderate concern. The Investment Advisory Committee will regularly monitor liquidity needs, spending projections, and the impact of changes in regulations or other circumstances.

d. Tax Considerations

Utah State University is a tax-exempt entity. Therefore, investments and strategies will be evaluated only on the basis of expected risks and potential returns.

V. Risk and Return Considerations

The Defensive Return Pool Investment Advisory Committee recognizes the risks associated with investing in common public equity markets and ~~will avoid investing in~~ it will generally have minimal exposure to such markets. Since the majority of the portfolio will be invested in fixed income or fixed income-like investments, senior debt selected for investment at the time of purchase will have an upper medium grade rating or better. Subordinated debt, hybrid bonds, and preferred equity will have an investment grade rating. All ratings must be from a Nationally Recognized Statistical Rating Organization. If two or more credit ratings are available, then at least two ratings must be as stated above. If a security is downgraded below the minimum threshold after the time of purchase, the Defensive Return Pool Investment Advisory Committee shall retain discretion to either hold or sell the investment prior to maturity.

VI. Diversification

The Defensive Return Pool Investment Advisory Committee recognizes that an important element of risk control is diversification. Therefore, investments will be allocated across multiple companies and industries and across many individual holdings.

VII. Asset Allocation

The Defensive Return Pool Investment Advisory Committee recognizes that the allocation of monies to certain asset classes will be the major determinant of the Defensive Return Pool's return and risk experience over time. Therefore, the Defensive Return Pool Investment Advisory Committee will allocate investments across certain asset classes that, based on historical and expected returns and risks, provide the highest likelihood of meeting the Defensive Return Pool's investment objectives.

a. Permissible Asset Classes

Assets in the Defensive Return Pool will be invested primarily in fixed income, fixed income-like, and alternative investments. Because investment in any particular asset class may or may not be consistent with the investment objectives of the Defensive Return Pool, the Defensive Return Pool Investment Advisory Committee has specifically indicated in Appendix A those asset classes that may be utilized when investing Defensive Return Pool assets.

b. Long-Term Target Allocations

Based on the investment objectives and constraints of the Defensive Return Pool, and on the expected behavior of the permissible asset classes, the Defensive Return Pool Investment Advisory Committee will work with the investment advisor to specify a long-term target allocation for each broad class of permissible assets. These targets will be expressed as a percentage of the Defensive Return Pool's overall market value, surrounded by a band of permissible variation ~~resulting from market forces.~~ Please see (Appendix B).

The long-term target allocations are intended as strategic goals, not short-term imperatives. Thus, it is permissible for the overall Defensive Return Pool's asset allocation to deviate from the long-term target, as would likely occur during asset class restructurings, and other temporary changes in the Defensive Return Pool.

c. Rebalancing

The specific plan for rebalancing will identify those assets that can be shifted at the lowest possible risk and cost, if the rebalancing cannot be accomplished solely by allocating contributions and [or making](#) withdrawals.

VIII. Review of Investment Policy, Asset Allocation, and Performance

The Investment Policy will be reviewed at least annually by the Defensive Return Pool Investment Advisory Committee to ensure that the objectives and constraints remain relevant. However, the Defensive Return Pool Investment Advisory Committee recognizes the need for a stable long-term policy for the Defensive Return Pool, and major changes to this policy will be made only when significant developments occur.

The Defensive Return Pool Investment Advisory Committee will specifically evaluate the performance of the Defensive Return Pool relative to its objectives and to the returns available from the capital markets during the period under review.

IX. Investment Costs

The Investment Advisory Committee intends to monitor and control investment costs.

X. References

- a. ~~Uniform Prudent Management of Institutional Funds Act (UPMIFA)~~, Title 51, Chapter 8, [Uniform Prudent Management of Institutional Funds Act \(UPMIFA\)](#) ~~Utah Code Annotated 2007~~.
- b. Utah [System of Higher Education](#), ~~State Board of Regents~~ Management and Reporting of Institutional Investments Policy (R541)

APPENDIX A

PERMISSIBLE ASSET CLASSES

Asset Class	Broad Asset Class
Preferred Stock	Global Equity
<u>Global Equities</u>	<u>Global Equity</u>
Bonds and Notes	Fixed Income
TIPS	Inv. Grade Fixed Income
Cash/Short Duration Bonds	Inv. Grade Fixed Income
Private Equity	Alternative Asset
Real Estate	Alternative Asset
Natural Resources	Alternative Asset
Infrastructure	Alternative Asset
Commodities	Alternative Asset
Hedge Funds	Alternative Asset

APPENDIX B

ASSET ALLOCATION TARGETS

Broad Asset Class	Target	Range
Fixed Income (Including CMIP)	<u>65%</u> 70%	50-100%
Fixed Income <i>like</i> (Preferred Stocks)	<u>10%</u> 15%	0-25%
Alternatives	15%	0-25%
<u>Global Equity</u> PTIF / Cash	<u>10%</u> 0% — <u>0-20%</u> 0-20%	
<u>PTIF / Cash</u>	<u>0%</u>	<u>0-20%</u>

Endowment Pool Investment Guidelines

I. Purpose

The purpose of this document is to set forth the guidelines, goals, and objectives of the Utah State University Endowment Pool for ~~the~~ implementation of [the](#) investment strategy.

The Endowment Pool is intended to provide financial stability and permanent funding for current and future mission-based initiatives. Investment guidelines are crucial to the long-term success of the Endowment Pool. As such, these guidelines are developed with the following goals in mind:

- To clearly and explicitly establish the objectives and constraints that govern the investment of Endowment Pool assets;
- To establish a long-term target asset allocation that has a high likelihood of meeting investment objectives given the explicit constraints.

II. Definitions

a. Institutional Fund

- A fund that is primarily for appreciation or the production of income, and intended to be held in perpetuity.
- Institutional Funds do not include: program-related assets which are assets held to accomplish the purpose of the institution and not primarily for appreciation or the production of income.

b. True Endowment

- A true endowment is defined as an endowment in which the donor stipulates that the corpus must be held inviolate and in perpetuity and invested to generate income to be spent for a specific purpose.

c. Internally Designated Funds Functioning as Endowments

- Funds, regardless of source, whose corpus is intended to be held in perpetuity by internal designation.

III. Investment Objectives

The investment strategy of the Endowment Pool is designed to ensure the prudent investment of funds in such a manner as to provide real growth of assets over time while protecting the value of the assets from undue volatility or risk of loss.

a. Risk Objectives

- To accept a level of risk as required to achieve the Endowment Pool's return objective as stated below.
- To structure the portfolio to have a low likelihood, [under 10% probability](#), of experiencing a loss over any five-year period.

- To use extensive diversification to reduce exposure to company and industry specific risks within the aggregate investment portfolio.
- To the extent possible, reduce the annual volatility in the asset base that supports the level of spending.

b. Return Objectives

- In a manner consistent with the goals stated in Section I above, to achieve the highest, reasonably prudent real return possible. Specifically, the objective is to achieve an average annual net-of-fee return no less than the sum of the spending rate (outlined in Section V), annual operating expenses, and the annual rate of inflation.
- To protect the corpus of assets in real (i.e., inflation adjusted) terms. ~~Specifically, to achieve an average annual net-of-fee return no less than the sum of the spending rate (outlined in Section V), annual operating expenses, and the annual rate of inflation.~~

IV. Investment Constraints

a. Legal and Regulatory

The Investment Advisory Committee intends to manage the assets of Utah State University at all times in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA).

b. Time Horizon

The assets of the Endowment Pool will be invested with a long-term time horizon, generally twenty years or more, consistent with the long-term mission of Utah State University.

c. Liquidity

Given Utah State University's long-term horizon, liquidity for the purpose of spending will be a moderate concern. The Investment Advisory Committee will regularly monitor liquidity needs, spending projections, and the impact of changes in regulations or other circumstances. The Endowment Pool will have a maximum of 40% exposure to illiquid assets, defined as those assets that do not offer liquidity on at least a quarterly basis.

d. Tax Considerations

Utah State University is a tax-exempt entity. Therefore, investments and strategies will be evaluated only on the basis of expected risks and potential returns. Unrelated Business Taxable Income (UBTI) will be minimized when possible.

V. Spending Policy

For True Endowments, Utah State University aims to withdraw, for the spendable purpose(s) described in the gift agreement, no more than 5% of the average Endowment Pool market value for the preceding three fiscal years.

In order to ensure a stable and predictable level of spending from year-to-year, fluctuations in annual investment returns will be "smoothed" by using a 12-quarter moving average of the Endowment Pool's market value for the three preceding fiscal years.

The University may withdraw an advancement fee from the Endowment Pool for the purpose of supporting on-going Advancement efforts. This fee will be based upon a budget approved by the President and will not exceed 1½ percent of the 12-quarter moving average of the portfolio fair market value for the three preceding fiscal years, ~~with a budget lead time of one year.~~

Within these constraints, the Investment Advisory Committee recognizes that the amount withdrawn from the Endowment Pool for disbursements should be reviewed on an annual basis.

VI. Risk and Return Considerations

The Investment Advisory Committee recognizes the risks associated with investing in the capital markets (market risks), and will reduce wherever possible those risks for which Utah State University is unlikely to be compensated (non-market or diversifiable risks).

VII. Diversification

The Investment Advisory Committee recognizes that an important element of risk control is diversification. Therefore, investments will be allocated across multiple asset classes, chosen in part for their low correlation of returns. Within each asset class, the Investment Advisory Committee will seek to distribute investments across many individual holdings, thus expecting to further reduce volatility.

VIII. Asset Allocation

The Investment Advisory Committee recognizes that the allocation of monies to various asset classes will be the major determinant of the Endowment Pool's return and risk experience over time. Therefore, the Investment Advisory Committee will allocate investments across those asset classes that, based on historical and expected returns and risks, provide the highest likelihood of meeting the Endowment Pool's investment objectives.

a. Permissible Asset Classes

Because an investment in any particular asset class may or may not be consistent with the investment objectives of the Endowment Pool, the Investment Advisory Committee has specifically indicated in Appendix A those asset classes that may be utilized when investing Endowment Pool assets.

b. Long-Term Target Allocations

Based on the investment objectives and constraints of the Endowment Pool, and on the expected behavior of the permissible asset classes, the Investment Advisory Committee will work with the Investment Advisor to specify a long-term target allocation for each class of permissible assets. These targets will be expressed as a percentage of the Endowment Pool's overall market value, surrounded by a band of permissible variation ~~resulting from market forces~~.

The long-term target allocations are intended as strategic goals, not short-term imperatives. Thus, it is permissible for the overall Endowment Pool's asset allocation to deviate from the long-term target, as would likely occur during manager transitions, asset class restructurings, [market fluctuation](#), and other temporary changes in the Endowment Pool. Deviations from target [ranges](#) that occur due to capital market changes are discussed below.

Broad asset allocation targets are indicated in Appendix B.

c. Rebalancing

In general, cash flows to and from the Endowment Pool will be allocated in such a manner as to move each asset class toward its target allocation. [Investment Advisory Committee input will be solicited if a rebalancing action would be outside the general purpose, as stated.](#)

The Investment Advisory Committee recognizes that, periodically, market ~~forces~~ [fluctuations](#) may move the Endowment Pool's allocations outside the target ranges. The Investment Advisory Committee also recognizes that failing to rebalance the allocations could unintentionally change the Endowment Pool's structure and risk posture. However, the Investment Advisory Committee understands that constant rebalancing could result in a significant increase in explicit and implicit trading costs to the Endowment Pool. Consequently, the process of rebalancing allocations will [be subjective and](#) occur periodically.

On at least an annual basis, if any allocation is outside the specified target range, assets will be shifted to return the strategy to the target range. The specific plan for rebalancing will identify those assets that can be shifted-, recognizing possible risks and costs, if the rebalancing cannot be accomplished solely by allocating contributions and withdrawals.

IX. Review of Investment Policy, Asset Allocation, and Performance

The Investment Policy will be reviewed at least annually by the Investment Advisory Committee to ensure that the objectives and constraints remain relevant. However, the Investment Advisory Committee recognizes the need for a stable long-term policy for the Endowment Pool, and major changes to this policy will be made only when significant developments occur.

The Investment Advisory Committee will specifically evaluate the performance of the Endowment Pool relative to its objectives and to the returns available from the capital markets during the period under review. In general, the Investment Advisory Committee will utilize relative, rather than absolute, benchmarks in evaluating performance.

X. Investment Costs

The Investment Advisory Committee intends to monitor and control investment costs.

XI. Investment Manager and Advisor Performance

Primary review of external manager performance will be the responsibility of the [Investment Advisor](#). Primary review of [Investment Advisor](#) performance will be the responsibility of the Investment Advisory Committee.

XII. References

- ~~Uniform Prudent Management of Institutional Funds Act (UPMIFA)~~, Title 51, Chapter 8 [Uniform Prudent Management of Institutional Funds Act \(UPMIFA\)](#).
- Utah [System of Higher Education](#) ~~State Board of Regents~~ Policy R-541, Management and Reporting of Institutional Investment.

Appendix A

Permissible Asset Classes

Asset Class	Broad Asset Class
Public Domestic Equity	Global Equity
Public Foreign Equity	Global Equity
Emerging Market Equity	Global Equity
Investment Grade Bonds	Inv. Grade Fixed Income
TIPS	Inv. Grade Fixed Income
Cash/Short Duration Bonds	Inv. Grade Fixed Income
Long Term Government Bonds	Inv. Grade Fixed Income
High Yield Bonds	Opportunistic Fixed Income
Bank Loans	Opportunistic Fixed Income
Emerging Markets Debt	Opportunistic Fixed Income
Private Equity	Alternative Asset
Private Debt	Alternative Asset
Real Estate	Alternative Asset
Natural Resources	Alternative Asset
Infrastructure	Alternative Asset
Commodities	Alternative Asset
Hedge Funds	Alternative Asset

Appendix B

Broad Asset Allocation Targets

	Target* (%)	Range (%)
Global Equity	47 <u>48</u>	35-55
Investment Grade Fixed Income	12 <u>11.5</u>	10-20 <u>5-25</u>
Opportunistic Fixed Income	12 <u>7.5</u>	10-20 <u>0-15</u>
Alternative Assets	29 <u>33</u>	10-30 <u>20-45</u>

- Targets [are a guide and](#) may be revised from time-to-time by recommendation of the Investment Advisory Committee within the established policy range.

Cash Management Investment Pool Investment Guidelines

I. Purpose

The purpose of this document is to set forth the objectives and guidelines of the Utah State University Cash Management Investment Pool (CMIP). The CMIP is for the investment of Operating Funds and is to meet the short-term operating and capital needs of the University.

II. Definitions

- a. Operating Funds
 - Funds not primarily for appreciation or the production of income.
 - Money used for the operation of a higher education institution that is received ~~by the higher education institution~~ from state appropriations, government contracts and grants, or tuition and fees collected from students.

III. Investment Objectives

The primary investment objectives of the Cash Management Investment Pool are:

- a. Safety of principal
- b. Maintenance of liquidity
- c. Generate optimal earned income for short-term needs

IV. Investment Guidelines

- a. Governing Regulations
 - The Pool shall be invested to comply with the State of Utah Money Management Act, [and](#) the Rules of the State Money Management Council.
- b. Eligible Investments
 - Funds shall only be invested in authorized investments in accordance with the State of Utah Money Management Act, Section 51-7-11, "Authorized deposits or investments of Public Funds".

V. References

- ~~Utah Code~~-Title 51, Chapter 7, ~~(State Money Management Act)~~
- ~~Utah Administrative Code~~-Title R628 ~~(Rules of the State Money Management Council)~~
- Utah [System of Higher Education](#) ~~State Board of Regents~~ Policy R541 Management and Reporting of Institutional Investments

University Policy 517 Investment Policy

Category: Operating

Subcategory: General

Covered Individuals: All USU Employees

Responsible Executive: Vice President for Finance and Administrative Services

Policy Custodian: Office of the Vice President for Finance and Administrative Services, Vice President

Last Revised: 2024/____; 2024/08/30; 2022/06/24

Previous USU Policy Number: N/A

517.1 PURPOSE AND SCOPE

To provide for the implementation of and compliance with the State Money Management Act (MMA), the Rules of the State Money Management Council, the Uniform Prudent Management of Institutional Funds Act (UPMIFA), and the Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments wherein:

- 1) Institutional Funds are governed by UPMIFA
- 2) Operating Funds are governed by the State Money Management Act

517.2 POLICY

2.1 Authority to Manage and Invest Funds

The Vice President for Finance and Administrative Services, as the Chief Business Officer and Treasurer for the University and as the University official designated by the Board of Trustees to serve as the University's Public Treasurer (as defined by the State Money Management Act), has the authority to manage investment activities and approve investments. The Board of Trustees may also designate other University individuals who satisfy the criteria for a Public Treasurer to serve as the Public Treasurer.

To ratify investment purchases the Public Treasurer and the President or designee will complete and sign a Notification of Investment Form.

No unauthorized person may engage in an investment transaction on behalf of Utah State University except as provided under the terms of this policy.

2.2 Investment Pools or Portfolios

- 1) Similar funds may be commingled for investment and/or reporting purposes unless specifically prohibited by statute, donor stipulation, or bond covenant.
- 2) Investment pools or portfolios may be established to:
 - a. Ensure compliance with the appropriate specific provisions of the State Money Management Act and Rules of the State Money Management Council, Uniform Prudent Management of Institutional Funds Act, or USHE R541, Management and Reporting of Institutional Investments, under which the investment pool or portfolio will be governed.

- b. Ensure compliance with written donor directives relating to gifts, devices, or bequests (Section 2.3).
 - c. Ensure compliance with any legal restrictions, such as bond covenants or trust agreements.
 - d. Meet investment objectives as outlined in the [Cash Management Investment Pool Guidelines](#), [Defensive Return Pool Investment Guidelines](#), or the [Endowment Pool Investment Guidelines](#) to help provide funding for the various operating or educational needs within the University.
- 3) Certain funds or securities may be separately invested rather than commingled in an investment pool if one or more of the following conditions exist:
- a. A donor has provided written directions as to the investment of, or that restricts the sale of, their donation that would make it impractical to commingle with other securities or funds in other investment pools.
 - b. The Vice President for Finance and Administrative Services approves such an investment, as long as such an investment is in accordance with the appropriate governing regulations.

2.3 Donated Securities

- 1) Securities received by gift, device, or bequest, whether outright or in trust, shall be sold as soon as practical in accordance with the Rules of the Money Management Council, and USHE Policy R541, Management and Reporting of Institutional Investments unless:
- a. Restrictions specified by the donor in a written instrument contain directions for investing them. The University will periodically review the donor's written directions to determine if any donated securities being held can be sold or if they should be written off if the value is deemed immaterial.
 - b. Such securities are restricted from sale because they are not registered with the Securities and Exchange Commission and/or lack a written instrument as per the donor's intentions. In such cases, they may be retained as a qualified investment. When the terms of the restrictions are no longer applicable, the securities shall be sold or written off in accordance with this section.
 - c. Such securities are illiquid and cannot be immediately sold at net asset value. Such securities may be held until maturity or until such time when a sale is prudent.

2.4 Investment Advisory Committees

The Investment Advisory Committee of the Endowment Pool shall include not more than two members of the Utah State University Board of Trustees, two members of the Utah State University Foundation Board, and no less than two independent investment management professionals.

The Investment Advisory Committee of the Defensive Return Pool shall include not more than two members of the Utah State University Board of Trustees, and no less than two independent investment management professionals.

Non-University committee members shall be invited to serve a five-year term and may be invited to serve a second five-year term.

2.5 Reporting, Audit, & Conflict of Interest Requirements

Investment reports, annual audits, and conflict of interest requirements will follow the Utah System of Higher Education Policy R541, Management and Reporting of Institutional Investments.

517.3 RESPONSIBILITIES

3.1 President

Review and sign Notification of Investment Forms to ratify investment purchases.

3.2 Public Treasurer

Manage and invest funds in accordance with this policy and provide investment reports to the Utah State University Board of Trustees.

517.4 REFERENCES

- [Utah System of Higher Education Policy R-541 Management and Reporting of Institutional Investments](#)
- [Utah Code Title 51, Chapter 7, 5](#)
- [Rules of the State Money Management Council](#)
- Utah Code Title 51, Chapter 8, [Uniform Prudent Management of Institutional Funds Act](#).

517.5 RELATED USU POLICIES

- [USU Policy 545 Individual Conflicts of Interest](#).

517.6 DEFINITIONS

6.1 Institutional Fund. A fund that is primarily for appreciation or the production of income and intended to be held in perpetuity. Institutional Funds do not include program-related assets which are assets held to accomplish the purpose of the institution and not primarily for appreciation or the production of income.

6.2 Operating Funds. Funds not primarily for appreciation or the production of income. Money used to operate a higher education institution that is received from state appropriations, government contracts and grants, or tuition and fees collected from students.

6.3 Public Treasurer. Utah State University employee who has been designated by the Board of Trustees as the University's Public Treasurer as defined in the State Money Management Act and who has the responsibility and authority for the safekeeping and investment of public funds. The criteria to serve as a public treasurer includes without limitation (1) demonstrated investment knowledge and experience through professional endeavors and/or through obtaining financial certifications; 2) integrity and strong moral character; 3) the ability to build relationships with investment, banking, and other personnel; and 4) possess financial acumen with proven ability to educate others on investments.

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

- [Cash Management Investment Pool Guidelines](#)
- [Defensive Return Pool Investment Guidelines](#)
- [Endowment Pool Investment Guidelines](#)

Related Forms and Tools

- None

Contacts

- Vice President of Finance and Administrative Services

POLICY HISTORY

Original issue date: 2006/10/26

Last review date: 2016/11/18

Next scheduled review date: 2028/01/01

Previous revision dates: 2022/06/24, 2016/11/18, 2014/02/19



The Policy Custodian and Responsible Executive must complete this form before a policy proposal is initiated, drafted, or presented for approval. If you have any questions, contact the Policy Office.

Step 1: Provide basic information

POLICY INFORMATION			
Policy Number & Title:	517 Investment	Category:	Operating
Action Requested:	☐ NEW ☒ REVISION	Subsection:	General
Covered Individuals:	All Employees		
Submitted by:	Tiffany Allison		
Responsible Executive:	Vice President for Finance & Administrative Services	Date:	09/19/2024
Policy Custodian:	Vice President	Date:	09/19/2024
Is a law or regulation requiring USU to implement or revise a policy?			☐ YES ☒ NO
Provide a brief summary of the policy. Include any applicable laws or regulations. USU Investment policy follows guidelines and rules identified in USHE Policy R541, Management and Reporting of Institutional Investments, State Money Management Act, State Money Management Council, and the Uniform Prudent Management of Institutional Funds Act to allow USU to manage the University's investment funds.			

*Policies that impact the general public may be subject to the Utah Administrative Rulemaking Process.

Step 2: Submit to the University Policy Office for preliminary review

POLICY OFFICE USE ONLY:	
Assign Policy #:	N/A
Policy proposal status:	☒ READY FOR NEXT PHASE ☐ REVISIONS NEEDED COMMENTS:
OFFICE OF GENERAL COUNSEL USE ONLY:	
Assigned to:	Amy Shewan

Administrative Rule:	☐ YES ☒ NO
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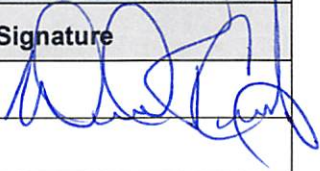
Do not begin drafting policy or soliciting stakeholder feedback until the Policy Office contacts you.

Step 3: Gather stakeholder input and research peer institutions

Consider which groups will be affected by the proposed policy or amendment. The Office of General Counsel and the Policy Office may recommend specific stakeholders to include.

Review the USU Compliance Matrix for possible stakeholders.

Review best practices from peer institutions and professional organizations. For more tips, review [Tips for a Successful Policy Development Team](#).

STAKEHOLDER INPUT			
Name/Office	Date Consulted	Comments	Signature
USU Investment Advisory Committee	04/18/2024	Approved	

Attach a list of additional stakeholders and comments if applicable.

Step 4: Begin drafting or amending policy

Follow the [Policy Template](#) to organize the content of your policy.

Review the [Policy Style Guide](#) for editorial consideration.

For existing policies, consult the [Checklist to Review USU Policy](#).

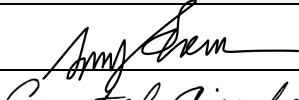
Collaborate with the Office of General Counsel liaison for review and guidance.

Draft an [implementation plan](#) that addresses communication to campus, required training, and updates to procedures or standards.

Once the policy is drafted, write an [Executive Summary](#).

DRAFT APPROVAL			
Responsible Executive:		Date:	1/2/25
Policy Custodian:		Date:	

Step 5: Submit to the University Policy Office for final review

POLICY OFFICE USE ONLY:				
☒ Style Guide	☒ Template	☐ Stakeholder Input	☒ Executive Summary	☒ Redline
☐ Consistent with USU Policy		☒ Procedural Documents Updated	☐ Implementation Plan	
Comments: See comments about the criteria for selecting a Public Treasurer - resolved in 12/4 meeting				
Legal Approval:			Date:	12/4/24
Policy Office Approval:			Date:	12/4/24

While waiting for the final review, prepare to present the policy proposal. For tips on how to prepare, consult [Presenting Policy to Stakeholders](#).

Step 6: The University Policy Office submits the policy for approval. The Responsible Executive presents the policy at applicable meetings and records feedback and/or decisions.

APPROVAL PROCESS		
Body	Date Consulted	Decision or Comments
USUSA Academic Senate Exec Committee		
USUSA Full Academic Senate		
SEA Committee		
Faculty Senate		
USU Leadership Team	12/11/24	
President	12/11/24	
Board of Trustees	1/10/25	
Utah Board of Higher Education		

POLICY OFFICE USE ONLY:		
Policy Approved	☐ YES ☐ NO ☐ WITH REVISIONS**	
Published to Policy Library		Published on Policy Office Home Page
Email sent to Policy Update Subscribers		

**Attach documentation for any required revisions.

RESOLUTION

UTAH STATE UNIVERSITY

BOARD OF TRUSTEES

WHEREAS, USU is committed to a defined and effective policy system that promotes shared governance, ensures strategic and operational effectiveness, protects institutional resources, mitigates risk, and enhances compliance and accountability.

WHEREAS, USU Policy 1001: University Policy System sets forth a uniform standard for establishing, amending, maintaining, and retiring University Policies. As outlined in Utah Code Section 53B-2-106, it sets out the President's authority to establish policies for the administration and operation of the University.

WHEREAS, the new policy received the appropriate administrative review and approval as required by USU Policy 203; and

WHEREAS, the President and Sr. Vice President and General Counsel recommend that approval of USU Policy 1001 be ratified by the USU Board of Trustees.

NOW THEREFORE BE IT RESOLVED THAT the USU Board of Trustees ratify the adoption of USU Policy 1001: University Policy System.

RESOLUTION APPROVED BY THE BOARD OF TRUSTEES

Signature of Chair Skinner or designee

Date approved

EXECUTIVE SUMMARY OF PROPOSED POLICY:

Proposed Policy 1001: University Policy System (to replace 200, 201, 202, 203)

Purpose:

This Policy sets forth a uniform standard for establishing, amending, maintaining, and retiring University regulations. It establishes a standardized framework for the University, including policies, standards, procedures, and guidance at the institutional level and supplemental policies and procedures at the unit level.

Benefits:

- Increases consistency in policy language and intent
- Increases transparency in policy management and engages the campus community in shared governance
- Reduces risk for gaps, outdated policies, or compliance issues
- Establishes framework, new categories, and numbering system for a more sustainable university policy model and increased flexibility to adapt to changing needs
- Establishes clear definitions for policy, regulations, guidance, procedures, etc.
- Establishes a policy lifecycle to review, amend, implement, and retire policies
- Establishes a uniform approval workflow for all policy categories
- Establishes University Policy Advisory Committee to support the Policy Office and advise on policy processes.

Development:

- Drafted in consultation with the University Policy Advisory Committee, which includes representation from faculty, staff, Student Affairs, Public Safety, Human Resources, Office of General Counsel, Office of Ethics & Compliance
- Conducted research, benchmarking, and gathering data over 2+ years
- Draft shared with Staff Employee Association, Provost Office, Faculty Senate leaders, University Leadership Council, and Office of Data Analytics
- Draft posted online for the campus community to provide general feedback

Changes:

- Implements a more transparent and equitable process to provide feedback with a public comment period for the USU Community
- Policy Custodians are responsible for engaging with key stakeholders and compliance owners to gather and incorporate feedback
- Faculty Senate and Staff Employee Association will be strongly recommended as key stakeholders for policies in the Human Resources and Academic Affairs categories
- Policy Custodians and Responsible Executives will review policy and consider retirement regularly (as outlined in procedures)
- Policy Custodians will develop an implementation plan to include communication and training with the campus community
- The campus community will be notified of policy changes

- Responsible Executives and Policy Custodians will monitor compliance and effectiveness of policy
- Policy 1001 cultivates transparency through a clear, consistent, organized process and provides mechanisms to solicit and incorporate stakeholder feedback

Summary of Feedback

Topic	Response
Length of public comment period	Procedures recommend min. 14 business days
Ability to submit anonymous feedback	Requiring an A# restricts access to campus community members and provides opportunity to follow up with submissions
Increase stakeholder involvement in policy implementation/compliance	Policy Implementation checklist suggests best practices for monitoring compliance etc.
Clarify guidance for supplemental regulations	Additional guidance will be provided in next phase
Simplify language and add visual aids	Updated website with visual of Policy Lifecycle
Clarify the time frame for policy review	Info included in procedures, posted procedures to website
NWCCU is interested in how feedback is documented and responded to/incorporated	Recording all feedback in spreadsheet, saved to Box for Policy Custodian to review
More details about the Policy Lifecycle	Updated website with visual of Policy Lifecycle and procedures
Articulate the role faculty play in policy development and approval	Provost Office will hold meeting in early 2025 to discuss process to solicit faculty feedback

Procedure 1001-PR1: Developing University Policies & Procedures

Associated Policy: 1001, Policy on University Regulations

Effective Date: Pending

Latest Revision: 2024/12/10

Category: Governance and Authority

Subcategory: None

POLICY STATEMENT (POLICY 1001 Section 2.1.3)

University procedural documents outline specific details that must be carried out in accordance with shared governance principles and the Policy Lifecycle. University Policies are initiated, developed, approved, implemented, evaluated, and retired according to the following procedural documents: 1001-PR2: New and Substantively Amended Policies

- 1001-PR3: Interim Policies and Amendments
- 1001-PR4: Scheduled Review of Existing Policies
- 1001-PR5: Non-substantive and Required Amendments
- 1001-PR6: Retirement of Policies
- 1001-G2 USU's Flowchart for Policy Consideration and Approval

PURPOSE

This procedure outlines the types of policy revisions available, how policies are categorized, and which University entities are required to approve policies.

Policy Lifecycles are designed to map out the processes policy development teams and Policy Custodians will follow to maintain their policies appropriately. The Policy Office maintains the Policy Lifecycles and other tools and is available to assist teams, Policy Custodians, and Responsible Executives in their policy-related duties.

DEFINITIONS

Definitions in this Procedure shall be as set forth in Policy 1001, University Policy System, Section 5, and as outlined below.

TYPES OF UNIVERSITY POLICY REVISIONS

Policies and amendments may be proposed by demonstrating a legitimate need and alignment with the university's mission. University policy should be implemented or revised with the Policy Officer, Office of General Counsel, University Ethics and Compliance, and applicable stakeholders. Each type of proposal will be governed by a common framework and follow a specific lifecycle depending on the nature and impact of the proposed policy or amendment.

New and Substantively Amended Policies – A new policy or amendment that impacts the applicability, scope of a policy, or membership or will change the interpretation of the amended policy. New policy may be initiated due to federal, state, or local statutes or as required by the Utah Board of Higher Education. The process for these revisions is outlined in 1001-PR2: New and Substantively Amended Policies.

Non-substantive and Required Amendment – An amendment that may be referred to as a “minor amendment” and includes organizational title changes, legal changes such as updating of references to statutes or policies that have been approved or have been reauthorized under a new name, and/or other changes that do not substantively change the established scope or applicability of policies and/or internal controls of the University. These changes may be initiated by the Office of General Counsel when new statutes or regulations require a change. A defining characteristic of a non-substantive amendment is that no amount of feedback would negate the need for the changes, and the changes require little or no campus community input or communication. The process for these revisions is outlined in 1001-PR5: Non-substantive and Required Amendments.

Interim Policy – A policy or amendment that must be made without delay to avoid compliance risks attendant to changes to statutes, regulations, rules, standards, or policy through legislative, agency, or judicial action. This could include a finding by an agency that the University has not adopted a compliant policy related to external regulations or a University Regulation is found to be inconsistent with a lawful interpretation of underlying External Regulation. Regulations that require approval by external agencies, such as the Utah Board of Higher Education, may also be implemented as an Interim Policy while awaiting approval. The process for these revisions is outlined in 1001-PR3: Interim Policies and Amendments.

UNIVERSITY POLICY CATEGORIES

University Policies are assigned within categories by the Policy Officer and the Responsible Executive. The University utilizes a 4-digit numbering system and a policy library comprised of the following categories:

- Governance and Administration
- Community Expectations
- Human Resources
- Academic Affairs
- Facilities, Operations, and Information Technology

Governance and Administration – This category includes foundational policies that may be based on state legislation. These policies outline the authority delegated to University leaders and how the University is governed. All University employees and students are subject to these policies.

Community Expectations - This category includes policies that define the University's expectations, rights, and responsibilities for all University employees, students, and visitors. It establishes the values and principles that the University will uphold.

Human Resources – This category includes policies on benefits, compensation, responsibilities, and rights for all University employees.

Academic Affairs – This category includes the Faculty Code and expectations for research. These policies apply to faculty, and researchers.

Facilities, Operations, and Information Technology – This category includes policies related to the University's general operations, finance, media and brand, and information technology. These policies apply to all University employees.

POLICY APPROVAL

The draft of a new policy or substantively amended policy, Executive Summary, and Policy Implementation Plan will be presented to the appropriate University committees. The content of the policy

and the primary individuals impacted by the policy will dictate the appropriate committees. Generally, the committees that approve policy for each category are as follows:

- **Governance and Administration**
 - Leadership Council
 - President
 - Board of Trustees
- **Community Expectations**
 - Leadership Council
 - President in consultation with the Board of Trustees
- **Human Resources**
 - Leadership Council
 - President in consultation with the Board of Trustees
- **Academic Affairs**
 - Leadership Council
 - President in consultation with the Board of Trustees
The President consults with the Board of Trustees on policies concerning tenure or post-tenure review, faculty performance, or dismissal. These policies do not require approval by the Faculty Senate.
 - Faculty Senate
Policies concerning academic requirements or course curriculum require approval from the appropriate Faculty Senate Sub-committee and input from Faculty Senate.
- **Facilities, Operations, and Information Technology**
 - Leadership Council
 - President in consultation with the Board of Trustees
Budgetary policies or topics, such as the organization of faculty and administration, require approval by the Board of Trustees.

In addition, the Utah Board of Higher Education may be required to approve policies based on statute. Any above-named approvers may approve, remand for modification, remand to additional individuals or bodies for review, or reject the policy. The Policy Officer shall post the policy in the University Policy Library once all appropriate committees have approved the policy.

HISTORY

XXXX/XX/XX Procedure approved for implementation at the publication of Policy 1001, University Policy System.

ADDITIONAL INFORMATION

Related USU Policies, USHE Rules, or Regulations

- Policy 1001: University Policy System
- [Utah Administrative Rulemaking Process](#)

Related Procedures

- 1001-PR2: New and Substantively Amended Policies
- 1001-PR3: Interim Policies and Amendments
- 1001-PR4: Scheduled Review of Existing Policies
- 1001-PR5: Non-substantive Revisions

- 1001-PR6: Retirement of Policies

Guidance

- 1001-G1: USU Flowchart for Policy Consideration and Approval
- 1001-G2 through G6: Policy Lifecycle
- 1001-G7: USU Policy Style Guide
- Policy Template

Related Forms and Tools

- 1001-F1: Policy Substantive Revision Form
- 1001-F2: Policy Non-substantive Revision Form
- 1001-F5: Executive Summary
- 1001-F6: Policy Retirement Form
- Policy Review Calendar
- USU Compliance Framework

DRAFT

Procedure 1001-PR2: New and Substantively Amended Policies

Associated Policy: 1001, Policy on University Regulations

Effective Date: Pending

Latest Revision: 2024/11/XX

Category: Governance and Authority

Subcategory: None

POLICY STATEMENT (POLICY 1001.2.1.3)

University procedural documents outline specific details that must be carried out in accordance with shared governance principles.

- 1001-PR2, New and Substantively Amended Policies

PURPOSE

This procedure sets forth the steps and tools to be used in developing, implementing, and reviewing new policies and substantively amending existing policies so that their scope or applicability is altered.

DEFINITIONS

Definitions in this Procedure shall be as outlined in Policy 1001, Policy on University Regulations, Section 6.

PROCEDURES

Initiating Policy

1. Introduce a Need for Policy

As outlined in 1001-PR1: Initiating Policy, two methods are available for introducing new policies or amending existing policies. The process may be led by a Policy Custodian or initiated by a University Campus Community member utilizing the 1001-F1: Policy Substantive Revision Form. Policy proposals are reviewed and approved by the Responsible Executive.

2. Consider Impact

An individual submitting a 1001-F1: Policy Substantive Revision Form should consider substantive requirements in regulation or guidance from state or federal agencies and include information in a summary as indicated in Step 1 of the form.

3. Designate Policy Custodian (if applicable)

In cases where a new policy is being introduced by an individual who is not a Policy Custodian, the Responsible Executive under whose purview the policy would reside shall designate a Policy Custodian. The Policy Custodian shall be a USU employee reporting to the Responsible Executive.

4. Receive Initial Approval

The Responsible Executive and Policy Custodian shall provide approval to begin drafting policy by signing the 1001-F1 Policy Substantive Revision Form. No policy development team may be convened without this approval.

5. Submit Form for Preliminary Review

Once all required signatures are gathered on the 1001-F1 Policy Substantive Revision Form, the Policy Custodian or Responsible Executive submits the form to the Policy Officer. The Policy Officer will coordinate a preliminary review with the Office of General Counsel (OGC). The proposal will be reviewed for consistency with existing USU policies and evaluated based on need. If applicable, the Policy Office will assign a policy number for the proposal. A liaison from the OGC will be assigned to advise the Policy Custodian.

Developing Policy

6. Designate Team

Once the preliminary review is complete, the Policy Officer will notify the Policy Custodian. Policy Custodians should not begin drafting or moving forward until the Policy Officer contacts them. The Policy Officer will recommend a list of key stakeholders and compliance owners to include in developing the policy proposal. The Policy Custodian shall consider these recommendations when assembling a policy development team. The team members shall represent functional areas of the University that the policy will impact. The OGC liaison will also serve as a member of the policy development team.

7. Evaluating the Policy Landscape

The OGC liaison shall advise on the policy landscape regarding the scope and regulatory impact. Policies that impact the general public may be subject to the Utah Administrative Rulemaking process. The OGC member will also provide guidance on this process.

8. Research

The policy development team, led by the Policy Custodian, will review best practices from peer institutions and professional organizations to incorporate into the draft. The Checklist to Review Policy provides guidance on specific factors to consider during this step.

9. Draft Policy

The policy will be drafted under the leadership of the Policy Custodian using the current Policy Template, Style Guide, and other tools available through the Policy Office.

10. Engage Additional Stakeholders

The Policy Custodian identifies and engages stakeholder groups to provide feedback during drafting. These stakeholder groups may include standing or interim committees formed by the University to provide oversight of specific areas. Policy Custodians may gather feedback in various ways, which may include targeted email messages, surveys, meetings, or asking members of the policy development team to serve as liaisons with their constituents. This step may be combined with the public comment period if appropriate. The Policy Custodian will be responsible for determining if and how to respond appropriately to any feedback. The Policy Custodian will document all feedback and the chosen response or revision on the 1001-F1 Policy Substantive Revision Form.

11. Revise Draft

The policy development team will continue to revise the draft, incorporating feedback from stakeholders and the Office of General Counsel.

12. Finalize Draft and Prepare Documents

The policy development team will finalize the draft policy in consultation with the Responsible Executive. Signatures in step 4 of the 1001-F1 Policy Substantive Revision Form indicate support for submitting the policy proposal for approval. In addition, the Policy Custodian will prepare the

Executive Summary, a Policy Implementation Plan, a clean version of the policy proposal, and a red-lined version. All these documents will be submitted to the Policy Office for final review.

13. Comment Period

The Policy Officer will post the proposed policy, a red-lined version of the former policy, and the Executive Summary online for comment for at least 14 business days. This time frame may be extended by request from the President, Responsible Executive, or the Office of General Counsel. The Responsible Executive may identify key stakeholders to encourage to participate in the comment period. The Policy Officer notifies the campus community about the public comment period through email, posting information online, and messaging applications. The Policy Officer collects the comments and provides them to the Responsible Executive and Policy Custodian for review and recommendations. After the Responsible Executive and Policy Custodian review comments and make any revisions they deem appropriate in response to the comments, the Policy Custodian notifies the Policy Officer and provides the Policy Officer with any revised documents.

14. Conduct Final Review

The Policy Officer will thoroughly review the policy proposal for content, consistency, and relevancy. The proposal is prepared by:

- Making editorial recommendations based on the style guide
- Verifying participation from key stakeholders and compliance owners
- Verifying that benchmarking or research on best practices was conducted
- Verifying that procedural documents and a policy implementation plan are drafted
- Reviewing for consistency with existing USU policy

Any suggested edits or revisions will be shared with the Policy Custodian. The OGC Liaison will also approve the proposal.

Acquiring approval

15. Initiate Approval Process

The Responsible Executive or Policy Custodian recommends the policy proposal for approval by submitting the 1001-F1 Policy Substantive Revision Form and appropriate documents listed in step 12.

16. Facilitate Approval Process

The Policy Officer submits the policy for approval by submitting all documents to the appropriate committees outlined in 1001-PR1: Developing University Policies & Procedures. All bodies identified as approvers shall be briefed by the Responsible Executive or his/her designee. 1001-PR1: Developing University Policies and Procedures outlines which bodies must approve each policy category.

The Responsible Executive shall record feedback and incorporate it as appropriate. In addition, the Utah Board of Higher Education and others may be included based on the statute requirements.

Any approval bodies may approve, remand for modification, remand to additional individuals or bodies for review, or reject the policy. The policy shall be approved for posting and implementation upon approval by all identified approvers.

Implementation

17. Update Policy Website

The Policy Officer will post the policy in the Policy Library upon approval. The Policy Office website will be updated to notify the university. An email notification will be sent to all individuals who subscribe to receive policy notifications.

18. Initiate Implementation Plan

The Policy Custodian shall initiate the implementation plan, including training and internal and external communications activities.

19. Schedule Review

The Policy Officer shall place the policy on the Policy Review Calendar, based on the frequency of review established in 1001-PR4, Scheduled Review of Existing Policies.

20. Update Procedures, Standards, Guidance

The Policy Custodian is responsible for updating any procedures, standards, or guidance impacted by the new or amended policy.

Evaluation

21. Evaluate Effectiveness & Monitor Compliance

The Policy Custodian and the Responsible Executive will implement and coordinate ongoing monitoring controls to evaluate the policy's effectiveness which may include tracking compliance. Enforcement efforts shall begin upon the policy's publication.

22. Review and Modify as Needed

In collaboration with the Policy Office, the Policy Custodian shall undertake regular reviews of the policy as required and in accordance with 1001-PR4, Scheduled Review of Existing Policies. Revisions shall be made based on these reviews and changes in regulations and/or non-compliance events that may uncover weaknesses in the policy or associated procedures and guidance.

23. Incorporate Feedback

Members of the USU community may submit feedback online for any USU policy regardless of review cycles. This feedback is collected by the Policy Officer and shared with Policy Custodians. A file of any feedback received will also be shared with Policy Custodians at the time of the scheduled review.

24. Consider Retirement

The Policy Custodian shall consider retirement during each regularly scheduled policy review or at the request of the Responsible Executive, General Counsel, or the President, as outlined in 1001-PR6, Retirement of Policies.

HISTORY

Xx xxx xx Procedure approved for implementation at the time of publication of Policy 1001, University Policy System.

ADDITIONAL INFORMATION

Related USU Policies, USHE Rules, or Regulations

- Policy 1001: Policy on University Regulations
- [Utah Administrative Rulemaking Process](#)

Related Procedures

- 1001-PR1: Developing University Policies
- 1001-PR3: Interim Policies and Amendments
- 1001-PR4: Scheduled Review of Existing Policies
- 1001-PR5: Non-substantive Revisions

- 1001-PR6: Retirement of Policies

Guidance

- 1001-G1: USU Flowchart for Policy Consideration and Approval
- 1001-G2 through G6: Policy Lifecycle
- 1001-G7: USU Policy Style Guide
- 1001-G8: USU Policy Categories
- Policy Template

Related Forms and Tools

- 1001-F1: Policy Substantive Revision Form
- 1001-F2: Policy Non-substantive Revision Form
- 1001-F3: Interim Policy Justification Form
- 1001-F5: Executive Summary
- 1001-F6: Policy Retirement Form
- Policy Review Calendar
- USU Compliance Framework

DRAFT

University Policy 1001: University Policy System

Category: Government and Administration

Subcategory: N/A

Covered Individuals: All University Employees and Students

Responsible Executive: Sr. Vice President & General Counsel

Policy Custodian: Policy Office, Policy Officer

Last Revised: 2024/11/26

Previous USU Policy Number: 200, 201, 202, and 203

1001.1 PURPOSE AND SCOPE

This Policy sets forth a uniform standard for establishing, amending, maintaining, and retiring University Policies. This Policy does not apply to Academic Policies.

A defined and effective policy system promotes shared governance, ensures strategic and operational effectiveness, protects institutional resources, mitigates risk, and enhances compliance and accountability.

1001.2 POLICY

The President promulgates University Policies in accordance with statutory authority as outlined in Utah Code Section 53B-2-106. University Regulations may require or prohibit specific actions of employees, students, and visitors who use or seek to use University resources or services.

2.1 University Policy Development and Management

2.1.1 Policy Custodian and Responsible Executives

Each University Policy is assigned a Responsible Executive and a Policy Custodian. General responsibilities for Policy Custodians and Responsible Executives are outlined within Section 1001.3 of this Policy.

2.1.2 Shared Governance

University Policy is developed with input from the campus community which may include, as appropriate, faculty, staff, students, or key stakeholders. Policy Custodians or Responsible Executives may seek input during the policy development phase from the University Campus Community through participation in benchmarking or data gathering, a public comment period, or other methods. USU provides avenues for the campus community to submit input or feedback on any university policy at any time through the Policy Office or Policy Custodians. The President shall seek consultation or approval from the Board of Trustees in accordance with Utah Code Sections 53B-2-106 and 106.1, as well as Utah System of Higher Education (USHE) guidelines.

2.1.3 The University Policy Lifecycle

University Policies are initiated, developed, approved, implemented, and evaluated in a framework called the Policy Lifecycle. Within each step of the University Policy Lifecycle, specific actions establish consistent practices for maintaining policies at the University.

The President delegates authority to develop the process related to the policy lifecycle to the Policy Officer in consultation with the Office of General Counsel and the University Policy Advisory Committee. University procedural documents 1001-PR2 through 1001-PR6 outline procedural steps that must be carried out in accordance with shared governance principles:

- 1001-PR2: New and Substantively Amended Policies;
- 1001-PR3: Interim Policies and Amendments;
- 1001-PR4: Scheduled Review of Existing Policies;
- 1001-PR5: Non-substantive and Required Amendments;
- 1001-PR6: Retirement of Policies;
- 1001-G2 USU's Flowchart for Policy Consideration and Approval

2.1.4 Organization of the University Policy System

The President delegates authority to organize the University Policy Library and establish appropriate policy categories to the Policy Officer and Office of General Counsel.

When new policies are drafted, the Policy Officer and Responsible Executive in consultation with the Policy Custodian will determine the most appropriate policy category for the new policy. University Policies are assigned within categories based on factors that may include the policy's content and the individuals or entities to which the policy applies. All University Policies must be published on the Policy Office website.

2.2 Regulatory Hierarchy

University Policies are subordinate to external regulation, including federal and state law. University Policies are also subordinate to USHE policies and the authority of the Board of Trustees and the President. Once approved pursuant to the appropriate process, University Policies supersede all previous existing policies. The order of precedence regarding regulations is as follows:

External Regulation

1. Federal statutes, rules, or regulations;
2. State statutes, rules, or regulations;
3. Court rulings on federal or state statutes that have the effect of nullifying or altering the operation of federal, state, or local laws; and
4. USHE Rules (unless a university policy is more specific).

University Regulation

5. University Policy;
6. University Procedures;
7. University Policy Guidance and forms and other documents designed to interpret and implement University Policy and University Procedures; and
8. Supplemental Regulations, including unit-level policies, procedures, standards, and/or guidance.

2.3 Interim Policy

An interim policy may be instituted when a policy or amendment warrants immediate implementation, including to avoid compliance risks due to changes to statutes, regulations, rules, standards, or policy through legislative, agency, or judicial action, when the risk of delaying the adoption of a proposed policy outweighs the risk of delaying the gathering of stakeholder feedback, or when the policy is pending approval through external agencies. The President will institute the interim policy in consultation with the

Office of General Counsel and the Responsible Executive. Use of the interim policy is unusual and must be documented by the Policy Officer.

The effective term of an interim policy must be fewer than 12 months. The President may approve exceptions to the term length.

2.4 Supplemental Regulations

The President delegates authority to specific entities within the University to promulgate Supplemental Regulations. These entities include, but are not limited to, campuses, colleges, divisions, departments, and centers. Supplemental regulations include policies, procedures, standards, and guidance that apply to a specific unit or specific functions within the unit without broad application to the University. They govern only the operations and management of those entities.

Supplemental Regulations may be more restrictive than their corresponding University Regulations but may not be less restrictive. Supplemental Regulations must comply with state and federal statutes, rules, or regulations and be consistent with the intent and purpose of University Regulations. Departments that implement Supplemental Regulations must notify employees of any expectations regarding these regulations and provide appropriate training.

Supplemental Regulations are not subject to the approval, review, and retirement process outlined in this policy. However, the President, in consultation with the Office of General Counsel, reserves the right to repeal any Supplemental Regulation.

1001.3 RESPONSIBILITIES

3.1 The President

The President has the authority to establish policies for the administration and operation of the University and to establish, implement, and maintain the policy proposal, review, and retirement process. The President may consult with or assign policy-related deliberations to the University Policy Advisory Committee as appropriate. The responsibility of the President to carry out the Utah Board of Higher Education policies is outlined within Utah Code Section 53B-2-106.

3.2 Board of Trustees

The Board of Trustees reviews, advises on, and approves certain university policy, including policies related to budget and finance, the constitution, government, and organization of the faculty and administration, and other matters as outlined in Utah Code Section 53B-2-106.

3.3 Governance and Policy Action Council

The President authorizes the Governance and Policy Action Council to recommend, review, and approve processes and procedures for implementing the policy development, review, and retirement process.

3.4 University Policy Advisory Committee

The University Policy Advisory Committee includes campus stakeholders that advise and support the Policy Officer. This standing committee recommends updates to processes for creating, revising, reviewing, implementing, and retiring University policy. The committee may also serve in an advisory capacity for units establishing or reviewing Supplemental Regulations.

3.5 Responsible Executive

The President delegates authority to Responsible Executives to implement regulations and maintain compliant, efficient, and effective operations in their assigned areas within the University. Responsible

Executives authorize the policy drafting and development process. They are responsible for moving the proposed policy through the review and approval process. Additionally, they are responsible for reviewing existing policies based on the designated review cycle. A list of assigned Responsible Executives by policy is outlined in 1001-G9 Responsible Executives and Policy Custodians.

3.6 Policy Custodian

The Responsible Executive delegates responsibility to a Policy Custodian for compliance within a specific functional area based on position or specific content knowledge. Policy Custodians draft and review policy under the direction of the Responsible Executive. Policy Custodians collaborate with the Policy Officer, compliance owners and partners, and critical stakeholders as a policy development team to conduct research, draft the policy or modifications, and develop a training and communication plan. Policy Custodians solicit input from the University Campus Community and provide opportunities for feedback on how the proposed policy impacts them. Policy Custodians implement approved policies, monitor compliance, provide ongoing evaluation, and schedule reviews or recommend the Retirement of Policies assigned to them. A list of assigned Policy Custodians by policy is outlined in 1001-G9 Responsible Executives and Policy Custodians.

3.7 Policy Officer

The President authorizes the Policy Officer to develop processes and procedures for implementing the policy proposal, review, and retirement process, in consultation with the University Policy Advisory Committee and subject to approval by the Governance and Policy Action Council.

The Policy Officer supports Policy Custodians (as defined in Section 3.6) and policy development teams in drafting, reviewing, editing, amending, and retiring university-level policies. The Policy Officer ensures that Policy Custodians and Responsible Executives (as defined in Section 3.5) follow the processes and procedures outlined in this policy. The Policy Officer maintains and archives all policy records, such as the policy review calendar, historical documents, forms, and exceptions such as interim designation.

3.8 Office of General Counsel

The Office of General Counsel advises University departments or units responsible for promulgating University Regulations. This office reviews the scope and regulatory impact of proposed or amended policies in comparison to federal, state, and local statutes or court rulings.

3.9 University Campus Community

The University Campus Community includes USU faculty, staff, and students. Community members are invited to participate in the policy development process by providing feedback during a public comment period. University Campus Community members may also submit feedback for any university policy online. Content experts may be invited by Policy Custodians to participate in policy development by benchmarking against peer institutions or gathering data.

1001.4 REFERENCES

- [Utah Code Title 53B, Chapter 2, Section 106](#)
- [Utah Code Title 53B, Chapter 27, Part 3 Student Liberties Protection Act](#)
- [USHE R201: Presidents' Responsibility to the System, the Assigned Institution, and for Legislative Relations](#)

1001.5 DEFINITIONS

Academic Policies. A policy that applies to courses, grading, instruction, curriculum, academic program requirements, minors, majors, certificates, degrees, academic credit, transfer credits, credit equivalencies, general education, and academic progress.

External Regulation. A binding statute, rule, agency regulation, or policy issued by federal, state, or local government or regulatory bodies (including the Utah Board of Higher Education).

Policy Lifecycle. A step-by-step process that includes establishing, amending, maintaining, and retiring university policy as contained within USU guidance documents.

Retirement of Policy. Removal of a policy that no longer addresses a required statutory or regulatory purpose, which has been superseded by a new policy, or is no longer aligned with USU's mission. Retirement of a policy must be considered during each scheduled review.

Supplemental Regulations. Regulations that apply only within a specified unit of the University. Supplemental Regulations may be referred to as "college policy," "departmental procedure," or "statements of procedures" and identify the specific administrative units for which they are applicable. They specify additional details about implementing University regulations within the specified administrative unit. These regulations may be more restrictive than University policy but may not be less restrictive.

University Campus Community. University Campus Community members include Utah State University faculty, staff, and students.

University Policy Guidance. A written document or visual representation that provides practical information. Guidance is not authoritative and usually focuses on a specific operational aspect of a policy or procedure.

University Policy Library. An online repository of all University Policies accessible to the University Campus Community and the public. The library is organized into various categories based on the content and covered individuals. It includes all current policies and details about effective dates and review dates. The Policy Office maintains the University Policy Library.

University Policy. An authoritative statement addressing governance, philosophies, principles, or general concepts inherent in carrying out the mission of the University with broad application or impact throughout the University.

University Procedure. Sets forth the steps necessary to consistently implement a University Policy and achieve policy objectives. University Procedures outline and define the processes to appropriately and uniformly perform a task or carry out the University's business activities.

University Regulations. The internal body of policy, procedures, standards, and guidance is issued under the authority of the University President and distributed to members of the USU community. University Regulations inform how to implement federal and state statutes, rules, policies, or guiding principles for the University's governance and operations in accordance with USU's mission.

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

(Resources will be posted upon policy adoption)

Procedures

- 1001-PR1: Developing University Policies & Procedures
- 1001-PR2: New and Substantively Amended Policies
- 1001-PR3: Interim Policies and Amendments
- 1001-PR4: Scheduled Review of Existing Policies

- 1001-PR5: Non-substantive Revisions of Existing Policies
- 1001-PR6: Retirement of Policies

Guidance

- 1001-G1: USU Flowchart for Policy Consideration and Approval
- 1001-G2 through G6: Policy Lifecycle
- [1001-G7: USU Policy Style Guide](#)
- 1001-G8: USU Policy Categories
- [1001-G9: List of Responsible Executives & Policy Custodians](#)
- [Policy Template](#)

Related Forms and Tools

- [1001-F1: Policy Substantive Revision Form](#)
- [1001-F2: Policy Non-substantive Revision Form](#)
- 1001-F3: Interim Policy Justification Form
- [1001-F5: Executive Summary](#)
- 1001-F6: Policy Retirement form
- Policy Review Calendar
- [USU Compliance Framework](#)

Contacts

- [Policy Officer](#)
- [Policy Custodians](#)
- [Compliance Matrix](#)

POLICY HISTORY

Original issue date: N/A

Last review date: 2024/11/26

Next scheduled review date: 2025/11/01

Previous revision dates: N/A



The Policy Custodian and Responsible Executive must complete this form before a policy proposal is initiated, drafted, or presented for approval. If you have any questions, contact the Policy Office at policy@usu.edu.

Step 1: Provide basic information

POLICY INFORMATION			
Policy Number & Title:	1001: University Policy System	Category:	Operating Policies
Action Requested:	☒ NEW ☐ REVISION	Subcategory:	General
Covered Individuals:	All University employees and students		
Submitted by:	Crystal Giordano		
Responsible Executive:		Date:	
Policy Custodian:		Date:	11/27/24
Is a law or regulation requiring USU to implement or revise a policy?			☐ YES ☐ NO
Provide a brief summary of the policy. Include any applicable laws or regulations. This policy sets forth a uniform standard for establishing, amending, maintaining, and retiring University policies. A defined and effective policy system promotes shared governance, ensures strategic and operational effectiveness, protects institutional resources, mitigates risk, and enhances compliance and accountability. Utah Code Section 53B-2-106 outlines responsibilities of the President regarding University policy.			

*Policies that impact the general public may be subject to the Utah Administrative Rulemaking Process.

Step 2: Submit to the University Policy Office for preliminary review

POLICY OFFICE USE ONLY:	
Assign Policy #:	1001
Policy proposal status:	☐ READY FOR NEXT PHASE ☐ REVISIONS NEEDED COMMENTS:
OFFICE OF GENERAL COUNSEL USE ONLY:	
Assigned to:	Alisa Larsen & Amy Shewan

Administrative Rule:	☐ YES ☐ NO	Interim Policy:	☐ YES ☒ NO
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Do not begin drafting policy or soliciting stakeholder feedback until the Policy Office contacts you.

Step 3: Gather stakeholder input and research peer institutions

The Policy Office will recommend key stakeholders.

Consider which groups will be affected by the proposed policy or amendment. The Office of General Counsel and the Policy Office may recommend specific stakeholders to include. Review the USU Compliance Matrix for possible stakeholders.

Review best practices from peer institutions and professional organizations. For more tips, review [Tips for a Successful Policy Development Team](#).

STAKEHOLDER INPUT			
Name/Office	Date Consulted	Comments	Signature
University Policy Advisory Committee	11/26/24	See feedback	
Public Comment Period	1/10/25	See feedback included on Exec Summary	
University Leadership Council	12/11/24	See feedback included on Exec Summary	
Faculty Senate Exec Committee	12/16/24	See feedback included on Exec Summary	
BoT Exec Committee	1/6/25	See feedback included on Exec Summary	
Faculty Senate	1/6/25	See feedback included on Exec Summary	
BoT	1/10/25	See feedback included on Exec Summary	
USUSA Academic Senate	1/6/25	See feedback included on Exec Summary	
USUSA Exec Council	1/7/25	See feedback included on Exec Summary	

Attach a list of additional stakeholders and comments if applicable.

Step 4: Begin drafting or amending policy

Follow the [Policy Template](#) to organize the content of your policy.

Review the [Policy Style Guide](#) for editorial consideration.

For existing policies, consult the [Checklist to Review USU Policy](#).

Collaborate with the Office of General Counsel liaison for review and guidance.

Draft an [implementation plan](#) that addresses communication to campus, required training, and updates to procedures or standards.

Once the policy is drafted, write an [Executive Summary](#).

DRAFT APPROVAL			
Responsible Executive:		Date:	
Policy Custodian:		Date:	12/16/24

Step 5: Submit to the University Policy Office for final review

POLICY OFFICE USE ONLY:				
☒ Style Guide	☒ Template	☒ Stakeholder Input	☒ Executive Summary	☐ Redline
☐ Consistent with USU	☒ Procedural Documents Updated		☐ Implementation Plan	
See feedback included on Exec Summary Comments:				
Legal Approval:		Date:		
Policy Office Approval:		Date:	1/2/25	

While waiting for the final review, prepare to present the policy proposal. For tips on how to prepare, consult [Presenting Policy to Stakeholders](#).

Step 6: The University Policy Office submits the policy for approval. The Responsible Executive presents the policy at applicable meetings and records feedback and/or decisions.

APPROVAL PROCESS		
Body	Date Consulted	Decision or Comments
USUSA Academic Senate Exec Committee	1/6/25	
USUSA Full Academic Senate	1/7/25	
SEA Committee	12/2/24	
Faculty Senate	12/6/24	
USU Leadership Team	12/11/24	
President	12/11/24	
Board of Trustees	1/10/25	
Utah Board of Higher Education		

POLICY OFFICE USE ONLY:			
Policy Approved	☒ YES ☐ NO ☐ WITH REVISIONS**		
Published to Policy Library		Published on Policy Office Home Page	
Email sent to Policy Update Subscribers			

**Attach documentation for any required revisions.



2024 Annual *Financial* Report

A Component Unit of The State of Utah

UtahStateUniversity®

did *you* know?

The tradition of becoming a "**True Aggie**" started in the bell tower of the Old Main Building. Couples would climb up inside and kiss at midnight on Homecoming, A-Day, or by kissing an existing true Aggie at midnight under a full moon. The Be-No Club donated the block "A" in 1914 and the tradition was moved to kissing on top of it.



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Letter *from the* PRESIDENT

I am pleased to present the Utah State University (USU) 2024 annual financial report for the fiscal year ending June 30, 2024. This report provides a comprehensive overview of our financial performance, including our revenue, expenditures, and net position.

As you review this report, you'll gain insights into our financial health, our ability to meet our financial obligations, and our progress toward achieving our strategic goals. We believe this information is essential for understanding our university's operations and ensuring transparency and accountability.

Utah State University: A public service, land-grant leader

As Utah's land-grant institution, **USU is committed to serving the state and its citizens.** Our dedicated faculty are passionate about advancing education, research, and community engagement.

USU is committed to providing exceptional teaching and learning experiences across our campuses and online programs. Our dedication to education has earned us numerous accolades and advancements, making us a top choice for students seeking a high-quality education. During the past year, Utah State University established a new Strategic Enrollment Management (SEM) division to optimize student recruitment and support the university in its ambitious goal setting to meet financial, technological and academic challenges in higher education.



Utah State University is a driving force behind innovation and research in the state of Utah.

With a strong focus on addressing pressing global challenges, our faculty and students are making significant contributions in fields such as agriculture, engineering, technology, and the sciences. Through cutting-edge research, USU is fostering economic growth, improving quality of life, and shaping the future of Utah and beyond.

- **National Leadership:** USU is a Carnegie R1 institution, recognized for its high research activity.
- **Significant Partnerships:** We have secured a \$1 billion contract with the U.S. Air Force Research Laboratory and established the Janet Quinney Lawson Institute to connect research with decision-makers.
- **New Veterinary Medicine Program:** In 2022, we launched a new College of Veterinary Medicine, the first of its kind in Utah.

As a public service, land-grant institution, Utah State is dedicated to serving our communities and contributing to their growth and development. Our faculty and students work closely with local leaders

and industries to address pressing challenges and find innovative solutions.

At Utah State University, we prioritize providing accessibility and providing **high-quality education at an affordable cost**. Students enrolled in 12-18 credits receive up to six credits for free, making their education even more accessible.

USU offers many financial support options, including the Utah State Promise scholarship to help Pell Grant recipients cover any remaining tuition and fees, supporting students in their time of need and contributing to USU's recognition in social mobility. The university's SEM team helped students overcome significant national Free Application for Federal Student Aid (FAFSA) delays in awarding federal aid and implemented four-year awards for incoming students. Further, **Utah State achieved a record number of admissions applications by eliminating the application fee for resident students and developing new admissions pathways to meet student needs.**

Our commitment to affordability and accessibility has been acknowledged nationally. USU was recently ranked **No. 8 among public universities** and No. 22 overall in the Washington Monthly 2022 National University Rankings. This recognition highlights our success in advancing social mobility for our students.

The financial statements included in this report adhere to generally accepted accounting principles established by the Governmental Accounting Standards Board. These principles are endorsed by the American Institute of Certified Public Accountants and the National Association of College and University Business Officers.

The Office of the State Auditor has conducted an audit of our financial statements for the fiscal year

ending June 30, 2024. Their unqualified opinion is included in this report.

This annual financial report provides a comprehensive overview of Utah State University's financial position as of June 30, 2024. It also details the flow of financial resources during the 2023-2024 fiscal year and how these resources were utilized to fulfill our mission.

I am pleased to share this report with you.



Elizabeth R. Cantwell

President, Utah State University



OFFICE OF THE
STATE AUDITOR

Independent Auditor's Report

To the Board of Trustees, Audit Committee
and
Elizabeth R. Cantwell, President
Utah State University

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Utah State University (University), as of and for the year ended June 30, 2024, and the related notes to the financial statements, which collectively comprise the University's basic financial statements as listed in the table of contents.

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the University as of June 30, 2024, and the respective changes in its financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

We did not audit the financial statements of the Utah State University Space Dynamics Laboratory (SDL), a blended component unit, which represent 11 percent, 6 percent, and 24 percent, respectively, of the total assets, net position, and revenues of the University, as of June 30, 2024. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the SDL, is based solely on the report of the other auditors.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the University and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

As described in Note A, the University revised its estimate for its scholarship allowances using the National Association of College and University Business Officers' (NACUBO) Advisory 2023-01 *Public Institutions: Accounting for and Reporting Financial Aid as a Discount* as guidance for revising this estimate. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of

expressing an opinion on the effectiveness of the University's internal control. Accordingly, no such opinion is expressed.

- evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis, the Schedule of Proportionate Share of Net Pension Liability, and the Schedule of Pension Contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We and other auditors have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Management is responsible for the other information included in the annual report. The other information comprises the Letter from the President and the listing of Executive Officers and Board of Trustees but does not include the basic financial statements and our auditor's report thereon. Our opinion on the basic financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated October 28, 2024 on our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the University's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the University's internal control over financial reporting and compliance.

Office of the State Auditor

Office of the State Auditor
Salt Lake City, Utah
October 28, 2024



Management's Discussion & Analysis

This section provides an overview of the University's financial activities in the current year compared to the prior year. Total assets and liabilities are presented as well as the change in net position from the prior year. Revenues, expenses, appropriations from the state, contributions, etc., are analyzed and discussed. The cash activity is also summarized to show the change in cash from the prior year to the current year.

The following unaudited Management's Discussion and Analysis (MD&A) includes an analysis of the financial condition and results of activities of Utah State University (University) for the fiscal year (FY) ended June 30, 2024. The analysis includes the University's condensed and comparative Statement of Net Position; Statement of Revenues, Expenses, and Changes in Net Position; and Statement of Cash Flows along with related graphs and comparative data. Also included is management's perspective of the University's economic outlook.

Utah State University is a component unit of the State of Utah. The financial statements include the accounts of Utah State University Agricultural Experiment Station, Utah State University Cooperative Extension Service, Utah State University Water Research Laboratory, Utah State University Brigham City Campus, Utah State University Tooele Campus, Utah State University Uintah Basin Campus, Utah State University Eastern (USU Eastern), and Utah State University Blanding, which are entities separately funded by state appropriations.

The Utah State University Space Dynamics Laboratory (SDL), the Utah State University Foundation (Foundation) and the Hansen Scholars Support Foundation (HSSF) are blended component units of the University and have been consolidated in these financial statements. SDL is governed by a Board of Directors appointed by the president of Utah State University, under the direction of the University's Board of Trustees. SDL is a dependent foundation of Utah State University and is reported as a part of the University because its primary purpose is to support the mission of Utah State University in regards to research. The Utah State University Foundation is also governed by a Board of Trustees appointed by the president of the University. The Utah State University Foundation is a dependent foundation of Utah State University and serves as a fund-raising arm of the University. The

Hansen Scholars Support Foundation is a dependent foundation and is governed by a Board of Trustees, with the majority being selected by the University. The purpose of this foundation is to manage, invest, and distribute foundation assets to the University to be used for scholarships.

The Utah State University Space Dynamics Laboratory annually publishes audited financial statements. A copy of the audited financial statements can be obtained from Utah State University Space Dynamics Laboratory, 416 E. Innovation Avenue, North Logan, Utah 84341.

Overview of Financial Statements & Financial Analysis

The Management's Discussion and Analysis is designed to provide an easily readable analysis of the University's financial activities based on facts, decisions, and conditions known at the date of the auditor's report. The University's financial statements for fiscal year 2024 are presented beginning on page 22. The financial statements, note disclosures, and this discussion are the responsibility of management. This annual report consists of a series of financial statements, prepared in accordance with the Governmental Accounting Standards Board (GASB) Statement No. 35, *Basic Financial Statements and Management's Discussion and Analysis – for Public Colleges and Universities*. These financial statements focus on the operations, cash flows, and the main condition of the University as a whole. There are three financial statements presented: Statement of Net Position; Statement of Revenues, Expenses, and Changes in Net Position; and Statement of Cash Flows.

Statement of Net Position

The Statement of Net Position outlines the University's financial condition at fiscal year end. This statement reflects the various assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position of the University as of the fiscal year ended June 30, 2024.

From the data presented, readers of the Statement of Net Position have the information to determine the assets available to continue the operations of the University. They can also determine how much the University owes vendors, investors, and lending institutions. Finally, the Statement of Net Position outlines the net position (assets plus deferred outflows of resources minus liabilities minus deferred inflows of resources) available to the University and defines that availability.

Net position is divided into three major categories. The first category, Net Investment in Capital Assets, reflects the University's equity in property, plant, and equipment owned by the University. The second category, Restricted, is further divided into two subcategories: Nonexpendable and Expendable. The corpus of restricted nonexpendable resources as it pertains to endowments is only available for investment purposes. Donors have primarily restricted income derived from these investments to fund scholarships and fellowships. The corpus of restricted nonexpendable resources as it pertains to loan funds is only available for the purpose of issuing loans to students under the terms of the various donor and federal government agreements. Restricted expendable resources are available for expenditure by the University but must be expended for purposes as determined by donors and/or external entities that have placed time or purpose restrictions on the use of the assets. The last category, Unrestricted, discloses the resources available to the University for purposes related to its mission.

In fiscal year 2024, the University's total net position increased \$167.7 million (9.17%) to \$2 billion. The increase reflects those revenues that were received during 2024 that were not used for operations or payment of interest on capital asset related debt.

Total assets increased \$189.5 million (7.7%) while total liabilities increased \$22.3 million (3.5%). Current assets decreased by \$13.6 million (3.4%). Cash and cash equivalents increased \$23.8 million largely due to the purchase of investments. Short-term investments decreased \$54.5 million mainly due to a \$58.1 million decrease in commercial paper and notes, and a \$4.9 increase in U.S. Government obligations. Accounts receivable increased \$16.9 million largely due to an increase in contracts and grants receivable of \$11.3 million, an increase in other receivables of \$2.5 million, and an increase of pledges receivable of \$3.1 million. Notes receivable decreased \$0.4 million.

Noncurrent assets increased \$203.1 million due to a net increase of \$45.1 million in capital assets, a \$2.4 million decrease in restricted cash and cash equivalents, an increase of \$143.1 million in investments, a \$0.7 million increase of restricted short-term investments, a \$3.2 million increase in pledges receivable, a decrease of \$0.8 million in accounts and notes receivable, a \$14.4 million increase in the net pension asset, and a \$0.2 million decrease in split-interest agreements.

The \$45.1 million net increase in capital assets is comprised of construction projects completed or in progress, purchases of land, buildings, equipment, leased assets, and subscription assets; and offset by depreciation and amortization expense of all depreciable capital, leased, and subscription assets.

Large construction projects completed or in progress included the Electric Vehicle and Roadway building addition, the Maverik Stadium improvements, the Ridge Point Residence Hall, the Canyon View Parking Terrace, the Mehdi Heravi

Condensed Statement of Net Position | As of June 30

	2024	2023	Change	% Change
Assets				
Current assets	\$383,967,658	\$397,554,046	(\$13,586,388)	(3.42%)
Noncurrent assets				
Net capital assets	1,182,760,363	1,137,676,321	45,084,042	3.96%
Other noncurrent assets	1,084,655,568	926,660,365	157,995,203	17.05%
Total assets	2,651,383,589	2,461,890,732	189,492,857	7.70%
Deferred outflows of resources				
Unamortized losses on bonds	6,119,366	6,546,238	(426,872)	(6.52%)
Resources related to pensions	15,629,159	14,313,180	1,315,979	9.19%
Total deferred outflows of resources	21,748,525	20,859,418	889,107	4.26%
Liabilities				
Current liabilities	212,921,200	177,500,278	35,420,922	19.96%
Noncurrent liabilities	442,503,924	455,610,114	(13,106,190)	(2.88%)
Total liabilities	655,425,124	633,110,392	22,314,732	3.52%
Deferred inflows of resources				
Leases	15,659,212	15,446,928	212,284	1.37%
Resources related to pensions	143,267	471,144	(327,877)	(69.59%)
Split-interest agreements	4,887,746	4,370,358	517,388	11.84%
Total deferred inflows of resources	20,690,225	20,288,430	401,795	1.98%
Net position				
Net investment in capital assets	850,531,532	794,140,336	56,391,196	7.10%
Restricted – nonexpendable	214,911,748	203,484,736	11,427,012	5.62%
Restricted – expendable	442,878,628	401,773,201	41,105,427	10.23%
Unrestricted	488,694,857	429,953,055	58,741,802	13.66%
Total net position	\$1,997,016,765	\$1,829,351,328	\$167,665,437	9.17%

Global Teaching and Learning Center, the Kem and Carolyn Gardner Learning and Leadership building, and the Wanlass Center for Art Education and Research. The University capitalized \$9.5 million, \$2.4 million, \$13.7 million, \$2 million, \$2.9 million, \$4.6 million, and \$2.4 million, respectively, for these projects during fiscal year 2024. The decrease in restricted cash and cash equivalents is mainly due to the draw down of bond construction proceeds for the first two projects.

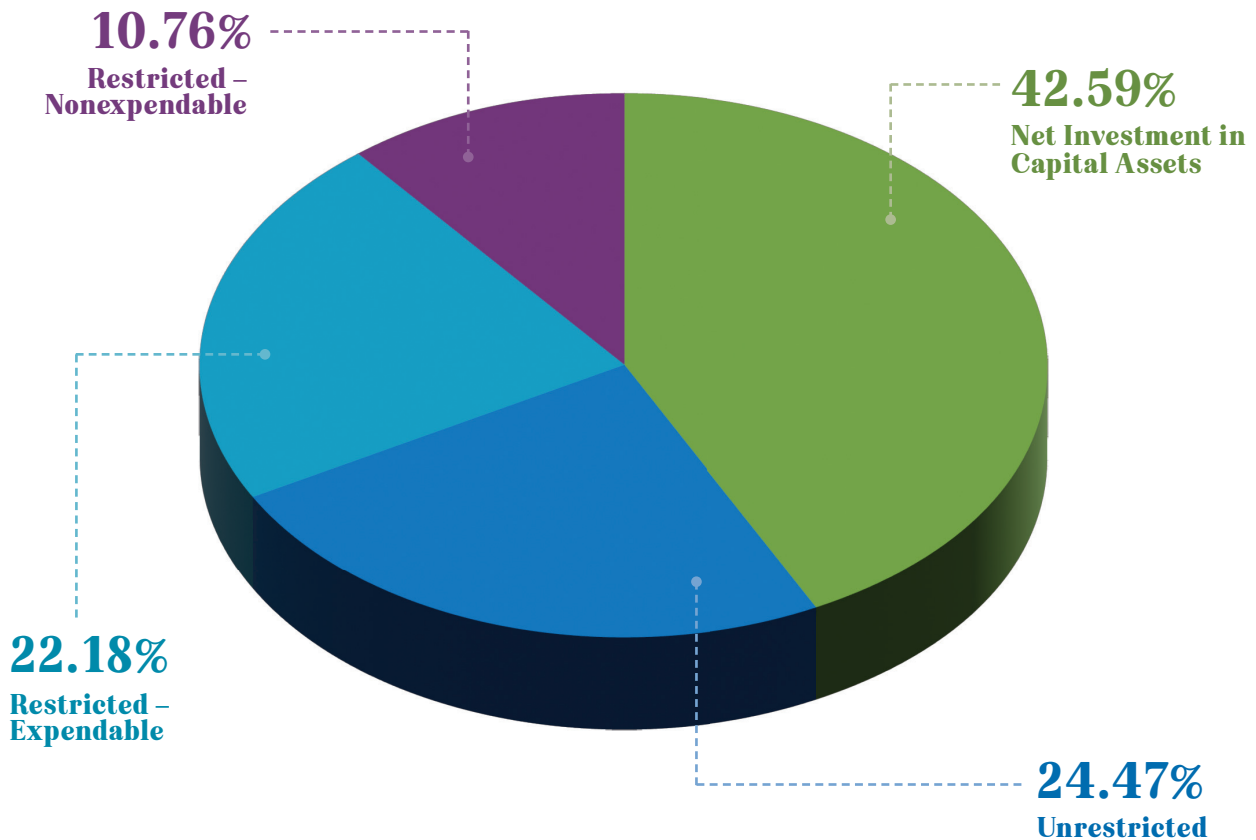
The increase in investments was due to an increase of \$6.5 million in alternatives, a \$43.9 million increase in U.S. Government agency obligations, a \$70.5 million increase in commercial paper and stock, a \$22.4 million increase in mutual funds, and a \$0.2 million decrease in municipal bonds. The increase in pledges receivable is primarily due to increased pledges. The decrease in accounts and notes receivable is largely due to a decrease in the Federal Perkins Loan Program. The increase in the net pension asset was determined by actuarial procedures as reported by the Utah Retirement Systems.

Total liabilities increased \$22.3 million as current liabilities increased \$35.4 million (20%), while noncurrent liabilities decreased \$13.1 million (2.9%). The majority of the increase in current liabilities is due to an increase of \$20.5 million payable to the State of Utah for construction projects, an increase of \$5.9 million of salaries, wages, and benefits payable, an increase of \$4.9 million payable to suppliers, a decrease of \$0.5 million of bonds and notes payable, and an increase of \$1.6 million of unearned revenue and deposits. The \$1.6 million increase was mainly due to increased advanced billings and deposits of contracts and grants.

The majority of the decrease in the noncurrent liabilities is due to an increase of \$2.3 million for compensated absences and early retirement payable, a decrease of \$13.7 million in bonds and notes payable, and a decrease of \$2.3 million of other liabilities. The majority of the \$2.3 million is due to \$1.5 million decrease of lease liabilities, and a \$0.5 million decrease in the Federal Perkins Loan Program.



The composition of the University's net position at June 30, 2024, was:



Statement of Revenues, Expenses, & Changes in Net Position

Changes in total net position as presented in the Statement of Net Position are based on the activity presented in the Statement of Revenues, Expenses, and Changes in Net Position. The purpose of this statement is to present the revenues received by the University, both operating and nonoperating, and the expenses of the University, operating and nonoperating, and any other revenues, expenses, gains, and losses received or expended by the University.

Operating revenues are received for providing goods and services to the various customers and

constituencies of the University. Operating expenses are those expenses paid to acquire or produce the goods and services provided in return for the operating revenues, and to carry out the mission of the University.

Nonoperating revenues are revenues received for which goods and services are not provided; for example, state appropriations are nonoperating revenues because they are provided by the Legislature to the University without the Legislature directly receiving commensurate goods and services in return for those revenues. Without the nonoperating revenues, in particular the state appropriations, private gifts, and financial aid grants, the University would not be able to cover its costs of operations. These sources are critical to the University's financial stability and directly impact the quality of its programs. In fiscal year 2024 funding from these sources was adequate to cover all of the University's costs of operations.

The Statement of Revenues, Expenses, and Changes in Net Position shows the activity that resulted in a \$167.7 million increase in net position for the fiscal year ended June 30, 2024.

Condensed Statement of Revenues, Expenses, & Changes in Net Position

For the Years Ended June 30

	2024	2023	Change	% Change
Operating revenues				
Tuition and fees - net	\$143,827,872	\$168,405,719	(\$24,577,847)	(14.59%)
Contracts, grants, and federal appropriations	454,831,359	407,974,556	46,856,803	11.49%
Auxiliary enterprises - net	61,134,298	59,781,090	1,353,208	2.26%
Other operating revenues	59,345,277	63,112,483	(3,767,206)	(5.97%)
Total operating revenues	719,138,806	699,273,848	19,864,958	2.84%
Operating expenses				
Salaries and wages	508,372,876	456,725,425	51,647,451	11.31%
Employee benefits	198,626,278	167,054,266	31,572,012	18.90%
Other operating expenses	288,333,797	279,810,168	8,523,629	3.05%
Scholarships and fellowships	12,417,345	35,240,582	(22,823,237)	(64.76%)
Depreciation and amortization	69,391,897	67,329,563	2,062,334	3.06%
Total operating expenses	1,077,142,193	1,006,160,004	70,982,189	7.05%
Operating loss	(358,003,387)	(306,886,156)	(51,117,231)	(16.66%)
Nonoperating revenues				
State appropriations	331,431,953	315,682,436	15,749,517	4.99%
Financial aid grants	38,684,912	35,162,266	3,522,646	10.02%
Private gifts	40,175,475	31,111,922	9,063,553	29.13%
Other nonoperating revenues	83,019,720	27,873,427	55,146,293	197.85%
Net nonoperating revenues	493,312,060	409,830,051	83,482,009	20.37%
Income before other revenues	135,308,673	102,943,895	32,364,778	31.44%
Other revenues				
Capital appropriations	18,213,023	14,406,771	3,806,252	26.42%
Capital grants and gifts	4,940,281	8,994,600	(4,054,319)	(45.08%)
Additions to permanent endowments	9,203,460	10,404,274	(1,200,814)	(11.54%)
Total other revenues	32,356,764	33,805,645	(1,448,881)	(4.29%)
Increase in net position	167,665,437	136,749,540	30,915,897	22.61%
Net position – beginning of year	1,829,351,328	1,692,601,788	136,749,540	8.08%
Net position – end of year	\$1,997,016,765	\$1,829,351,328	\$167,665,437	9.17%

The University experienced a net operating loss in fiscal year 2024 of \$358 million. This operating loss highlights the University's dependency on nonoperating revenues such as state appropriations and private gifts to meet its costs of operations.

Total fiscal year 2024 operating revenues increased by \$19.9 million (2.8%) from 2023. The net tuition and fee revenues decreased \$24.6 million (14.6%) largely due to the \$21.5 million (25%) scholarship allowance increase. Contracts, grants, and federal appropriations increased 11.5 percent, providing \$46.9 million of an increase in operating revenues, reflecting the University's expanding research efforts, particularly at the Utah State University Space Dynamics Laboratory. Other operating revenues, comprising sales and services of educational departments, auxiliary enterprises, and others, decreased \$2.4 million, largely due to decreased lease income.

Net nonoperating revenues increased \$83.5 million (20.4%). State appropriations increased \$15.7 million due to increases in the State of Utah budget for salaries, wages, benefits, and performance funding, and to fund increased costs of operation and maintenance of facilities. Financial aid grants increased \$3.5 million. Private gifts totaled \$40.2 million, a \$9.1 million increase. Investment income increased \$55.9 million due to significant increases in investments and higher interest rates. Interest on capital asset related debt increased \$2.6 million. Other nonoperating expense decreased \$1.7 million mainly due to a reduced total of write-offs of uncollectible gift pledges. The University received \$1.4 million of Pandemic Relief Funds, a decrease of \$3 million.

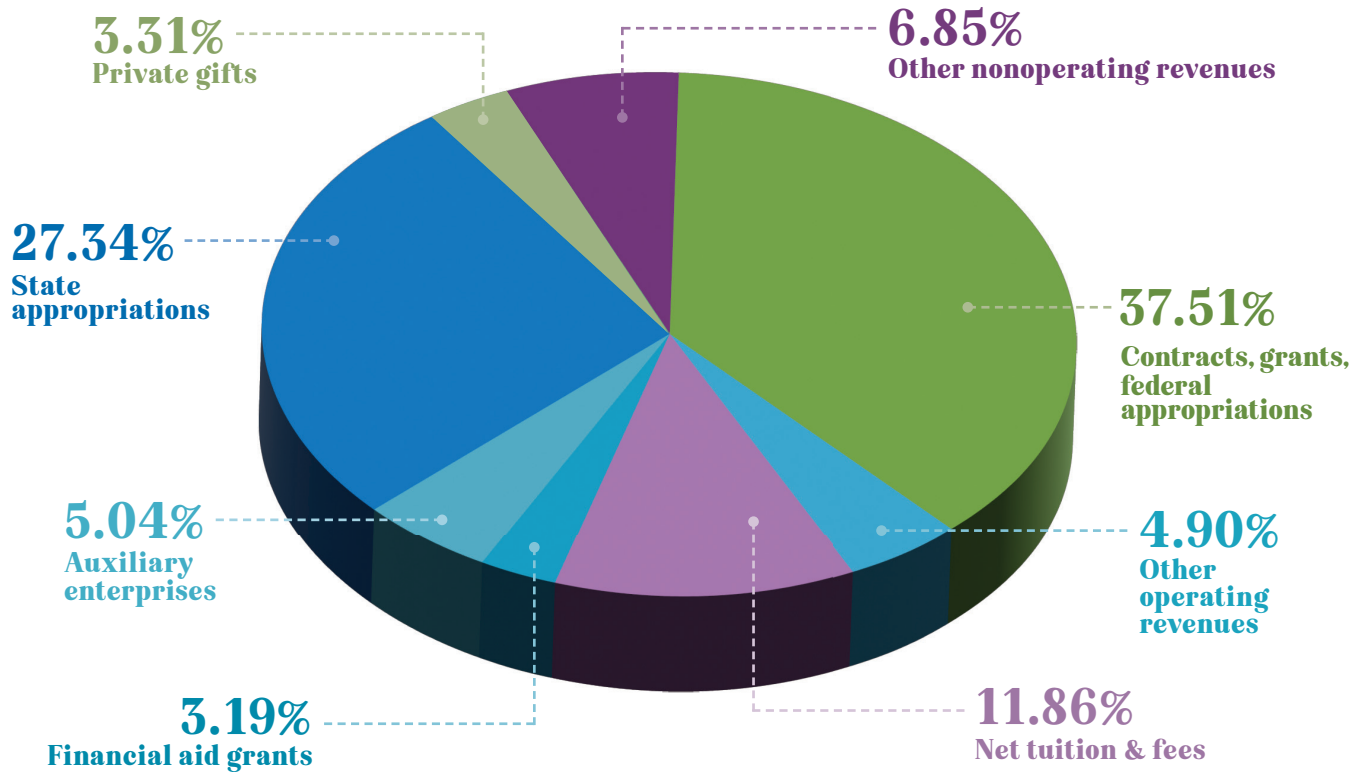
Capital appropriations, and capital grants and gifts are helping to fund various capital projects that are discussed in the Capital Asset and Debt Administration section on page 20. Capital

appropriations, managed through the Division of Facilities Construction and Management, were \$18.2 million for various buildings and infrastructure upgrades and improvements. Capital grants and gifts totaled \$5 million. Additions to permanent endowments totaled \$9.2 million.

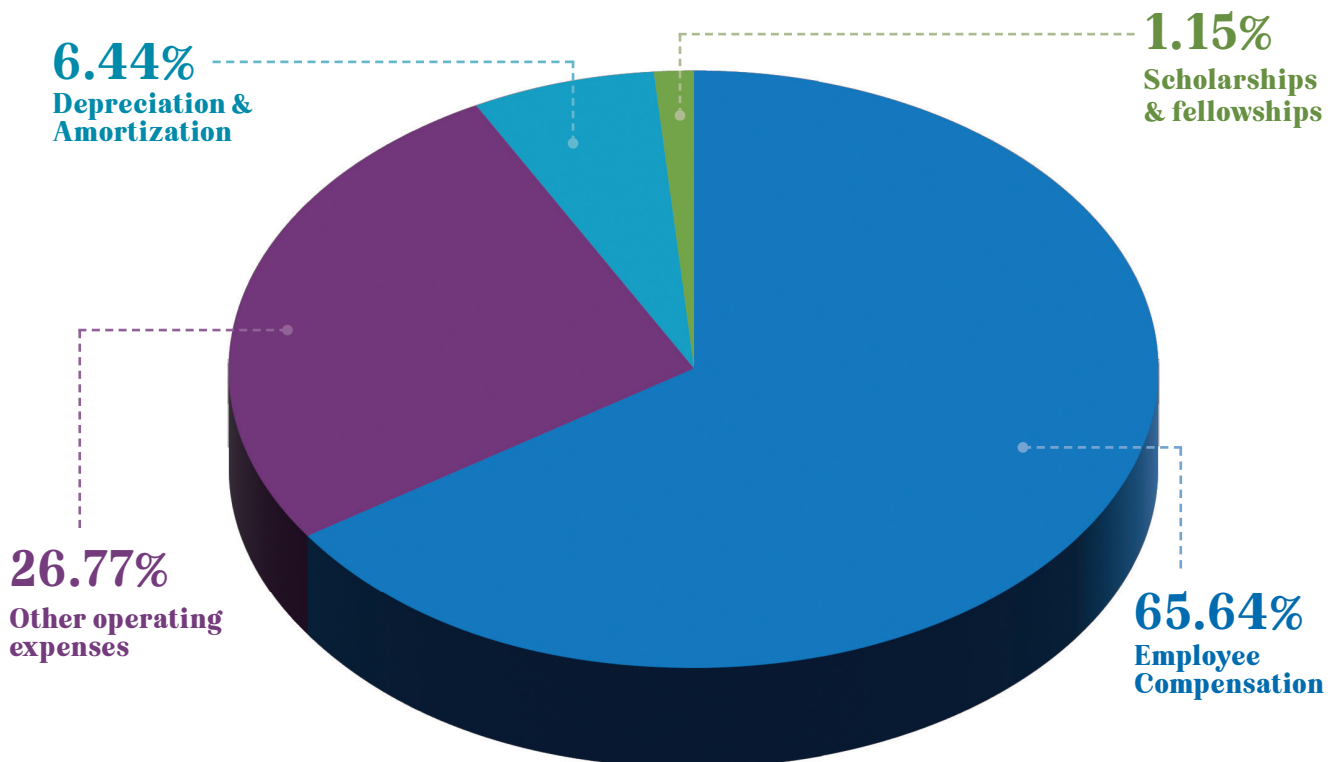
Total operating expenses increased \$71 million (7%) in fiscal year 2024. Salaries, wages, and benefits increased \$83.2 million (13.3%). The increase of 195 benefited employees (to a total of 5,242 benefited employees), salary increases, and an increase in the cost of medical insurance totaled \$78.8 million, and the actuarial calculated pension expense increased \$4.4 million. Other operating expenses increased \$8.5 million (3%) mostly due to the increased expenses related to the development of battery-electric trainsets. Scholarships and fellowships decreased \$22.8 million. Depreciation and amortization expense increased \$2.1 million.



The University's sources of revenue available to meet current operating costs at June 30, 2024, were:



The University's operating expenses by classification at June 30, 2024, were:



Statement of Cash Flows

The final statement presented by Utah State University is the Statement of Cash Flows. The Statement of Cash Flows presents detailed information about the cash activity of the University during the fiscal year. The statement is divided into five sections. The first section deals with operating cash flows and shows the net cash used by operating activities. The second section includes cash flows from noncapital financing activities. This section includes the cash received and spent for nonoperating, noninvesting, and noncapital financing purposes. The third section includes cash flows from capital and related financing activities. This section includes the cash used for the acquisition and construction of capital and related items. The fourth section includes the cash flows from investing activities and shows the purchases, proceeds, and interest received from

investing activities. A condensed version of these first four sections is provided on the following page. The fifth section of the Statement of Cash Flows is not included in the Condensed Statement of Cash Flows, which reconciles the net cash used for operations to the operating loss reflected on the Statement of Revenues, Expenses, and Changes in Net Position. This reconciliation is available for review in the Statement of Cash Flows on page 29.

The University's cash and cash equivalents had a net increase of \$21,437,602 to a total of \$251,196,787. Current cash and cash equivalents increased by \$23.8 million due to the purchase of investments, and noncurrent cash and cash equivalents decreased by \$2.3 million largely due to a net decrease of the balances of bond construction proceeds. Overall, cash decreased \$8.6 million, money market investments increased \$0.8 million, and Utah Public Treasurers' Investment Fund investments increased \$29.2 million.

Condensed Statement of Cash Flows For the Years Ended June 30

	2024	2023	Change	% Change
Cash provided (used) by:				
(1) Operating activities	(\$281,377,603)	(\$280,292,669)	(\$1,084,934)	(0.39%)
(2) Noncapital financing activities	421,479,033	406,236,993	\$15,242,040	3.75%
(3) Capital and related financing activities	(120,042,848)	1,896,144	(\$121,938,992)	(6,430.89%)
(4) Investing activities	1,379,020	(78,177,576)	\$79,556,596	101.76%
Net increase in cash and cash equivalents	21,437,602	49,662,892	(\$28,225,290)	(56.83%)
Cash and cash equivalents - beginning of year	229,759,185	180,096,293	\$49,662,892	27.58%
Cash and cash equivalents - end of year	\$251,196,787	\$229,759,185	\$21,437,602	9.33%

Capital Asset & Debt Administration

Construction of the Mehdi Heravi Global Teaching and Learning Center is complete. The two-story, 39,345 square foot, \$23.8 million building will house the College of Humanities and Social Sciences programs in the Department of World Languages and Cultures, including the Intensive English Language Institute and the Master of Second Language Teaching program.

Construction of a \$14 million, 22,400 square foot, one/two story, building addition to the Electric Vehicle and Roadway building on the University's Innovation Campus is nearly complete. The Electric Vehicle and Roadway Research Facility and Test Track is a state-of-the-art facility at the forefront of wirelessly charged electric vehicle and roadway technologies. It is part of the Advancing Sustainability through Powered Infrastructure for Roadway Electrification (ASPIRE) program. The project is funded in part with the proceeds of the University's \$8,605,000 Research Revenue Bonds, Series 2021, that were issued in November of 2021.

Construction of improvements at the southeast corner of Maverik Stadium were completed in August of 2023. The project was funded with the proceeds of the University's \$7,233,000 Student Building Fee Revenue Bonds, Series 2022, that were issued in July of 2022.

Construction of the Carolyn and Kem Gardner Learning and Leadership building continues. The 44,661 square foot, \$31 million building, funded largely through private philanthropic support, will be located adjacent to the George S. Eccles and Huntsman Hall business buildings. It will house much of the expanding experiential learning programs of the Jon M. Huntsman School of Business, and will create room for new hands-on learning initiatives.

Construction of the Wanlass Center for Art Education and Research is nearing completion. The 10,198 square

foot, \$7 million building will be located adjacent to the Nora Eccles Harrison Museum of Art. It will include a multi-purpose studio classroom for art-making for K-12, USU courses and community classes; display niches where art from the collection can be displayed for inspiration and discussion; a study center with an open classroom; a research library; and visible collection storage that allows the museum to easily pull and display a wide range of artworks for classes or groups to access, interact with, discuss, and research. Visitors will experience visible compaction art storage to gain a sense of what museums do behind the scenes.

Construction of the Ridge Point Residence Hall began in fall of 2023. It will be a six story, approximately 112,000 square foot building, with 306 beds in modern apartment style units to meet current housing demands. Completion is scheduled for August of 2025. The total construction cost is projected to not exceed \$49.3 million. The project is funded with a portion of the proceeds of the University's \$67,820,000 Auxiliary System Revenue Bonds, Series 2023, and cash reserves.

Construction of the Canyon View Parking Terrace began in spring of 2024. It will be a 116,680 square foot facility with four parking levels above ground and one parking level below ground with 343 vehicle spaces. Completion is scheduled for August of 2025. The total construction cost is projected to not exceed \$22.9 million. The project is funded with a portion of the proceeds of the University's \$67,820,000 Auxiliary System Revenue Bonds, Series 2023, and cash reserves.

The University officially broke ground on May 31, 2024, for the new Veterinary Medical Education Building in Logan at the corner of 1400 North and 1200 East. Currently, the University's School of Veterinary Medicine uses existing buildings and facilities to train each class of about 30 students, who complete their first two years of study at Utah State

and final two years at Washington State University. College of Veterinary Medicine administrators and faculty are working toward gaining full accreditation from the American Veterinary Medical Association and anticipate that the first class of students who will earn their doctor of veterinary medicine degrees entirely in Utah will begin their coursework fall semester of 2025. With creation of the four-year program and new building, the University intends to expand its capacity and accept up to 80 students per year. This state-funded building will cost an estimated \$75.5 million with laboratories, classrooms, offices, and study spaces. It is expected to open in summer of 2026.

Representatives of the University and the Navajo Nation broke ground for the Monument Valley Academic building on August 2, 2024. The building, which will be located just northwest of Monument Valley High School, will serve students and community members of the Navajo Nation. The 10,510 square foot, \$14 million building will include modern classrooms, computer labs, a nursing and CNA lab, a career and technical education lab, a small business development space, a welding lab, spaces for adult education and USU Extension, and administrative and faculty offices. It will be equipped for distance learning and will allow the University to offer an array of certificates and degrees, ranging from technical certificates to doctorate degrees. It will also double as a center for community gatherings and public events. Construction is anticipated to be completed in early 2026.

Economic Outlook

Utah's strong economic performance continued in 2024, although with some tapering. Preliminary estimates show Utah with its highest labor force participation rate since 2010, suggesting the combined effects of robust job opportunities, higher-than-usual inflation, and higher wages

drew many workers into Utah's strong labor markets. While interest-rate-sensitive sectors like construction, banking, and tech felt pressure, many other industries enjoyed healthy growth, including tourism, public construction, oil and gas extraction, and health care. A strong Utah economy is important to Utah State University as it generally translates into continued and additional support for the institution.

Education beyond high school increases economic opportunity and social mobility. The share of Utahns 25 years or older with a bachelor's degree or higher stands at 37.9 percent which puts Utah in the top third of states (14th) for four-year degree attainment and second among Mountain States.

USU continues to enjoy stable enrollments, with Fall 2024 total headcount climbing 3 percent to just under 29,000 students across multiple locations within the University's statewide system of campuses and education centers. A strong and growing number of sponsored research contracts and grants allows USU to further its critically important mission as one of the two research institutions in the state and retain its esteemed designation as an R1 research institution.

USU has a diverse source of revenues, including those from the state of Utah, student tuition and fees, sponsored research programs, private support, and self-supporting enterprises. This diversity of revenues continues to provide financial stability and significant protection against potentially difficult future economic times.

Management believes that USU's strong financial position and diverse sources of revenues will enable the University to move forward and accomplish its mission of being one of the nation's premier land and space-grant institutions.



Financial **Statements**

The financial statements consist of the Statement of Net Position; the Statement of Revenues, Expenses, and Changes in Net Position; and the Statement of Cash Flows. Each statement presents a different financial perspective of the University for the fiscal year ended June 30, 2024.

did *you* know?

The **Aggie Creamery** produces about 50,000 gallons of ice cream each year. Aggie Blue Mint is the most popular flavor by far!



Statement of Net Position | June 30, 2024

Assets	
Current assets	
Cash and cash equivalents (Notes A, B, and D)	\$158,942,610
Short-term investments (Notes B and D)	83,101,222
Accounts receivable from primary government (Note E)	6,328,088
Accounts receivable from others - net (Note E)	119,948,460
Credits receivable (Note E)	98,995
Notes receivable - net (Note E)	838,928
Inventories (Note A)	9,315,925
Prepaid expenses	5,393,430
Total current assets	383,967,658
Noncurrent assets	
Restricted	
Cash and cash equivalents (Notes A, B, and D)	92,254,177
Short-term investments (Notes B and D)	1,026,551
Investments (Notes C and D)	312,965,623
Accounts receivable - net (Note E)	3,265,483
Real estate held for resale	364,400
Split-interest agreements	428,082
Accounts receivable - net (Note E)	45,603,200
Notes receivable - net (Note E)	11,062,834
Investments (Notes C and D)	602,901,512
Other noncurrent assets	61,042
Net pension assets (Note J)	14,722,664
Capital assets - net (Note F)	1,182,760,363
Total noncurrent assets	2,267,415,931
Total assets	2,651,383,589
Deferred outflows of resources	
Unamortized refunding losses on bonds	6,119,366
Resources related to pensions (Note J)	15,629,159
Total deferred outflows of resources	21,748,525

Table continued on next page

Statement of Net Position (continued) | June 30, 2024

Liabilities	
Current liabilities	
Accounts payable and accrued liabilities to primary government (Note G)	25,355,148
Accounts payable and accrued liabilities to others (Note G)	97,371,731
Liability for compensated absences (Note H)	19,791,370
Liability for early retirement (Note H)	8,402,540
Unearned revenue and deposits	42,143,613
Other current liabilities (Note H)	7,157,387
Funds held for others	54,889
Notes payable to primary government (Note H)	102,533
Bonds and notes payable (Notes H and I)	12,541,989
Total current liabilities	212,921,200
Noncurrent liabilities	
Liability for compensated absences (Note H)	12,780,149
Liability for early retirement (Note H)	13,686,297
Unearned revenue and deposits	1,379,787
Notes payable to primary government (Note H)	264,607
Other noncurrent liabilities (Note H)	36,457,214
Net pension liability (Note J)	1,130,947
Bonds and notes payable (Notes H and I)	376,804,923
Total noncurrent liabilities	442,503,924
Total liabilities	655,425,124
Deferred inflows of resources	
Leases	15,659,212
Resources related to pensions (Note J)	143,267
Split-interest agreements	4,887,746
Total deferred inflows of resources	20,690,225
Net position	
Net investment in capital assets	850,531,532
Restricted	
Nonexpendable	
Scholarships and fellowships	132,822,134
Instruction	57,362,778
Loans	836,000
Other	23,890,836
Expendable	
Research, instruction, and public service	363,642,114
Capital projects	79,236,514
Unrestricted	488,694,857
Total net position	\$1,997,016,765

The Notes to the Financial Statements are an integral part of this statement

Statement of Revenues, Expenses, & Changes in Net Position

For the Year Ended June 30, 2024

Operating revenues	
Tuition and fees - net (Note A)	\$143,827,872
Federal appropriations	5,282,741
Federal contracts and grants	407,328,303
State contracts and grants	21,707,633
Local contracts and grants	2,437,930
Private contracts and grants	18,074,752
Sales and services	33,107,166
Service departments	2,844,354
Auxiliary enterprises - net (Note A)	61,134,298
Other operating revenues	23,393,757
Total operating revenues	719,138,806
Operating expenses	
Salaries and wages	508,372,876
Employee benefits	203,094,831
Actuarial calculated pension expense (Note J)	(4,468,553)
Other operating expenses	288,333,797
Scholarships and fellowships	12,417,345
Depreciation and amortization	69,391,897
Total operating expenses	1,077,142,193
Operating loss	(358,003,387)
Nonoperating revenues (expenses)	
State appropriations	331,431,953
State grants	13,481,850
State land grant revenues	467,346
Financial aid grants	38,684,912
Pandemic Relief Funds	1,439,197
Private gifts	40,175,475
Investment income	84,663,624
Interest income on capital assets	506,911
Interest expense on capital assets	(15,766,559)
Other nonoperating revenues (expenses)	(1,772,649)
Total nonoperating revenues (expenses)	493,312,060
Income before other revenues	135,308,673

Table continued on next page

Statement of Revenues, Expenses, & Changes in Net Position *(continued)*

For the Year Ended June 30, 2024

Other revenues	
Capital appropriations	18,213,023
Capital grants and gifts	4,940,281
Additions to permanent endowments	9,203,460
Total other revenues	32,356,764
Increase in net position	167,665,437
Net position – beginning of year	1,829,351,328
Net position – end of year	\$1,997,016,765

The Notes to the Financial Statements are an integral part of this statement



Statement of Cash Flows | For the Year Ended June 30, 2024

Cash flows from operating activities	
Tuition and fees receipts	\$145,571,622
Federal appropriations receipts	6,273,844
Contracts and grants receipts	435,178,345
Sales and services receipts	32,224,908
Service departments receipts	2,710,192
Auxiliary enterprises receipts	60,876,177
Other operating receipts	22,869,570
Payments to employees for salaries and benefits	(712,393,708)
Payments to suppliers	(262,954,996)
Payments for scholarships and fellowships	(12,417,345)
Loans issued to students	(400)
Loan payments received from students	684,188
Net cash used by operating activities	(281,377,603)
Cash flows from noncapital financing activities	
State appropriations	332,601,278
State grants	13,481,850
State land grant revenues	430,642
Financial aid grants	38,865,235
Pandemic Relief Funds	2,970,484
Private gifts	34,594,890
Split-interest agreements	(491,350)
Federal direct loans issued to students	(49,730,602)
Federal direct loan payments received from federal government	49,675,218
Other deductions	(918,612)
Net cash provided by noncapital financing activities	421,479,033
Cash flows from capital and related financing activities	
Capital appropriations	17,133,891
Capital grants and gifts	5,904,704
Proceeds from capital debt and leases	498,929
Other additions	1,286,557
Cash paid for capital assets	(108,375,124)
Payment of capital debt and leases	(20,932,572)
Interest paid on capital asset related debt	(15,559,233)
Net cash used by capital and related financing activities	(120,042,848)

Table continued on next page

Statement of Cash Flows *(continued)* | For the Year Ended June 30, 2024

Cash flows from investing activities	
Purchases of investments	(301,015,520)
Proceeds from sale of investments	259,579,550
Interest and dividends received from investments	42,814,990
Net cash provided by investing activities	1,379,020
Net increase in cash and cash equivalents	21,437,602
Cash and cash equivalents – beginning of year	229,759,185
Cash and cash equivalents – end of year	\$251,196,787
Reconciliation of operating loss to net cash used by operating activities	
Operating loss	(\$358,003,387)
Adjustments to reconcile operating loss to net cash used by operating activities	
Depreciation expense	69,391,897
Gifts-in-kind and transfers reducing payments to suppliers	738,765
Changes in assets, liabilities, and deferred inflows	
Accounts receivable	(13,792,916)
Inventories	(1,691,249)
Prepaid expenses	968,997
Accounts payable and accrued expenses	31,290,304
Unearned revenues and deposits	1,222,474
Compensated absences and early retirement	4,289,516
Net pension liability	(15,612,086)
Net student loan activity	702,340
Deferred inflows leases	(882,258)
Net cash used by operating activities	(\$281,377,603)
Noncash investing, capital, and financing activities	
Additions to pledges receivable for capital and related financing activities	\$1,452,383
Additions to pledges receivable for noncapital financing activities	11,990,091
Amortization of premiums, discounts, and net loss on bonds	(424,744)
Change in fair value of investments recognized as a component of investment income	31,410,492
Disposal of capital assets due to write off	(1,440,238)
Gifts of capital assets	180,486
Total noncash investing, capital, and financing activities	\$43,168,470

The Notes to the Financial Statements are an integral part of this statement

Notes to **Financial Statements**



The notes to the financial statements communicate information essential for fair presentation of the basic financial statements that is not displayed on the face of the financial statements. As such, the notes form an integral part of the basic financial statements as they present more detailed information about the University's investments, bonds outstanding, capital assets, etc.

A. Summary of Significant Accounting Policies

The significant accounting policies followed by Utah State University are described below.

Basis of Presentation

Utah State University is a component unit of the State of Utah. The financial statements include the accounts of Utah State University Agricultural Experiment Station, Utah State University Cooperative Extension Service, Utah State University Water Research Laboratory, Utah State University Brigham City Campus, Utah State University Tooele Campus, Utah State University Uintah Basin Campus, Utah State University Eastern (USU Eastern), and Utah State University Blanding, which are entities separately funded by state appropriations.

The Utah State University Space Dynamics Laboratory (SDL), the Utah State University Foundation (Foundation) and the Hansen Scholars Support Foundation (HSSF) are blended component units of the University and have been consolidated in these financial statements. SDL is governed by a Board of Directors appointed by the president of Utah State University, under the direction of the University's Board of Trustees. SDL is a dependent foundation of Utah State University and is reported as a part of the University because its primary purpose is to support the mission of Utah State University in regards to research. The Utah State University Foundation is also governed by a Board of Trustees appointed by the president of the University. The Utah State University Foundation is a dependent foundation of Utah State University and serves as a fund-raising arm of the University. The Hansen Scholars Support Foundation is a dependent foundation and is governed by a

Board of Trustees, with the majority being selected by the University. The purpose of this foundation is to manage, invest, and distribute foundation assets to the University to be used for scholarships.

The Utah State University Space Dynamics Laboratory annually publishes audited financial statements. A copy of the audited financial statements can be obtained from Utah State University Space Dynamics Laboratory, 416 E. Innovation Avenue, North Logan, Utah 84341.

Basis of Accounting

For financial reporting purposes, the University is considered a special purpose government engaged only in business-type activities. Accordingly, the University's financial statements have been presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred. All significant intra-agency transactions have been eliminated. When both restricted and unrestricted resources are available, such resources are spent and tracked at the discretion of the department within the guidelines of donor restrictions.

The accounting policies of the University conform in all material respects with generally accepted accounting principles (GAAP) as prescribed by the Governmental Accounting Standards Board (GASB).

Cash & Cash Equivalents

Cash and cash equivalents consist of cash and investments with an original maturity of three months or less.

Investments

Investments are recorded at fair value in accordance with GASB Statement No. 72, *Fair Value Measurement and Application*. Accordingly, the change in fair value of investments is recognized as an increase or decrease

to investment assets and investment income. The University accounts for its investments at fair value in accordance with GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*. Changes in unrealized gain (loss) on the carrying value of investments are reported as a component of investment income in the Statement of Revenues, Expenses, and Changes in Net Position.

A portion of the University's endowment portfolio is invested in "alternative investments". These investments, unlike more traditional investments, generally do not have readily obtainable market values and typically take the form of limited partnerships. The University values these investments based on the values provided by the partnerships as well as their audited financial statements. If June 30 statements are available, those values are used preferentially. However, some partnerships have fiscal years ending at other than June 30. If June 30 valuations are not available, the value is progressed from the most recently available valuation taking into account subsequent capital calls and distributions.

Inventories

The value of the University Campus Store inventory is recorded at average cost, determined using the retail inventory method, while all other inventory values are essentially lower of cost (first-in, first-out) or market, including the cost of project houses waiting to be sold or under construction. Obsolete or unusable items are reduced to net realizable values.

Lease Related Assets, Liabilities, & Deferred Inflows

As the lessee, the University has recognized a lease liability and an intangible right-to-use lease asset. The lease liability was measured at the present value of payments expected to be made during the lease term, less any lease incentives. The lease asset was measured at the amount of the initial measurement of the lease

liability, plus any payments made to the lessor at or before the commencement of the lease term and certain direct costs.

As the lessor, the University has recognized a lease receivable and a deferred inflow of resources. The lease receivable was measured at the present value of lease payments expected to be received during the lease term. The deferred inflow was measured at the value of the lease receivable plus any payments received at or before the commencement of the lease term that related to future periods.

Subscription Related Assets & Liabilities

The University has recognized a subscription liability and an intangible right-to-use subscription asset. The subscription liability was measured at the present value of payments expected to be made during the subscription term, less any vendor incentives. The subscription asset was measured at the amount of the initial measurement of the subscription liability, plus any payments made to the vendor at the commencement of the subscription term and capitalizable initial implementation costs.

Noncurrent Assets

Assets that are externally restricted for capital purposes, to make debt service payments, maintain sinking or reserve funds, or that represent assets of the University's endowments (including real estate held for resale and split-interest agreements) are classified as noncurrent restricted assets.

The remaining noncurrent assets include those receivables that will not be realized within the next year, investments, the cost of land purchased for future project houses, and the University's capital assets net of depreciation.

Capital Assets

All buildings are carried on an estimated historical cost basis or at acquisition value at date of donation in the case of gifts. All other physical plant and equipment are stated at cost when purchased or constructed or acquisition value at date of donation in the case of gifts.

The University capitalizes all equipment with a unit cost of \$5,000 or more and an estimated useful life greater than one year. Purchased software is capitalized when acquisition costs are \$100,000 or more. Buildings costing \$250,000 or more are capitalized, as are improvements to buildings costing \$250,000 or more that extend the useful life of the building. Improvements other than buildings costing \$250,000 or more are also capitalized. All library physical collections inventoried in the University's recognized libraries are capitalized regardless of cost. Art and special collections held by the University are capitalized but not depreciated. The University computes depreciation using the straight-line composite method over the estimated useful life of the assets. The estimated useful lives are: *(Figure A.1)*

Figure A.1

Buildings	10-40 years
Improvements other than buildings	5-20 years
Equipment	3-15 years
Purchased software	5-10 years
Library physical collections	20 years

The University provides repair and replacement reserves for certain properties as required by the related bond indentures. Routine repairs and maintenance are charged to operating expense in the period in which the expense was incurred.

Pension Related Assets, Liabilities, Deferred Outflows, & Deferred Inflows

The University records its share of any unfunded liability associated with participation in the defined benefit plans of the Utah Retirement Systems (Systems). For purposes of measuring the net pension liability, deferred outflows of resources related to pensions, deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Systems' Pension Plan and additions to or deductions from the Systems' fiduciary net position are determined on the same basis as they are reported by the Systems. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefits terms. The Systems' Pension Plan investments are reported at fair value.

Unearned Revenues

Unearned revenues consist primarily of amounts received during the fiscal year that have not yet been earned and are related to the subsequent accounting period. These sources consist of contract and grant sponsors, amounts received for tuition and fees, and certain auxiliary activities.

Compensated Absences

Sick leave is not accrued but is reported in the period of actual expenditure. Sick leave does not vest to the employee but is allowed on an earned time basis. At the end of each calendar year, employees who have earned 48 days of sick leave may convert up to four days of sick leave to annual leave, subject to other restrictions of the University.

Annual leave, including converted sick leave, is accrued and reported as earned. Employees are allowed to carry a maximum of 34 days of annual leave. The 34 days is variable depending on the number of sick leave days the employee is allowed to convert at calendar year end.



Gifts

The University received \$738,765 of gifts-in-kind that were recorded as revenue and expense during the fiscal year ended June 30, 2024.

Noncurrent Liabilities

Noncurrent liabilities include principal amounts of revenue bonds payable and notes payable that are due beyond the next fiscal year. The remaining noncurrent liabilities include estimated amounts for accrued compensated absences, early retirement, net pension, leased assets, subscription-based information technology arrangements, and the repayment of the federal share for the Perkins Loan program.

Deferred Inflows

In accordance with GASB Statement No. 81, *Irrevocable Split-Interest Agreements*, as of June 30, 2024, the University has recognized certain donated assets as investments along with a deferred inflow of resources for certain irrevocable split-interest agreements. The University has a beneficial interest or right to a portion of the benefits donated, pursuant to an irrevocable split-interest agreement, in which the donor enters into a trust and transfers resources to an intermediary.

Asset recognition criteria include: (1) the government is specified by name as beneficiary in the legal document underlying the donation; (2) the donation agreement is irrevocable; (3) the donor has not granted variance power to the intermediary with respect to the donated resources; (4) the donor does not control the intermediary, such that the actions of the intermediary are not influenced by the donor beyond the specified stipulations of the agreement; and (5) the irrevocable split-interest agreement established a legally enforceable right for the government's benefit (an unconditional beneficial interest).

Net Position

The University's net position is classified as follows:

Net investment in capital assets: Net investment in capital assets represents the University's total investment in capital assets net of obligations related to those capital assets. To the extent debt has been incurred, but not yet expended for capital assets, such amounts are not included as a component of net investment in capital assets.

Restricted—nonexpendable: Restricted - nonexpendable net position consists of endowment and similar-type funds which, as a condition of the gift instruments, the donors or other outside sources have stipulated that the principal is to be maintained inviolate and in perpetuity and invested for the purpose of producing present and future income. The income may either be expended or added to principal. Also included in this category are funds received from donors for the purpose of providing short and long-term loans to students.

Restricted—expendable: Restricted - expendable net position includes resources in which the University is legally or contractually obligated to spend in accordance with restrictions imposed by external third parties.

Unrestricted: Unrestricted net position represents all other resources, including those designated by management for specific purposes. Substantially all unrestricted resources are designated for academic and research programs, working capital needs, strategic investments, and capital projects.

Classification of Revenues & Expenses

Operating revenues: Operating revenues include activities that have the characteristics of exchange transactions such as: (1) student tuition and fees, net of scholarship allowances; (2) sales and services of auxiliary enterprises and other departments; (3) most federal, state, and local contracts and grants and federal appropriations; and (4) interest on institutional student loans.

Nonoperating revenues: Nonoperating revenues include activities that have the characteristics of non-exchange transactions, such as gifts, contributions, and other revenue sources that are defined as nonoperating revenues based on GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Non-Expendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting* and GASB Statement No. 34, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments*. Examples of nonoperating revenues would include state appropriations and investment income.

Operating/Nonoperating expenses: All expenses are classified as operating expenses except interest expense, losses on the disposal of capital assets, uncollectible gifts, and the expense recognized in relation to the liability of the Federal Perkins Loan Program.

Scholarship Allowances

Student tuition and fee revenues are reported net of scholarship allowances in the Statement of Revenues, Expenses, and Changes in Net Position.

Scholarship allowances are the difference between the stated charge for goods and services provided by the University and the amount that is paid by students and/or third parties making payments on the students' behalf. To the extent that revenues from other sources are used to satisfy tuition and fees and other student charges, the University has recorded a scholarship allowance to eliminate overstating total revenues to the University and properly record the revenues at the original source.

The University changed the measurement methodology of the scholarship allowance calculation. The new methodology uses detailed student data by term, making the calculation more accurate. This change affected the tuition and fees revenue, auxiliary enterprises revenue, and the scholarships and fellowships expense.

The scholarship allowances for the year ended June 30, 2024, were: (Figure A.2)

Figure A.2

Scholarship Allowances

Tuition and fees	\$107,742,452
Auxiliary enterprises	2,761,157
Total scholarship allowances	\$110,503,609

Segment Reporting

The University, through the Utah Board of Higher Education, issues revenue bonds to finance certain activities. The University has deemed it not necessary to report segments on these bond issues, based upon the criteria provided in GASB Statement No. 34, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments* and GASB Statement No. 38, *Certain Financial Statement Note Disclosures*.

B. Cash & Cash Equivalents & Short-Term Investments

Cash and cash equivalents consist of cash and investments with an original maturity of three months or less. Short-term investments consist of investments with an original maturity greater than three months that will mature within one year or less. Cash, depending on source of receipts, is pooled except when legal requirements dictate the use of separate accounts. The cash balances and cash float from outstanding checks are invested principally in short-term investments that conform to the provisions of the Utah Code. It is the practice of the University that the investments ordinarily be held to maturity at which time the par value of the investments will be realized.

The Utah State Treasurer's Office operates the Utah Public Treasurers' Investment Fund (PTIF) which is invested in accordance with the State Money Management Act (the Act). The State of Utah Money Management Council provides regulatory oversight for the PTIF. The PTIF is available for investment of funds administered by any Utah Public Treasurer.

At June 30, 2024, cash and cash equivalents and short-term investments consisted of: *(Figure B.1)*

C. Investments

Funds available for investment are pooled to maximize return and minimize administrative cost, except for funds that are authorized by the University administration to be separately invested or which are separately invested to meet legal or donor requirements. Investments received as gifts are recorded at market or appraised value. If no market or appraised value is available, investments received as gifts are recorded at a nominal value. Other investments are also recorded at fair value.

University personnel manage certain portfolios, while other portfolios are managed by banks, investment advisors, or through trust agreements.

According to the University's Investment Policy, the governing board may appropriate for expenditure as much of the net appreciation, realized and unrealized, of an endowment's corpus as is prudent under the facts and circumstances prevailing at the time of the action or decision. The appropriation must be for the purposes for which the endowment is established and also includes a management fee.

Figure B.1

Cash and Cash Equivalents

Cash	\$68,116,365
Money market accounts	36,200,000
Money market mutual funds	3,416,255
Utah Public Treasurers' Investment Fund	143,464,167
Total cash and cash equivalents	\$251,196,787

Short-Term Investments

Commercial paper and corporate notes	\$79,225,280
Obligations of the United States Government	4,902,493
Total short-term investments (fair value)	\$84,127,773

The endowment income spending policy at June 30, 2024, was 4 percent of the 12 quarter moving average of the market value of the endowment pool. The spending policy is reviewed periodically and any necessary changes are made.

The amount of net appreciation on investments of donor-restricted endowments available for authorization for expenditure at June 30, 2024, was \$95,375,483. The net appreciation is a component of restricted-expendable net position.

At June 30, 2024, the investment portfolio composition was: (Figure C.1)

Figure C.1

Long-Term Investments	
Alternatives	\$111,801,360
Commercial paper and corporate notes	258,257,509
Common and preferred stocks	17,153,487
Municipal bonds	14,273,582
Mutual funds - bonds	51,207,208
Mutual funds - equity	179,244,545
Obligations of the United States Government and its agencies	283,929,444
Total long-term investments (fair value)	\$915,867,135



D. Deposits & Investments

Deposits

Custodial Credit Risk: Custodial credit risk is the risk that, in the event of a bank failure, the University's deposits may not be returned to the University. The University does not have a formal deposit policy for custodial credit risk.

At June 30, 2024, the carrying amounts of the University's deposits and bank balances were \$104,125,022 and \$110,992,126, respectively. The bank balances of the University were insured for \$1,307,039 by the Federal Deposit Insurance Corporation. The bank balances in excess of \$1,307,039 were uninsured and uncollateralized, leaving \$109,685,087 exposed to custodial credit risk.

Investments

The State of Utah Money Management Council has the responsibility to advise the Utah State Treasurer about investment policies, promote measures and rules that will assist in strengthening the banking and credit structure of the state, and review the rules adopted under the authority of the State Money Management Act (Utah Code, Title 51, Chapter 7) (the Act) that relate to the deposit and investment of public funds.

Except for endowment funds, the University follows the requirements of the Act in handling its depository and investment transactions. The Act requires the depositing of University funds in a qualified depository. The Act defines a qualified depository as any financial institution whose deposits are insured by an agency of the Federal Government and which has been certified by the State Commissioner of Financial Institutions as meeting the requirements of the Act and adhering to the rules of the State of Utah Money Management Council.

For endowment funds, the University follows the requirements of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), Utah Board of Higher

Education Policy R541, *Management and Reporting of Institutional Investments*, and the University's Investment Policy and endowment guidelines.

The Act defines the types of securities authorized as appropriate investments for the University's non-endowment funds and the conditions for making investment transactions. Investment transactions may be conducted only through qualified depositories, certified dealers, or directly with issuers of the investment securities.

Statutes authorize the University to invest in negotiable or non-negotiable deposits of qualified or permitted depositories; repurchase and reverse repurchase agreements; commercial paper that is classified as "first tier" by two nationally recognized statistical rating organizations; bankers' acceptances; obligations of the United States Treasury including bills, notes, and bonds; obligations, other than mortgage derivative products, issued by U.S. Government sponsored enterprises (U.S. Agencies) such as the Federal Home Loan Bank System, Federal Home Loan Mortgage Corporation (Freddie Mac), and Federal National Mortgage Association (Fannie Mae); bonds, notes, and other evidence of indebtedness of political subdivisions of the State; fixed rate corporate obligations and variable rate securities rated "A" or higher, or the equivalent of "A" or higher, by two nationally recognized statistical rating organizations; shares of certificates in a money market mutual fund as defined in the Act; reciprocal deposits and negotiable brokered certificates of deposit in accordance with the Act; and the Utah State Public Treasurers' Investment Fund (PTIF).

The Utah State Treasurer's Office operates the PTIF. The PTIF is available for investment of funds administered by any Utah public treasurer and is not registered with the Securities and Exchange Commission as an investment company. The PTIF is authorized and regulated by the Act. The Act established the State of Utah Money Management Council which oversees the activities of the Utah State Treasurer and the PTIF and details the types of authorized investments. Deposits in the PTIF

are not insured or otherwise guaranteed by the State of Utah, and participants share proportionally in any realized gains or losses on investments.

The UPMIFA and Policy R541 allow the University to invest endowment funds (including gifts, devises, or bequests of property of any kind from any source) in any of the above investments or any of the following, subject to certain criteria: mutual funds registered with the Securities and Exchange Commission, investments sponsored by the Commonfund; any investment made in accordance with the donor's directions in a written instrument; investments in corporate stock listed on a major exchange (direct ownership); and any alternative investment funds that derive returns primarily from high yield and distressed debt (hedged or non-hedged), private capital (including venture capital and private equity), natural resources, and private real estate assets or absolute return and long/short hedge funds.

The University's Investment Policy allows the University to invest endowment funds in investments authorized by the Act or any of the following investments: readily marketable equities, which are diversified across a spectrum of market capitalizations, multiple regions, by issue, industry, and sector; readily marketable fixed income investments diversified by country, issue, sector, coupon, and quality; bonds having a minimum quality of "A" or better; and alternative investments that derive returns primarily from high-yield and distressed debt (hedged or non-hedged), natural resources, private capital (including venture capital, private equity, both domestic and international), commodities, private real estate assets or absolute return, and long/short hedge funds. In addition, endowment funds may be invested as specifically directed by donor agreements.

Fair Value of Investments: The University measures and records its investments using fair value measurement guidelines established by generally

accepted accounting principles. These guidelines recognize a three-tiered fair value hierarchy of:

Level 1: Quoted prices for identical investments in active markets

Level 2: Observable inputs other than quoted market prices

Level 3: Unobservable inputs

At June 30, 2024, the University had recurring fair value measurements of: *(Figure D.1)*

Debt and equity securities classified in Level 1 are valued using prices quoted in active markets for those securities. Debt and equity securities classified in Level 2 are valued using the following approaches:

U.S. Treasuries, U.S. Agencies, & Commercial Paper: Quoted prices for identical securities in markets that are not active

Corporate & Municipal Bonds: Quoted prices for similar securities in active markets

Bond and Equity Mutual Funds: Published fair value per share (unit) for each fund

Utah Public Treasurers' Investment Fund: Application of the June 30, 2024, fair value factor, as calculated by the Utah State Treasurer, to the University's June 30 balance in the fund

Securities, namely bond mutual funds, closely held stock, and equity mutual funds classified in Level 3 are valued manually using various sources such as issuer, investment manager, client, etc., or default price if a price is not provided.

Investments valued using the net asset value per share (or its equivalent) are considered "alternative investments" and, unlike more traditional investments, generally do not have readily obtainable market values and take the form of limited partnerships. A portion of the University's endowment portfolio is invested in alternative

investments. The University values these investments based on the values provided by the partnerships as well as their audited financial statements. If June 30 statements are available, those values are used preferentially. However, some partnerships have fiscal years ending at other than June 30. If June 30 valuations are not available, the value is progressed from the most recently available valuation taking into account subsequent capital calls and distributions.

The unfunded commitments, redemption frequency (if currently eligible), and the redemption notice period for the University's alternative investments measured at NAV were: *(Figure D.2)*

Interest Rate Risk: Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The University's policy for managing its exposure to fair value loss arising from increasing interest rates is to comply with the Act or the University's Investment Policy, as applicable. For non-endowment funds, the Act requires that the remaining term to maturity of investments may not exceed the period of availability of the funds to be invested. The Act further limits the remaining term to maturity on all investments in commercial paper, bankers' acceptances, fixed-rate negotiable deposits, and fixed-rate corporate obligations to 270 days – 15 months or fewer. The Act further limits the remaining term to maturity on all investments in obligations of the United States Treasury; obligations issued by U.S. government sponsored enterprises; and bonds, notes, and other evidence of indebtedness of political subdivisions of the State to five years. In addition, variable-rate negotiable deposits and variable-rate securities may not have a remaining term to final maturity exceeding three years. For endowment funds, the University's Investment Policy requires only that investments be made as a prudent investor would, by considering the purposes, terms, distribution requirements, and other circumstances of the endowments and by exercising reasonable care, skill, and caution.

Figure D.1

		Fair Value Measurements Using		
	Total	Level 1	Level 2	Level 3
Investments by fair value level				
Debt securities				
Money market mutual funds	\$3,416,255	\$3,416,255	\$—	\$—
Utah Public Treasurers' Investment Fund	143,464,167	—	143,464,167	—
Commercial paper and corporate notes	337,482,789	—	337,482,789	—
Municipal bonds	14,273,582	—	14,273,582	—
Mutual funds – bonds	51,207,208	1,925,539	15,976,856	33,304,813
U.S. agencies	282,962,925	—	282,962,925	—
U.S. treasury securities	5,869,012	5,869,012	—	—
Total debt securities	838,675,938	11,210,806	794,160,319	33,304,813
Equity securities				
Common and preferred stock	17,153,487	17,153,487	—	—
Mutual funds - equity	179,244,545	924,341	98,946,446	79,373,758
Total equity securities	196,398,032	18,077,828	98,946,446	79,373,758
Total investments by fair value level	1,035,073,970	\$29,288,634	\$893,106,765	\$112,678,571
Investments measured at net asset value (NAV)				
Hedge funds	21,117,237			
Private credit	1,239,178			
Private equity core real estate	8,285,939			
Private equity natural resources	9,317,231			
Private equity partnerships	23,087,631			
Private equity real estate funds	29,554,984			
Private infrastructure	17,197,232			
Venture capital funds	2,001,928			
Total investments measured at (NAV)	111,801,360			
Total investments at fair value	\$1,146,875,330			

Figure D.2

Investments measured at NAV	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Hedge funds	\$21,117,237	\$1,013,726	Quarterly	100 Days
Private credit	1,239,178	2,732,991	N/A	N/A
Private equity core real estate	8,285,939	—	Quarterly	90 Days
Private equity natural resources	9,317,231	6,158,288	N/A	N/A
Private equity partnerships	23,087,631	8,132,632	N/A	N/A
Private equity real estate funds	29,554,984	8,647,086	N/A	N/A
Private infrastructure	17,197,232	12,353,231	N/A	N/A
Venture capital funds	2,001,928	25,000	N/A	N/A
Total investments measured at NAV	\$111,801,360	\$39,062,954		

As of June 30, 2024, the University's investments and maturities consisted of: (Figure D.3)

Figure D.3

Investment Type	Fair Value	Investment Maturities (in years)			
		Less than 1	1 – 5	6 – 10	Greater than 10
Money market mutual funds	\$3,416,255	\$3,416,255	\$—	\$—	\$—
Utah Public Treasurers' Investment Fund	143,464,167	143,464,167	—	—	—
Commercial paper and corporate notes	337,482,789	79,225,280	162,721,587	17,594,363	77,941,559
Municipal bonds	14,273,582	—	5,087,548	2,601,450	6,584,584
Mutual funds – bonds	51,207,208	4,286,609	23,333,283	14,801,497	8,785,819
U.S. agencies	282,962,925	4,902,493	127,646,015	145,788,110	4,626,307
U.S. treasury securities	5,869,012	—	3,610,046	882,582	1,376,384
Totals	\$838,675,938	\$235,294,804	\$322,398,479	\$181,668,002	\$99,314,653

Credit Risk: Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligation. The University's policy for reducing its exposure to credit risk is to comply with the State Money Management Act and the University's Investment Policy, as previously discussed. As of June 30, 2024, the University had investments with quality ratings of: (Figure D.4)

Figure D.4

Investment Type	Fair Value	Quality Rating			
		AAA	AA	A	BBB
Money market mutual funds	\$3,416,255	\$—	\$—	\$—	\$—
Utah Public Treasurers' Investment Fund	143,464,167	—	—	—	—
Commercial paper and corporate notes	337,482,789	2,579,766	19,247,815	193,447,817	119,631,517
Municipal bonds	14,273,582	8,567,404	4,946,362	312,966	446,850
Mutual funds – bonds	51,207,208	—	—	—	—
U.S. agencies	282,962,925	119,844	252,407,022	—	—
U.S. treasury securities	5,869,012	—	—	—	—
Totals	\$838,675,938	\$11,267,014	\$276,601,199	\$193,760,783	\$120,078,367

Investment Type	Quality Rating (continued)		
	BB	Unrated	No Risk
Money market mutual funds	\$—	\$3,416,255	\$—
Utah Public Treasurers' Investment Fund	—	143,464,167	—
Commercial paper and corporate notes	211,579	2,364,295	—
Municipal bonds	—	—	—
Mutual funds – bonds	—	51,207,208	—
U.S. agencies	—	30,134,751	301,308
U.S. treasury securities	—	—	5,869,012
Totals	\$211,579	\$230,586,676	\$6,170,320

Concentration of Credit Risk: Concentration of credit risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The University's policy for reducing this risk of loss is to comply with the rules of the State of Utah Money Management Council. For endowment funds, the University policy requires diversification of investments across a broad spectrum and specific limits to concentration of securities within categories of equities, fixed income, and alternatives. Rule 17 of the State of Utah Money Management Council limits non-endowment fund investments in a single issuer of commercial paper and corporate obligations to 5-10 percent depending upon the total dollar amount held in the portfolio at the time of purchase. The State of Utah Money Management Council limitations do not apply to securities issued by the U.S. Government and its agencies.

For endowments, the University, under Policy R541, is permitted to establish its own investment policy which adheres to the guidelines established by UPMIFA. Accordingly, the University's asset allocation guidelines allocate endowment funds in the asset classes consisting of: (Figure D.5)

Figure D.5

Asset Category	Broad Asset Allocation Targets	
	Target (%)	Range (%)
Global Equity	47	35-55
Investment Grade Fixed Income	12	10-20
Opportunistic Fixed Income	12	10-20
Alternative Assets	29	10-30

At June 30, 2024, the University held more than 5 percent of total investments in securities of the Federal Farm Credit Bank FFCB and Federal

Home Loan Bank FHLB. These investments represent 16.49 and 5.52 percent of the total investments.

Custodial Credit Risk: Custodial credit risk for investments is the risk that, in the event of a failure of the counterparty, the University will not be able to recover the value of the investments or collateral securities that are in the possession of an outside party. The University does not have a formal investment policy for custodial credit risk. At June 30, 2024, the University had \$0 in closely held stock, \$17,153,487 in common and preferred stock, \$0 in common and preferred stock-options, \$337,482,789 in commercial paper and corporate notes, \$14,273,582 in municipal bonds, and \$278,060,432 in U.S. agencies which were uninsured and held by the counterparty, but not in the University's name.

E. Accounts, Credits, & Student Loans Receivable

The University's accounts receivable include lessor lease agreements consisting of land, buildings, and communication tower space with remaining lease terms of up to 40 years through fiscal year 2064. In fiscal year 2024, the University recognized \$972,703 in lease revenue and \$558,400 in lease interest revenue. The University recognized no variable, residual value guarantee, or termination penalty revenues.

As of June 30, 2024, accounts receivable consisted of: (Figure E.1)

Credits receivable, \$98,995, reflect amounts due from vendors doing business primarily with the University's Campus Store.

Student loans receivable are comprised primarily of loans issued through the Federal Perkins Loan Program (FPLP) and short-term loans issued from funds set aside by the University for that purpose.

Figure E.1

	Current	Noncurrent	Total
Due from primary government			
State contracts and grants	\$3,943,662	\$ —	\$3,943,662
Land-grant revenue	205,724	—	205,724
Division of Facilities Construction and Management	2,073,210	—	2,073,210
Due from State of Utah	105,492	—	105,492
Due from others			
Contracts and grants	99,120,347	—	99,120,347
Pledges receivable	5,880,851	31,523,215	37,404,066
Auxiliary and service enterprises	1,357,491	—	1,357,491
Leases receivable	664,674	16,625,972	17,290,646
Other activities	15,006,647	719,496	15,726,143
Total accounts receivable	128,358,098	48,868,683	177,226,781
Less allowance for doubtful accounts	(2,081,550)	—	(2,081,550)
Net accounts receivable	\$126,276,548	\$48,868,683	\$175,145,231

The FPLP loans provide for cancellation of a loan at rates of 10 percent to 30 percent per year up to a maximum of 100 percent if the participant complies with certain provisions. The FPLP loans become payable by the student after completion of academic degrees or termination as a student, with a term of ten years and an interest rate of 5 percent. The federal government is no longer providing funds for the FPLP program. The University has been directed to not issue additional loans. The University will continue to collect on outstanding loans and remit the federal portion as the money is collected. As of June 30, 2024, the outstanding liability to the federal government was \$1,879,700.

As the University determines that loans are uncollectible and not eligible for reimbursement by the federal government, the loans are written off and assigned to the U.S. Department of Education.

Other University short-term loans have a term of two to four months and carry an interest rate of 7 percent to 12 percent. The 12 percent rate applies if the loan

becomes delinquent. The long-term loans have a term of three years and carry an interest rate of 6 percent to 13 percent.

In November 2020, the University entered into a loan agreement with a third party borrower in the amount of \$10,220,585 to partially finance the construction of the USU Moab Academic Building. The note has a 30-year term with interest at 1.33 percent. Interest-only payments are required for the first seven years of the note. Thereafter, principal and interest payments sufficient to pay off the note will be required. The note is secured by an interest in the building and an associated ground lease.

As of June 30, 2024, loans receivable consisted of: (Figure E.2)

Figure E.2

	Current	Noncurrent	Total Receivable
Federal Perkins Loan Program	\$59,121	\$1,331,454	\$1,390,575
Third party loan	—	10,220,585	10,220,585
Other	811,876	—	811,876
Total loans receivable	870,997	11,552,039	12,423,036
Less allowance for doubtful accounts	(32,069)	(489,205)	(521,274)
Net loans receivable	\$838,928	\$11,062,834	\$11,901,762

F. Capital Assets

The University's capital assets include lessee right-to-use lease agreements consisting of land, educational and office space, equipment, and other assets with remaining lease terms of up to 22 years through fiscal year 2046.

In fiscal year 2024, the University incurred \$3,595,120 in lease expense, \$1,518,546 in lease interest expense, no termination penalty payments, and no variable or residual value guarantee payments.

The University's capital assets also include subscription-based information technology arrangements with remaining subscription terms of up to five years through fiscal year 2029. In fiscal year 2024, the University incurred \$2,902,773 in software subscription expense, \$217,099 in software subscription interest expense, no termination penalty payments, and no variable or residual value guarantee payments.

The University's capital assets consisted of: (Figure F.1)



Figure F.1

	June 30, 2023	Additions	Deletions	June 30, 2024
Capital assets not depreciated				
Land	\$75,885,515	\$637,983	\$—	\$76,523,498
Construction in progress				
Buildings	21,417,774	62,528,794	24,312,068	59,634,500
Improvements other than buildings	3,304,053	3,414,199	3,778,331	2,939,921
Equipment	5,958,832	16,345,916	5,476,364	16,828,384
Art and special collections	69,983,882	4,599,119	14,000	74,569,001
Total capital assets not depreciated	176,550,056	87,526,011	33,580,763	230,495,304
Other capital assets				
Buildings	1,390,967,095	27,336,385	—	1,418,303,480
Improvements other than buildings	100,697,371	3,778,331	—	104,475,702
Equipment	232,819,096	23,198,139	11,357,291	244,659,944
Library collections	79,185,560	283,507	—	79,469,067
Subscription assets	13,381,006	5,593,251	365,401	18,608,856
Leased assets				
Land	228,840	84,117	—	312,957
Buildings	41,110,487	1,671,199	1,154,507	41,627,179
Equipment	1,826,546	12,000	—	1,838,546
Other	150,736	—	—	150,736
Total other capital assets	1,860,366,737	61,956,929	12,877,199	1,909,446,467
Less accumulated depreciation/amortization				
Buildings	572,950,584	40,699,683	1,722	613,648,545
Improvements other than buildings	62,009,350	4,187,227	—	66,196,577
Equipment	176,655,307	14,571,692	10,338,791	180,888,208
Library collections	71,409,058	1,319,931	—	72,728,989
Subscription assets	5,523,523	4,247,986	294,165	9,477,344
Leased assets				
Land	110,275	34,447	—	144,722
Buildings	9,943,204	3,894,731	816,283	13,021,652
Equipment	579,629	372,727	—	952,356
Other	59,542	63,473	—	123,015
Total accumulated depreciation/amortization	899,240,472	69,391,897	11,450,961	957,181,408
Net other capital assets	961,126,265	(7,434,968)	1,426,238	952,265,059
Capital assets – summary				
Capital assets not depreciated	176,550,056	87,526,011	33,580,763	230,495,304
Other capital assets at cost	1,860,366,737	61,956,929	12,877,199	1,909,446,467
Total cost of capital assets	2,036,916,793	149,482,940	46,457,962	2,139,941,771
Less accumulated depreciation/amortization	899,240,472	69,391,897	11,450,961	957,181,408
Net capital assets	\$1,137,676,321	\$80,091,043	\$35,007,001	\$1,182,760,363

G. Accounts Payable & Accrued Liabilities

As of June 30, 2024, accounts payable and accrued liabilities consisted of: (Figure G.1)

Figure G.1

Salaries and benefits payable	\$59,047,641
Salaries and benefits payable due to primary government	4,122,581
Due to primary government	21,232,567
Suppliers payable	35,647,946
Interest payable	2,650,613
Other	25,531
Total accounts payable and accrued liabilities	\$122,726,879

H. Bonds, Notes, & Other Noncurrent Liabilities

The outstanding balance of bonds defeased and refunded in current and prior years totaled \$7,800,000 at June 30, 2024. The bond liabilities of the defeased and refunded bonds are not included on the balance sheet.

Revenues pledged for payment of bonds and contracts include the net revenue of auxiliary enterprises, land-grant funds, specific student fees, and reimbursed facilities and administrative costs.

Bonds and notes payable outstanding at June 30, 2024, were: (Figure H.1)

did you know?

The Aggie Chocolate Factory opened in November 2018. The factory gets their beans from Ghana, the Dominican Republic, Ecuador and Belize. The factory sells everything from chocolate bars and cacao meat seasoning to apparel. The factory's chocolate bars and frozen hot chocolate are some of their best-sellers.



Figure H.1

Bonds payable

Stadium/Spectrum and Student Recreation Bonds	
Series 2013 2.00%-4.00%, 2013-2026, \$8,405,000	\$1,625,000
Series 2015 3.00%-5.00%, 2016-2046, \$23,900,000	19,940,000
Series 2017 2.00%-5.00%, 2018-2045, \$38,825,000	36,950,000
Series 2022 2.55%-4.35%, 2023-2037, \$7,233,000	6,812,000
Total Stadium/Spectrum and Student Recreation Bonds	65,327,000
Student Housing/Auxiliary System Revenue Bonds	
Series 2007 4.00%-5.25%, 2007-2035, \$39,155,000	26,115,000
Series 2015 3.00%-5.00%, 2016-2038, \$24,455,000	18,285,000
Series 2016 2.50%-5.00%, 2017-2046, \$19,540,000	16,070,000
Series 2019 2.125%-5.00%, 2020-2052, \$54,995,000	52,700,000
Series 2023 4.00%-5.00%, 2023-2056, \$67,820,000	67,820,000
Total Student Housing/Auxiliary System Revenue Bonds	180,990,000
Research Revenue Bonds	
Series 2015 1.17%-4.75%, 2016-2047, \$19,500,000	16,780,000
Series 2015B 3.00%-5.00%, 2016-2031, \$13,145,000	8,300,000
Series 2016 1.025%-4.049%, 2017-2027, \$10,135,000	750,000
Series 2018B 3.00%-5.00%, 2018-2050, \$32,210,000	29,875,000
Series 2019A 1.88%, 2020-2028, \$5,745,000	2,655,000
Series 2019B 2.60%-5.00%, 2020-2052, \$61,865,000	59,865,000
Series 2021 2.00%-5.00%, 2022-2038, \$8,605,000	8,190,000
Total Research Revenue Bonds	126,415,000
Total bonds payable	372,732,000

Table continued on next page

Figure H.1 (continued)

Notes payable	
Capital One Public Finance, 3.89%, 2014-2029	435,173
State of Utah, 0%, 2021-2028	252,400
State of Utah, 0%, 2022-2025	114,740
Zions Bank, 1.35%, 2021-2028	698,542
Zions Bank, 2.13%, 2022-2027	319,711
Total notes payable	1,820,566
Total bonds and notes payable	374,552,566
Unamortized premiums, reoffering premiums (RP), and discounts on bonds	
2007 Bonds - RP	1,512,458
2013 Bonds - RP	80,064
2015 (building) Bonds - premium	362,159
2015 (housing) Bonds - premium	510,970
2015 (research) Bonds - discount	(61,703)
2015B (research) Bonds - premium	800,978
2016 (housing) Bonds - premium	614,331
2017 (building) Bonds - premium	866,484
2018B (research) Bonds - premium	1,230,565
2019 (housing) Bonds - premium	3,214,899
2019B (research) Bonds - premium	3,472,269
2021 (research) Bonds - premium	921,007
2023 (auxiliary) Bonds - premium	1,637,005
Total unamortized premiums, RPs, and discounts on bonds	15,161,486
Total bonds and notes payable including net unamortized premiums, RPs, and discounts on bonds	\$389,714,052

The changes in bonds and notes payable for the fiscal year ended June 30, 2024, were: (Figure H.2)

Figure H.2	Bonds	Notes	Total Payable	Unamortized Premiums and Discounts	Total Net of Premiums and Discounts
June 30, 2023	\$384,353,000	\$3,484,510	\$387,837,510	\$16,013,100	\$403,850,610
Additions	—	—	—	—	—
Reductions	(11,621,000)	(1,663,944)	(13,284,944)	(851,614)	(14,136,558)
June 30, 2024	\$372,732,000	\$1,820,566	\$374,552,566	\$15,161,486	\$389,714,052

The University has complied with the restrictive covenants of its bond agreements. Amounts due on bonds and notes payable in future years are: *(Figure H.3)*

Figure H.3

Fiscal Years	Bonds	Bonds Interest	Notes	Notes Interest	Total Amount Required
2025	\$12,117,000	\$13,882,680	\$527,522	\$30,134	\$26,557,336
2026	12,644,000	13,352,397	525,975	20,789	26,543,161
2027	13,441,000	12,779,988	375,849	12,223	26,609,060
2028	14,075,000	12,165,335	339,059	5,972	26,585,366
2029	13,959,000	11,578,087	52,161	434	25,589,682
2030-2034	73,862,000	49,044,568	—	—	122,906,568
2035-2039	68,894,000	35,507,038	—	—	104,401,038
2040-2044	65,650,000	24,079,506	—	—	89,729,506
2045-2049	56,845,000	12,651,987	—	—	69,496,987
2050-2054	33,595,000	4,689,458	—	—	38,284,458
2055-2056	7,650,000	482,875	—	—	8,132,875
Totals	\$372,732,000	\$190,213,919	\$1,820,566	\$69,552	\$564,836,037

Amounts due on subscription-based information technology arrangements and leases payable in future years are: *(Figure H.4)*

Figure H.4

Fiscal Years	Subscriptions	Subscriptions Interest	Leases	Leases Interest	Total Amount Required
2025	\$2,433,562	\$215,131	\$3,355,623	\$1,436,215	\$7,440,531
2026	1,784,077	121,432	3,016,339	1,323,353	6,245,201
2027	1,173,763	59,445	2,562,237	1,214,846	5,010,291
2028	435,659	25,367	1,476,375	1,135,057	3,072,458
2029	273,797	8,130	659,657	1,074,136	2,015,720
2030-2034	—	—	4,856,946	4,009,294	8,866,240
2035-2039	—	—	7,706,269	3,094,884	10,801,153
2040-2044	—	—	7,358,657	1,648,065	9,006,722
2045-2049	—	—	1,451,022	59,484	1,510,506
Totals	\$6,100,858	\$429,505	\$32,443,125	\$14,995,334	\$53,968,822

The changes in liabilities for the year ended June 30, 2024, were: (Figure H.5)

Figure H.5

	June 30, 2023	Additions	Reductions	June 30, 2024	Amounts Due Within One Year
Bonds and notes payable including net unamortized premiums, RPs, and discounts on bonds					
Bonds payable including net unamortized premiums, RPs, and discounts	\$400,366,101	\$—	(\$12,472,616)	\$387,893,485	\$12,117,000
Notes payable to primary government	469,673	—	(102,533)	367,140	102,533
Notes payable	3,014,836	—	(1,561,409)	1,453,427	424,989
Total bonds and notes payable	403,850,610	—	(14,136,558)	389,714,052	12,644,522
Other noncurrent liabilities					
Liability for compensated absences	29,355,184	23,519,423	(20,303,088)	32,571,519	19,791,370
Liability for early retirement	21,015,656	9,093,286	(8,020,105)	22,088,837	8,402,540
Other liabilities	45,545,751	5,057,751	(6,988,901)	43,614,601	7,157,387
Net pension liability	714,699	416,248	—	1,130,947	—
Total other noncurrent liabilities	96,631,290	38,086,708	(35,312,094)	99,405,904	35,351,297
Total noncurrent liabilities	\$500,481,900	\$38,086,708	(\$49,448,652)	\$489,119,956	\$47,995,819

I. Pledged Bond Revenue

The University issues revenue bonds to provide funds for the construction and renovation of major capital facilities. Investors in these bonds rely solely on the net revenue pledged by the following activities for the retirement of outstanding bonds payable.

Student Fee and Housing/Auxiliary System is comprised of the net revenue from specific auxiliary enterprises and student building fee assessments. The Student Fee and Housing System includes all University housing, Parking Services, certain University Dining Services operations, the net revenues of the Taggart Student Center, Student Building Fees specifically identified in the bond

resolution, and land-grant revenues. The University has pledged future net revenues of the Student Fee and Housing/Auxiliary System to repay \$39,155,000, \$24,455,000, \$19,540,000, \$54,995,000, and \$67,820,000 in bonds issued in May 2007, September 2015, July 2016, August 2019, and June 2023, respectively. Proceeds from the 2007 bonds were used to refund bonds issued in 2004 that were issued to provide financing for the construction and renovation of six student housing buildings, a parking structure, and a dining facility. Proceeds from the 2015 bonds provided financing for the construction of a student housing building. Proceeds from the 2016 bonds were used to acquire three apartment buildings and associated land. Proceeds from the 2019 bonds provided financing for the construction of a student housing building and

a parking structure. Proceeds from the 2023 bonds provided financing for the construction of a student housing building and a parking structure. Student Fee and Housing/Auxiliary System annual net revenues are projected to produce at least 110 percent of the annual debt service requirements over the life of the bonds. The total principal and interest remaining to be paid on the bonds is \$286,653,652. The bonds are payable solely from the Student Fee and Housing/Auxiliary System and are payable through 2056.

Student Fee Stadium/Spectrum Recreation Facilities System is comprised of those student fees specifically identified in the bond resolution and paid by students for the use and availability of the facilities. The University has pledged future revenues of the specifically identified student fees to repay \$8,405,000, \$23,900,000, \$38,825,000, and \$7,233,000 in bonds issued in March 2013, July 2015, December 2017, and July 2022 respectively. Proceeds from the 2013 bonds were used to refund a portion of the 2004A bonds that were issued to provide financing for renovating and remodeling portions of the University's football stadium and a student recreation center. Proceeds from the 2015 bonds provided financing for the construction and renovation of facilities at the University's football stadium. Proceeds from the 2017 bonds were used to refund a portion of the 2013B bonds that were issued to provide financing for the construction of a student recreation center, and a facility for basketball practice and volleyball competition. Proceeds from the 2022 bonds provided financing for the construction of improvements of portions of the University's football stadium. Student fee revenues are projected to produce at least 110 percent of the annual debt service requirements over the life of the bonds. The total principal and interest remaining to be paid on the bonds is \$90,857,168. The bonds are payable solely from the Student Fee Stadium/Spectrum Recreation Facilities System and are payable through 2046.

Research Revenue System is comprised of the revenue generated from the recovery of allocated facilities and

administration costs to contracts and grants based on federally approved negotiated rate agreements. The University has pledged future revenues of the Research Revenue System to repay \$19,500,000, \$13,145,000, \$10,135,000, \$32,210,000, \$5,745,000, \$61,865,000, and \$8,605,000 in bonds issued in October 2015, December 2015, July 2016, June 2018, October 2019, December 2019, and December 2021, respectively. Proceeds from the 2015B bonds were used to refund a portion of bonds issued in 2009 that were issued to provide financing for the cost of constructing two research facilities located at the University's main campus and the Vernal, Utah campus. Proceeds from the 2015 and 2016 bonds provided financing for the construction of a research facility on the USU Innovation Campus. Proceeds from the 2018B bonds provided financing for the construction of a research facility on the USU Innovation Campus. Proceeds from the 2019A bonds were used to refund the 2018A bonds that were used to acquire a building and associated land located in Salt Lake County, Utah. Proceeds from the 2019B bonds provided financing for the construction of two research facilities on the USU Innovation Campus, and to refund a portion of the 2016 bonds. Proceeds from the 2021 bonds provided financing for the construction of an addition to the Electric Vehicle and Roadway Facility on the USU Innovation Campus. Research Revenue System revenues are projected to produce at least 250 percent of the annual debt service requirements over the life of the bonds. The total principal and interest remaining to be paid on the bonds is \$185,435,099. The bonds are payable solely from the Research Revenue System and are payable through 2052.

The net revenue pledged to the applicable bond system and the principal and interest paid for the year ended June 30, 2024, was: (Figure I.1)

Figure I.1

	Student Fee and Housing/ Auxiliary System	Student Fee Stadium/ Spectrum Recreation Facilities System	Research Revenue System
Revenue			
Operating revenue/gross profit	\$33,809,027	\$6,284,553	\$107,240,686
Nonoperating revenue	827,214	—	—
Total revenue	34,636,241	6,284,553	107,240,686
Expenses			
Operating expenses	19,306,213	—	—
Total expenses	19,306,213	—	—
Net pledged revenue	\$15,330,028	\$6,284,553	\$107,240,686
Principal paid and interest expense	\$8,606,169	\$5,254,621	\$9,124,239
Debt service ratio	1.78X	1.20X	11.75X

J. Pension Plans & Retirement Benefits

Eligible employees of the University are covered by the Utah Retirement Systems (Systems), Teachers Insurance and Annuity Association (TIAA), and/or Fidelity Investments (Fidelity). Employees may also participate in defined contribution plans consisting of 401(k) and 457 plans managed by the Systems, TIAA, or Fidelity.

Defined Benefit Pension Plans

Eligible employees of the University are provided with the following defined benefit pension plans (cost-sharing, multiple-employer plans) administered by the Utah Retirement Systems:

- **Public Employees Noncontributory Retirement System** (Tier 1 Noncontributory System)
- **Public Employees Contributory Retirement System** (Tier 1 Contributory System)
- **Tier 2 Public Employees Contributory Retirement System** (Tier 2 Contributory System)
- **Public Safety Retirement System** (Public Safety System)

- **Tier 2 Public Safety and Firefighter Contributory Retirement Systems** (Tier 2 Public Safety and Firefighters System)

The Tier 2 Public Employees System became effective July 1, 2011. All eligible employees beginning on or after July 1, 2011, who have no previous service credit with any of the Utah Retirement Systems, are members of the Tier 2 Retirement System. The University began participating in the Tier 2 Public Safety and Firefighter System in 2017.

The Utah Retirement Systems are established and governed by the respective sections of Title 49 of the Utah Code. The Systems' defined benefit plans are amended statutorily by the Utah Legislature. The Utah State Retirement Office Act in Title 49 provides for the administration of the Systems under the direction of the board, whose members are appointed by the governor. The Systems are fiduciary funds defined as pension (and other employee benefit) trust funds. The Systems are a component unit of the State of Utah. Title 49 of the Utah Code grants the authority to establish and amend the benefit terms. The Utah Retirement Systems issues a publicly available financial report that may be obtained by writing to the Utah Retirement Systems, 560 East 200 South, Salt Lake City, Utah 84102 or visiting the website: www.urs.org/general/publications.

Benefits provided: The Systems provide retirement, disability, and death benefits to participants in the defined benefit pension plans. Retirement benefits for each defined benefit plan are: *(Figure J.1)*

Figure J.1

System	Final Average Salary	Years of Service Required and/or Age Eligible for Benefit	Benefit Percent Per Year of Service	COLA**
Tier 1 Noncontributory System	Highest 3 years	30 years any age 25 years any age* 20 years age 60* 10 years age 62* 4 years age 65	2.0% per year all years	Up to 4.0%
Tier 1 Contributory System	Highest 5 years	30 years any age 20 years age 60* 10 years age 62* 4 years age 65	1.25% per year to June 1975; 2.00% per year July 1975 to present	Up to 4.0%
Tier 2 Contributory System	Highest 5 years	35 years any age 20 years age 60* 10 years age 62* 4 years age 65	1.5% per year all years	Up to 2.5%
Public Safety System	Highest 3 years	20 years any age 10 years age 60 4 years age 65	2.5% per year up to 20 years; 2.0% per year over 20 years	Up to 2.5% or 4.0% depending upon employer
Tier 2 Public Safety and Firefighter System	Highest 5 years	25 years any age 20 years age 60* 10 years age 62* 4 years age 65	1.50% per year to June 30, 2020; 2.00% per year July 1, 2020 to present	Up to 2.5%

*With actuarial reductions

**All post-retirement cost-of-living adjustments are non-compounding and are based on the original benefit. The cost-of-living adjustments are also limited to the actual Consumer Price Index (CPI) increase for the year, although unused CPI increases not met may be carried forward to subsequent years.

Contributions: As a condition of participation in the Systems, employers and/or employees are required to contribute certain percentages of salary and wages as authorized by statute and specified by the Systems' board. Contributions are actuarially determined as an amount that, when combined with employee contributions (where applicable), is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded actuarial accrued liability. For the year ended June 30, 2024, the University required contribution rates for the plans were: (Figure J.2)



Figure J.2

System	Rates Paid by University for Employee	University Contribution Rates
Tier 1 Noncontributory System	N/A	22.19%
Tier 1 Contributory System	6.00%	17.70%
Tier 2 Contributory System*	N/A	19.84%
Public Safety System	N/A	41.35%
Tier 2 Public Safety and Firefighter System*	2.59%	32.54%

*Tier 2 rates include a statutory required contribution to finance the unfunded actuarial accrued liability of the Tier 1 plans.

For the year ended June 30, 2024, the University and employee contributions to the plans were: (Figure J.3)

Figure J.3

System	University's Contributions	Employees' Contributions
Tier 1 Noncontributory System	\$8,681,634	\$313
Tier 1 Contributory System	15,665	5,310
Tier 2 Contributory System*	1,826,304	—
Public Safety System	194,178	—
Tier 2 Public Safety and Firefighter System*	115,191	9,169
Total contributions	\$10,832,972	\$14,792

*Contributions reported are the Utah State Retirement Board-approved required contributions by System. Contributions in the Tier 2 Systems are used to finance the unfunded liabilities in the Tier 1 Systems.

Combined pension assets, liabilities, pension expense, and deferred outflows of resources and deferred inflows of resources related to pensions:

At June 30, 2024, the University reported a net pension asset of \$14,722,664 and a net pension liability of \$1,130,947. The net pension asset and liability were measured as of December 31, 2023, and the total pension liability used to calculate the net pension asset and liability were determined by an actuarial valuation as of January 1, 2023, and rolled-forward using generally accepted actuarial procedures. The University's proportion of the net pension asset and liability is equal to the ratio of

the University's actual contributions to the System during the plan year over the total of all employer contributions to the System during the plan year. At December 31, 2023, the University's net pension asset and liability were: (Figure J.4)

For the year ended June 30, 2024, the University recognized pension expense of \$(4,468,553). At June 30, 2024, the University reported deferred outflows of resources and deferred inflows of resources related to defined benefit pension plans from these sources: (Figure J.5)

Figure J.4

System	December 31, 2023		December 31, 2022		Change (Decrease)
	Net Pension Asset	Net Pension Liability	Proportionate Share	Proportionate Share	
Tier 1 Noncontributory System	\$14,520,882	\$—	18.3466007%	17.9817361%	0.3648646%
Tier 1 Contributory System	201,782	—	2.9394465%	2.5335377%	0.4059088%
Tier 2 Contributory System	—	657,581	0.3378480%	0.3599323%	(0.0220843%)
Public Safety System	—	443,936	0.3949679%	0.3999075%	(0.0049396%)
Tier 2 Public Safety and Firefighter System	—	29,430	0.0781276%	0.0873784%	(0.0092508%)
Total net pension asset/ liability	\$14,722,664	\$1,130,947			

Figure J.5

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$3,395,563	\$12,778
Changes in assumptions	2,008,111	1,124
Net difference between projected and actual earnings on pension plan investments	4,561,571	—
Changes in proportion and differences between contributions and proportionate share of contributions	72,483	129,365
Contributions subsequent to the measurement date	5,591,431	—
Total	\$15,629,159	\$143,267

Contributions made between January 1, 2024, and June 30, 2024, of \$5,591,431 were reported as deferred outflows of resources related to pensions. These contributions will be recognized as a reduction of net pension liability in the upcoming fiscal year. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense. (Figure J.6)

Figure J.6

Years Ended December 31	Deferred Outflows (Inflows) of Resources
2024	\$1,631,937
2025	\$1,017,325
2026	\$8,768,926
2027	(\$1,896,649)
2028	\$63,183
Thereafter	\$309,740

Actuarial assumptions: The total pension liability in the December 31, 2023, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement: (Figure J.7)

Figure J.7

Inflation	2.5%	
Salary increases	3.5%-9.5%	Average, including inflation
Investment rate of return	6.85%	Net of pension plan investment expense, including inflation

Mortality rates were adopted from an actuarial experience study dated January 1, 2023. The retired mortality tables are developed using URS retiree experience and are based upon gender, occupation, and age as appropriate with projected improvement using the ultimate rates from the MP-2020 improvement scale using a base year of

2020. The mortality assumption for active members is the PUB-2010 Employees Mortality Table for public employees, teachers, and public safety members, respectively.

The actuarial assumptions used in the January 1, 2023, valuation were based on the results of an actuarial experience study for the period ending December 31, 2022.

Changes in assumptions: Changes include updates to the mortality improvement assumption, salary increase assumption, disability incidence assumption, assumed retirement rates, and assumed termination rates, as recommended with the January 1, 2023, actuarial experience study.

The long-term expected rate of return on defined benefit pension plan investments was determined using a building-block method, in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense, and inflation) are developed for each major asset class and is applied consistently to each defined benefit pension plan. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are: (Figure J.8)

The 6.85 percent assumed investment rate of return is comprised of an inflation rate of 2.5 percent and a real return of 4.35 percent that is net of investment expense.

Discount rate: The discount rate used to measure the total pension liability was 6.85 percent. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that contributions from all participating employers will be made at contractually required rates that are actuarially

Figure J.8

Asset Class	Expected Return Arithmetic Basis		
	Target Asset Allocation	Real Return Arithmetic Basis	Long-Term Expected Portfolio Real Rate of Return
Equity securities	35.00%	6.87%	2.40%
Debt securities	20.00%	1.54%	0.31%
Real assets	18.00%	5.43%	0.98%
Private equity	12.00%	9.80%	1.18%
Absolute return	15.00%	3.86%	0.58%
Cash and cash equivalents	—%	0.24%	—%
Total	100.00%		5.45%
Inflation			2.50%
Expected arithmetic nominal return			7.95%

determined and certified by the Systems' Board. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current, active, and inactive employees. The long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments, to determine the total pension liability. The discount rate does not use the Municipal Bond Index Rate.

Sensitivity of the University's proportionate share of the net pension asset and liability to changes in the discount rate: The proportionate share of the net pension asset

and liability were calculated using the discount rate of 6.85 percent, as well as what the proportionate share would be if calculated using a discount rate that is 1 percentage point lower (5.85%) or 1 percentage point higher (7.85%) than the current rate: (Figure J.9)

Pension plan fiduciary net position: Detailed information about the pension plan's fiduciary net position is available in the separately issued Systems' financial report.

Figure J.9

System	Proportionate Share of Net Pension Liability (Asset)		
	1% Decrease 5.85%	Discount Rate 6.85%	1% Increase 7.85%
Tier 1 Noncontributory System	\$36,818,075	(\$14,520,882)	(\$57,621,204)
Tier 1 Contributory System	195,664	(201,782)	(545,057)
Tier 2 Contributory System	2,259,356	657,581	(584,594)
Public Safety System	1,379,667	443,936	(325,946)
Tier 2 Public Safety and Firefighter System	94,825	29,430	(22,887)
Total net pension liability	\$40,747,587	(\$13,591,717)	(\$59,099,688)

Defined Contribution Plans

Defined contribution plans are available as supplemental plans to the basic retirement benefits of the defined benefit pension plans and as a primary retirement plan for some Tier 2 participants. Participants in the defined contribution plans are fully vested in employer and employee contributions at the time the contributions are made, except Tier 2 required employer contributions and associated earnings are vested after four years of employment. Benefits depend on amounts contributed to the plans plus investment earnings. Individual accounts are provided for each employee and are available at termination, retirement, death, or unforeseeable emergency.

401(k), Tier 2 DC, and 457 Plans: For employees participating in defined benefit plans, the University is also required to contribute 0.18 percent of the employee's salary into a 401(k)/457 plan. For employees who choose to participate in the Tier 2 Public Employee or Public Safety and Firefighter defined contribution plans (Tier 2 DC), the University is required to contribute 20.02 or 32.54 percent

of the employees' salary of which 10 or 14 percent is paid into a 401(k)/457 plan while the remainder is contributed to the Tier 1 Systems, as required by law.

TIAA and/or Fidelity: TIAA and/or Fidelity provide individual defined contribution retirement fund contracts with each participating employee. Employees may allocate contributions by the University to any or all of the providers and the contracts become vested at the time the contribution is made. Employees are eligible to participate from the date of employment and are not required to contribute to the fund. Benefits provided to retired employees are based on the value of individual contracts and the estimated life expectancy of the employee at retirement. The University's contribution to this multiple employer defined contribution plan is 14.2 percent of the employees' annual salary. The University has no further liability once annual contributions are made.

Employees can make additional contributions to defined contribution plans subject to limitations. Contributions to the defined contribution plans for the fiscal year ending June 30, 2024, were: (Figure J.10)

Figure J.10

Defined Contribution Plans	University's Contributions	Employees' Contributions
Tier 2 Defined Contribution Plan	\$314,259	\$—
401(k) Plan	\$982,217	\$1,227,202
457 Plan and other individual plans	\$—	\$180,110
TIAA, Fidelity, and/or other investment companies	\$55,440,011	\$16,589,417

K. Termination Benefits

The University provides an early retirement option to employees who qualify and are approved by administration in accordance with University policy. This option is available to all employees whose accumulated age and years of service are equal to or greater than 75, that have met the minimum age requirements, and where early retirement is in the mutual best interest of the employee and the University.

The policy provides two mutually exclusive early retirement options for eligible employees; either six years (16.67 percent of base salary per year) or five years (20 percent of base salary per year). The six-year option requires a minimum age of 56 and the five-year option requires a minimum age of 57. Benefits include a monthly stipend equal to the agreed upon percent of the retiree's salary at the time of active employment along with medical and dental insurance.

The projected future cost of these stipends and the medical and dental insurance benefits have been calculated based on the known amount to be paid out in the next fiscal year plus projected increases of 2.15 percent (University), 4.25 percent (SDL) for stipends and 6.05 - 7.81 percent (University), 10 percent (SDL) for medical and dental premiums. These increases are based on historical data. The premiums for medical and dental benefits have also been increased by an age adjusted factor of 3.09. The net present value of the total projected costs is calculated using the estimated yield of 2.62 percent (University) and 4.0 percent (SDL). The net present value is the amount recognized on the financial statements as the liability for early retirement.

At June 30, 2024, there were 163 participants in the early retirement program. The program is funded on a pay-as-you-go basis from current funds. Payments for the stipends and insurance benefits for the fiscal year ending June 30, 2024, were \$2,784,062 and \$1,706,300, respectively.

L. Risk Management

General Liability Insurance

The University maintains insurance coverage for general, automobile, personal injury, errors and omissions, employee dishonesty, and malpractice liability up to \$10 million per occurrence through policies administered and purchased by the Utah State Risk Management Fund. The University also insures its buildings, including those under construction, and contents against all insurable risks of direct physical loss or damage with the Utah State Risk Management Fund. This all-risk insurance coverage provides for repair or replacement of damaged property at a replacement cost basis subject to a deductible of \$2,500 per occurrence. Coverage includes business interruption caused by fire or other insurable perils with the Utah State Risk Management Fund. All University employees are covered by worker's compensation insurance, including employer's liability coverage through WCF Insurance.

Self-Insurance for Employee Health & Dental Care

The University has a self-insurance fund for employee health and dental care. In addition, the University has purchased a stop-loss insurance policy to cover specific participant medical/Rx claims exceeding \$425,000 per term, an aggregating specific stop-loss deductible of \$700,000 per term, and a laser deductible of \$900,000 per term. This policy also covers aggregate claims exceeding 125 percent of expected claims up to \$10 million. GASB Statement No. 10, *Accounting and Financial Reporting for Risk Financing and Related Insurance Issues*, requires a liability for claims be reported if information prior to the issuance of the financial statements indicates it is probable that a liability has been incurred at the date of the financial statements. The estimated claims liability is based upon past experience

adjusted for current trends. The estimate reflects the ultimate cost of settling the claims. The University's estimated self-insurance claims liability at June 30, 2024, and June 30, 2023, were: (Figure L.1)

Figure L.1

	2024	2023
Estimated claims liability at beginning of year	\$9,218,106	\$8,461,062
Current year claims and changes in estimates	81,832,798	75,556,985
Claim payments, including related legal and administrative expenses	(80,100,161)	(74,799,941)
Estimated claims liability at end of year	\$10,950,743	\$9,218,106

The University has recorded the investment of the health and dental care funds at June 30, 2024, and the estimated liability for self-insurance claims at that date in the Statement of Net Position. The income on fund investments, the expenses related to the administration of the self-insurance, and the estimated provision for the claims liabilities for the year then ended are recorded in the Statement of Revenues, Expenses, and Changes in Net Position and the Statement of Net Position.

Contingencies

The University has been named in several lawsuits where litigation is pending. It is unlikely that any judgments against the University will be established or would otherwise be material in nature. Most lawsuits are such that any financial settlement would be covered primarily by insurance held by the University through the State's Division of Risk Management.

The Space Dynamics Laboratory has a bank revolving line of credit with a limit of \$9 million. At June 30, 2024, the outstanding balance was zero. The line of

credit bears interest at an initial rate of 7.5 percent, and is currently prime rate plus 0.5 percent, is unsecured, due on demand, and expires on November 30, 2024.

Commitments

At June 30, 2024, the University had outstanding construction commitments of approximately \$82.9 million.



M. Natural & Functional Classifications

The University's operating expenses by natural and functional classifications for the fiscal year ended June 30, 2024, were: (Figure M.1)

Figure M.1

Functional Classification	Natural Classification					Total
	Salaries and Wages	Employee Benefits	Other Operating Expenses	Scholarships and Fellowships	Depreciation and Amortization	
Instruction	\$162,847,998	\$56,041,112	\$42,312,089	\$—	\$—	\$261,201,199
Research	118,265,702	60,465,078	102,318,882	—	—	281,049,662
Public service	45,741,317	16,026,044	46,229,301	—	—	107,996,662
Academic support	37,838,976	14,177,485	12,484,412	—	—	64,500,873
Student services	17,059,851	5,805,052	9,967,389	—	—	32,832,292
Institutional support	69,635,728	28,487,657	25,672,142	—	—	123,795,527
Operation and maintenance	19,286,216	7,128,903	36,513,734	—	—	62,928,853
Scholarships and fellowships	—	—	—	12,417,345	—	12,417,345
Service departments	10,891,949	3,180,050	(16,833,714)	—	—	(2,761,715)
Auxiliary enterprises	26,746,032	7,301,251	29,416,558	—	—	63,463,841
Independent Operations	59,107	13,646	253,004	—	—	325,757
Depreciation	—	—	—	—	69,391,897	69,391,897
Total operating expenses	\$508,372,876	\$198,626,278	\$288,333,797	\$12,417,345	\$69,391,897	\$1,077,142,193

N. Blended Presentation of Component Units

The following is a condensed version of the Utah State University Space Dynamics Laboratory's, Utah State University Foundation's, and Hansen Scholars Support Foundation's financial statements for the fiscal year ended June 30, 2024: (Figure N.1, N.2, and N.3)

Figure N.1

Component Units | Condensed Statement of Net Position | June 30, 2024

	SDL	Foundation	HSSF	Total Changes	Total
Assets					
Current assets	\$131,481,508	\$164,999,093	\$666,275	\$—	\$297,146,876
Noncurrent assets	173,317,170	1,379,920	11,836,427	(61,703)	186,471,814
Total assets	304,798,678	166,379,013	12,502,702	(61,703)	483,618,690
Deferred outflows of resources					
Unamortized refunding losses on bonds	984,085	—	—	(984,085)	—
Resources related to pensions	1,553,331	—	—	—	1,553,331
Total deferred outflows of resources	2,537,416	—	—	(984,085)	1,553,331
Liabilities					
Current liabilities	54,774,175	—	—	(5,651,130)	49,123,045
Noncurrent liabilities	141,271,642	—	—	(109,587,834)	31,683,808
Total liabilities	196,045,817	—	—	(115,238,964)	80,806,853
Deferred inflows of resources					
Leases	977,000	—	—	—	977,000
Resources related to pensions	12,578	—	—	—	12,578
Total deferred inflows of resources	989,578	—	—	—	989,578
Net position					
Net investment in capital assets	37,306,807	—	—	110,927,046	148,233,853
Restricted - nonexpendable	—	131,262,980	—	—	131,262,980
Restricted - expendable	—	35,116,033	12,502,702	—	47,618,735
Unrestricted	72,993,892	—	—	3,266,130	76,260,022
Total net position	\$110,300,699	\$166,379,013	\$12,502,702	\$114,193,176	\$403,375,590

Figure N.2

Component Units | **Condensed Statement of Revenues, Expenses, and Changes in Net Position**
For the Year Ended June 30, 2024

	SDL	Foundation	HSSF	Total Changes	Total
Operating revenues					
Project revenues	\$197,826,571	\$—	\$—	(\$596,006)	\$197,230,565
Project unit indirect costs, general and administrative costs, and cost of money	87,346,344	—	—	—	87,346,344
Project fees	19,077,231	—	—	—	19,077,231
Administrative reimbursement, USU	87,200	—	—	(87,200)	—
Other	1,707,961	—	—	(18,965)	1,688,996
Total operating revenues	306,045,307	—	—	(702,171)	305,343,136
Operating expenses					
Salaries and wages	115,884,083	—	—	—	115,884,083
Employee benefits	67,710,837	—	—	—	67,710,837
Subcontracts	24,973,703	—	—	(1,156,386)	23,817,317
Depreciation and amortization	13,452,090	—	—	—	13,452,090
Research support to USU	339,279	—	—	(339,279)	—
Other	57,545,964	—	752,157	(3,549,029)	54,749,092
Total operating expenses	279,905,956	—	752,157	(5,044,694)	275,613,419
Operating income (loss)	26,139,351	—	(752,157)	4,342,523	29,729,717
Nonoperating revenues (expenses)					
Other – net	(3,312,815)	12,043,148	1,267,985	3,967,309	13,965,627
Total nonoperating revenues (expenses)	(3,312,815)	12,043,148	1,267,985	3,967,309	13,965,627
Income before other revenues	22,826,536	12,043,148	515,828	8,309,832	43,695,344
Other revenues					
Additions to permanent endowments	—	7,870,865	—	—	7,870,865
Total other revenues	—	7,870,865	—	—	7,870,865
Increase in net position	22,826,536	19,914,013	515,828	8,309,832	51,566,209
Net position – beginning of year	87,474,163	146,465,000	11,986,874	105,883,344	351,809,381
Net position – end of year	\$110,300,699	\$166,379,013	\$12,502,702	\$114,193,176	\$403,375,590

Figure N.3

Component Units | **Condensed Statement of Cash Flows** | For the Year Ended June 30, 2024

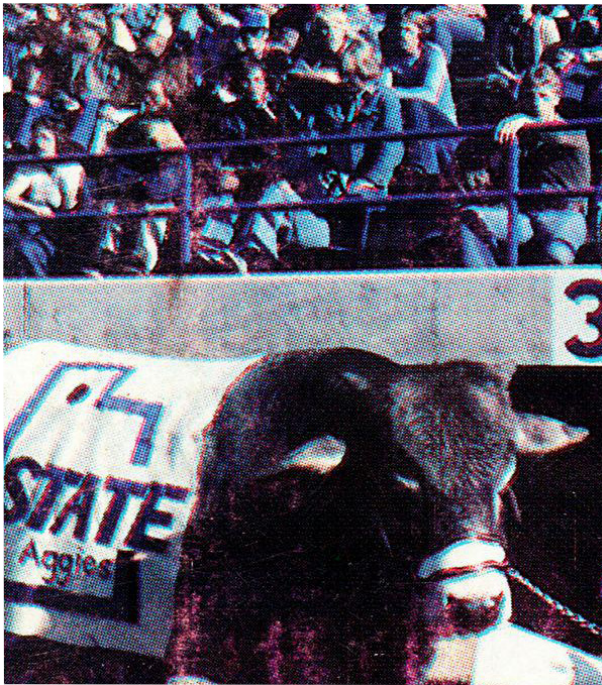
	SDL	Foundation	HSSF	Total Changes	Total
Net cash provided (used) by:					
(1) Operating activities	\$36,456,259	\$—	(\$752,157)	\$24,184,331	\$59,888,433
(2) Noncapital financing activities	—	8,866,445	—	—	8,866,445
(3) Capital and related financing activities	(31,222,834)	—	—	6,262,309	(24,960,525)
(4) Investing activities	1,477,910	(8,866,445)	608,519	—	(6,780,016)
Net increase (decrease) in cash & cash equivalents	6,711,335	—	(143,638)	30,446,640	37,014,337
Cash and cash equivalents – beginning of year	51,162,021	—	809,913		51,971,934
Cash and cash equivalents – end of year	\$57,873,356	\$—	\$666,275		\$88,986,271



Required Supplementary Information



Required supplementary information is to accompany the basic financial statements and is considered a essential part of financial reporting.



did *you* know?

In 1976 the bull was adopted as USU's mascot. For a few years, USU used an actual white bull, painted blue, which was brought to sporting events and corralled on the sidelines. The mascot's name was GUS (standing for Go Utah State). He was eventually retired for doing too much damage to the grass football field, despite wearing rubber boots.

Proportionate Share of Net Pension Liability | As of December 31

	2023	2022	2021
Tier 1 Noncontributory System			
Proportion of net pension liability (asset)*	18.3465998%	17.9817203%	18.0066090%
Proportionate share of net pension liability (asset)	(\$14,520,881)	(\$314,780)	(\$44,258,458)
Covered payroll	\$39,042,116	\$36,742,872	\$35,716,376
Proportionate share of net pension liability (asset) as a percentage of covered payroll	(37.19%)	(0.86%)	(123.92%)
Plan fiduciary net position as a percentage of total pension liability	103.46%**	100.1% and 191.7%**	111.8% and 214.5%**
Tier 1 Contributory System			
Proportion of net pension liability (asset)*	2.9394465%	2.5335377%	2.1724046%
Proportionate share of net pension liability (asset)	(\$201,782)	(\$23,410)	(\$611,931)
Covered payroll	\$86,000	\$81,507	\$78,740
Proportionate share of net pension liability (asset) as a percentage of covered payroll	(234.63%)	(28.72%)	(777.15%)
Plan fiduciary net position as a percentage of total pension liability	104.40%	100.60%	117.60%
Tier 2 Contributory System			
Proportion of net pension liability (asset)	0.3378482%	0.3599318%	0.4133773%
Proportionate share of net pension liability (asset)	\$657,581	\$391,928	(\$174,957)
Covered payroll	\$8,734,543	\$7,854,461	\$7,677,902
Proportionate share of net pension liability (asset) as a percentage of covered payroll	7.53%	4.99%	(2.28%)
Plan fiduciary net position as a percentage of total pension liability	89.58%	92.30%	103.80%
Public Safety System			
Proportion of net pension liability (asset)	0.3949679%	0.3999075%	0.3589824%
Proportionate share of net pension liability (asset)	\$443,936	\$315,482	(\$329,072)
Covered payroll	\$847,379	\$749,515	\$668,816
Proportionate share of net pension liability (asset) as a percentage of covered payroll	52.39%	42.09%	(49.20%)
Plan fiduciary net position as a percentage of total pension liability	93.80%	95.20%	105.70%
Tier 2 Public Safety and Firefighter System			
Proportion of net pension liability (asset)	0.0781276%	0.0873784%	0.0891183%
Proportionate share of net pension liability (asset)	\$29,430	\$7,289	(\$4,504)
Covered payroll	\$296,028	\$268,844	\$213,116
Proportionate share of net pension liability (asset) as a percentage of covered payroll	9.94%	2.71%	(2.11%)
Plan fiduciary net position as a percentage of total pension liability	89.10%	96.40%	102.80%

*The change in the proportion of net pension liability (asset) in 2019 is due to Utah Retirement Systems creating a separate pool for higher education.

**The University's Plan fiduciary net position as a percentage of total pension liability is 103.46% and SDL's percentage is 103.46%.

Proportionate Share of Net Pension Liability (continued) | As of December 31

2020	2019	2018	2017	2016	2015	2014
18.0066087%	18.2217407%	1.3784832%	1.4130362%	1.4648385%	1.4867052%	1.4526055%
(\$17,759,675)	\$21,374,650	\$51,286,704	\$34,553,853	\$47,474,199	\$46,701,668	\$36,497,130
\$37,364,131	\$38,736,450	\$37,966,324	\$37,654,734	\$38,162,282	\$37,975,366	\$37,798,518
(47.53%)	55.18%	135.08%	91.76%	124.40%	122.98%	96.56%
104.7% and 199.0%**	94.20%	84.10%	89.20%	84.90%	84.50%	87.20%
4.2543835%	6.5176415%	2.1063074%	1.8581414%	1.6628695%	1.3777110%	1.2745733%
(\$903,756)	(\$367,485)	\$1,495,487	\$122,273	\$911,182	\$863,346	\$139,755
\$189,163	\$338,696	\$408,779	\$422,780	\$445,761	\$436,427	\$460,897
(477.77%)	(108.50%)	365.84%	28.92%	204.41%	197.82%	30.32%
113.10%	103.60%	91.40%	99.20%	93.40%	92.40%	98.70%
0.4810839%	0.5536911%	0.6526196%	0.8092727%	1.1108095%	1.4678273%	1.5274314%
\$69,193	\$124,529	\$279,503	\$71,351	\$123,910	(\$3,204)	(\$46,288)
\$7,694,051	\$—	\$7,628,237	\$7,926,941	\$9,109,512	\$9,484,328	\$7,493,666
0.90%	—%	3.66%	0.90%	1.36%	(0.03%)	(0.62%)
98.30%	96.50%	90.80%	97.40%	95.10%	100.20%	103.50%
0.3650843%	0.3199232%	0.3271828%	0.3490530%	0.3459203%	0.3435487%	0.3425260%
\$236,460	\$472,439	\$783,194	\$606,957	\$739,607	\$739,614	\$636,495
\$698,806	\$583,817	\$609,931	\$604,061	\$636,766	\$607,776	\$566,992
33.84%	80.92%	128.41%	100.48%	116.15%	121.69%	112.26%
95.80%	90.00%	83.20%	87.40%	83.50%	82.30%	84.30%
0.0848581%	0.0694755%	0.0505758%	0.0319725%	0.0069305%	N/A	N/A
\$7,611	\$6,535	\$1,267	(\$370)	(\$60)	N/A	N/A
\$168,197	\$114,529	\$67,358	\$33,753	\$5,726	N/A	N/A
4.53%	5.71%	1.88%	(1.10%)	(1.05%)	N/A	N/A
93.10%	89.60%	95.60%	103.00%	103.60%	N/A	N/A

Note: The University implemented GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, in fiscal year 2015. Information on the University's portion of the plan's net pension liability (asset) is not available for periods prior to fiscal year 2015.

Schedule of Contributions to the Utah Retirement Systems | For Fiscal Years Ending June 30

	2024	2023	2022	2021
Tier 1 Noncontributory System				
Contractually required contribution	\$8,681,634	\$8,206,294	\$7,719,079	\$7,850,983
Contributions in relation to the contractually required contribution	8,681,634	8,206,294	7,719,079	7,850,983
Contribution deficiency (excess)	\$—	\$—	\$—	\$—
Covered payroll	\$40,215,441	\$37,954,088	\$35,569,733	\$36,326,122
Contributions as a percentage of covered payroll	21.59%	21.62%	21.70%	21.61%
Tier 1 Contributory System				
Contractually required contribution	\$15,665	\$14,779	\$14,075	\$15,867
Contributions in relation to the contractually required contribution	15,665	14,779	14,075	15,867
Contribution deficiency (excess)	\$—	\$—	\$—	\$—
Covered payroll	\$88,505	\$83,495	\$79,519	\$89,643
Contributions as a percentage of covered payroll	17.70%	17.70%	17.70%	17.70%
Tier 2 Contributory System*				
Contractually required contribution	\$1,826,304	\$1,636,849	\$1,496,901	\$1,457,778
Contributions in relation to the contractually required contribution	1,826,304	1,636,849	1,496,901	1,457,778
Contribution deficiency (excess)	\$—	\$—	\$—	\$—
Covered payroll	\$9,205,162	\$8,250,252	\$7,716,000	\$7,619,140
Contributions as a percentage of covered payroll	19.84%	19.84%	19.40%	19.13%
Public Safety System				
Contractually required contribution	\$194,178	\$199,757	\$124,645	\$142,044
Contributions in relation to the contractually required contribution	194,178	199,757	124,645	142,044
Contribution deficiency (excess)	\$—	\$—	\$—	\$—
Covered payroll	\$867,666	\$845,991	\$643,351	\$681,500
Contributions as a percentage of covered payroll	22.38%	23.61%	19.37%	20.84%
Tier 2 Public Safety and Firefighter System*				
Contractually required contribution	\$115,191	\$86,271	\$76,035	\$60,427
Contributions in relation to the contractually required contribution	115,191	86,271	76,035	60,427
Contribution deficiency (excess)	\$—	\$—	\$—	\$—
Covered payroll	\$354,717	\$265,122	\$233,665	\$185,698
Contributions as a percentage of covered payroll	32.47%	32.54%	32.54%	32.54%

*Contributions in Tier 2 include an amortization rate to help fund the unfunded liabilities in the Tier 1 systems.
Tier 2 systems were created effective July 1, 2011.

Schedule of Contributions to the Utah Retirement Systems (continued) | For Fiscal Years Ending June 30

2020	2019	2018	2017	2016	2015
\$8,297,399	\$8,392,320	\$8,221,506	\$8,329,180	\$8,355,894	\$9,328,000
8,297,399	8,392,320	8,221,506	8,329,180	8,355,894	9,328,000
\$—	\$—	\$—	\$—	\$—	\$—
\$38,406,937	\$38,370,432	\$37,531,241	\$37,968,122	\$37,998,840	\$37,836,787
21.60%	21.87%	21.91%	21.94%	21.99%	24.65%
\$54,537	\$64,560	\$75,098	\$77,250	\$78,211	\$102,041
54,537	64,560	75,098	77,250	78,211	102,041
\$—	\$—	\$—	\$—	\$—	\$—
\$308,117	\$413,387	\$423,200	\$436,438	\$441,871	\$430,553
17.70%	15.62%	17.75%	17.70%	17.70%	23.70%
\$1,469,907	\$1,463,112	\$1,429,747	\$1,514,256	\$1,862,036	\$694,490
1,469,907	1,463,112	1,429,747	1,514,256	1,862,036	694,490
\$—	\$—	\$—	\$—	\$—	\$—
\$7,737,083	\$7,753,638	\$7,746,141	\$8,300,188	\$10,208,536	\$8,337,218
19.00%	18.87%	18.46%	18.24%	18.24%	8.33%
\$149,721	\$145,397	\$147,467	\$181,751	\$167,710	\$162,713
149,721	145,397	147,467	181,751	167,710	162,713
\$—	\$—	\$—	\$—	\$—	\$—
\$661,372	\$575,853	\$583,908	\$632,820	\$600,578	\$582,052
22.64%	25.25%	25.26%	28.72%	27.92%	27.96%
\$37,445	\$30,156	\$9,732	\$4,820	N/A	N/A
37,445	30,156	9,732	4,820	N/A	N/A
\$—	\$—	\$—	\$—	N/A	N/A
\$125,486	\$101,194	\$33,238	\$16,500	N/A	N/A
29.84%	29.80%	29.28%	29.21%	N/A	N/A



did *you* know?

The Pumpkin Toss is one of ASME's (American Society of Mechanical Engineers) biggest events of the year! Teams build trebuchets and compete as they launch pumpkins across the field and try to hit targets such as pianos, trampolines, fridges, furniture, to name a few! Hundreds of people from the community come to watch.

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USU Celebrates Grand Opening of Mehdi Heravi Global Teaching & Learning Center

Utah State University announced the grand opening of the [Mehdi Heravi Global Teaching and Learning Center](#) on Friday, Oct. 11. This state-of-the-art facility adjacent to USU's historic Quad elevates the university's language programs, preparing students for an interconnected world.

The new center brings students and faculty in the [Department of World Languages and Cultures](#) under one roof for the first time. Key features include a cutting-edge language lab, the Carolyn Tanner Irish Pavilion — a multipurpose space offering panoramic views of the Quad — and a variety of study areas and cultural hubs designed to foster immersive language learning experiences.

[Read More](#)



USU's 2024 Homecoming Week Was Full of Tradition and Excitement

As part of Homecoming Week celebrations, Utah State University honored four distinguished Aggies for their outstanding contributions to the university and their communities. The honorees took center stage during the Homecoming Parade, embodying the spirit of service and dedication that defines the Aggie family. The honorees included David and Trisha Butterfield as Grand Marshals, Robert Allen as Alumnus of the Year, and Kirsten Rappleye as Young Alumna of the Year.

[Read More](#)

July 1, 2024 to November 30, 2024

Donor	Total	% Total	# Gifts	# Donors	% Donors
Alumni	\$13,115,588.97	39.10%	5,597	2,387	44.75%
Corporation	\$4,766,644.48	14.21%	833	334	6.26%
Foundation	\$7,741,406.02	23.08%	134	88	1.65%
Individual	\$5,987,816.51	17.85%	4,567	2,158	40.46%
Other Organization	\$847,682.49	2.53%	71	44	0.82%
Parent	\$1,078,421.77	3.21%	437	256	4.80%
Student	\$6,951.67	0.02%	119	74	1.39%
TOTAL	\$33,544,511.91		11,758	5,334	

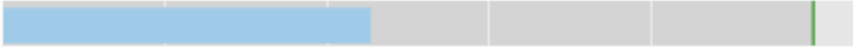
July 1, 2023 to November 30, 2023

Donor	Total	% Total	# Gifts	# Donors	% Donors
Alumni	\$5,601,212.65	31.60%	5,355	2,176	51.90%
Corporation	\$4,265,156.23	24.06%	822	284	6.77%
Foundation	\$4,031,823.59	22.75%	122	72	1.72%
Individual	\$2,603,085.16	14.69%	3,723	1,294	30.86%
Other Organization	\$937,699.64	5.29%	62	46	1.10%
Parent	\$272,016.94	1.53%	407	217	5.18%
Student	\$13,652.28	0.08%	165	113	2.69%
TOTAL	\$17,724,646.69		10,656	4,193	



FY Progress to Goal

As of 12/1/2024 6:25:01 AM

		Amount	Pace	Completion
Dollars Granted		\$33,544,511.91 \$60,004,250	33.4%	55.9%
Visits		1,399 3,200	4.3%	43.7%
Qualification Visits		455 1,000	8.5%	45.5%
Proposals Submitted >= \$50,000		227 340	59.3%	66.8%
Proposals Granted >= \$25,000		107 240	6.4%	44.6%

\$60M GOAL JUSTIFICATION FY25

HISTORIC DATA	2 donors in FY 2024 raising \$22.5M 5 Year Avg 2.0 donors	\$3M+	Have 6 prospects @ \$24.0M Have received 2 Totaling \$6.0M	PROPOSAL DATA
	4 donors in FY 2024 raising \$6.3M 5 Year Avg: 9.6 donors	\$1M - \$2.9M	Have 15 prospects @ \$19.7M Have received 8 Totaling \$11.9M	
	10 donors in FY 2024 raising \$5.9M 5 Year Avg 7.8 donors	\$500K - \$999K	Have 9 prospects @ \$4.8M Have received 6 Totaling \$4.0M	
	48 donors in FY 2024 raising \$11.1M 5 Year Avg: 48.8 donors	\$100K - \$499K	Have 84 prospects @ \$13.4M Have received 20 Totaling \$4.1M	
	161 donors in FY 2024 raising \$7.9M 5 Year Avg: 153.4 donors	\$25K - \$99K	Have 370 prospects @ \$12.9M Have received 67 Totaling \$3.3M	
	8,112 donors in FY 2024 raising \$9.3M	\$1 - \$24,999 (Does not include Annual Fund donors)	Have 173 prospects @ \$1.2M	

5 Year Avg: 8,301.6 donors Total Forecasted: \$75,945,253 + \$33,544,512 Raised FYTD = \$109,489,765 Have received 5,267 Totaling \$4.2M

60% of Forecasted: \$45,567,152 + \$33,544,512 Raised FYTD = \$79,111,664

40% of Forecasted: \$30,378,101 + \$33,544,512 Raised FYTD = \$63,922,613

Forecasted at Current Close Rate of 47.08%: \$35,756,661 + \$33,544,512 Raised FYTD = \$69,301,173

Major Gifts

September 1, 2024 to November 30, 2024

Winter 2024

University Advancement Report

Amount	Purpose	Division
\$116,000.00	Richard W. & Moonyeen R. Anderson Scholarship Endowment Quasi	College of Engineering
\$100,000.00	Merrill-Cazier Library, Bonnie Dansie Parkin Endowment, Dansie Family Continuing Education Endowment	University Libraries, EEJ Education & Human Services, Student Success
\$50,000.00	Mehdi Heravi Scholarship Endowment for the Arts	Caine College of the Arts
\$50,000.00	Mehdi Heravi Endowed Scholarship for Peace in Engineering	College of Engineering
\$50,000.00	Mehdi Heravi NEHMA Student Internship Endowment	President
\$50,000.00	Mehdi Heravi Scholarship Endowment in Science	College of Science
\$50,000.00	Mehdi Heravi Scholarship Endowment in Business	Jon M Huntsman School of Business
\$50,000.00	Mehdi Heravi Scholarship Endowment in Criminal Justice	College of Humanities & Social Sciences
\$50,000.00	Mehdi Heravi Utah Public Radio Student Internship Endowment	College of Humanities & Social Sciences
\$50,000.00	Mehdi Heravi Scholarship Endowment in Natural Resources	Quinney College of Natural Resources
\$50,000.00	Mehdi Heravi Scholarship Endowment in Aviation Technology	College of Agriculture & Applied Sciences
\$25,000.00	Mehdi Heravi Scholarship Endowment for Male Student-Athletes	Athletics
\$25,000.00	Mehdi Heravi Scholarship Endowment for Female Student-Athletes	Athletics
\$1,000,000.00	Heravi Peace Institute Endowment for Lectures & Events Annuity	College of Humanities & Social Sciences
\$35,000.00	Peak Summer Research Fellows	Research
\$52,000.00	Glen Edwards Art Scholarship Endowment for Graphic Design	Caine College of the Arts
\$1,634,160.00	Albert L. Shane Scholarship Endowment	Student Success
\$100,000.00	Albert L. Shane Scholarship Endowment	Student Success
\$24,000.00	Eggett Scholarship Endowment	University Advancement
\$30,000.00	Karla Jean Gilbert Scholarship Endowment	EEJ Education & Human Services
\$25,000.00	Karla Jean Gilbert Scholarship Endowment	EEJ Education & Human Services
\$252,410.18	James D. Ballif Teacher of the Year Endowment	College of Engineering
\$25,000.00	Basudeb & Renuka Biswas Scholarship Endowment	Jon M Huntsman School of Business
\$26,000.00	Brad & Carol Molen Scholarship Endowment	College of Agriculture & Applied Sciences
\$25,000.00	Art & Design Endowment	Caine College of the Arts
\$125,000.00	Student-Athlete Experience Fund	Athletics
\$52,500.00	Clark & Jennifer Whitworth Scholarship	Jon M Huntsman School of Business
\$120,000.00	Nancy Snedaker Old Main Endowment	University Advancement
\$30,000.00	Jerry R. Springer Scholarship Endowment	EEJ Education & Human Services

Major Gifts

September 1, 2024 to November 30, 2024 (continued)

Winter 2024

University Advancement Report

Amount	Purpose	Division
\$26,000.00	Kathryn Gutke Geddes Scholarship Quasi-Endowment	EEJ Education & Human Services
\$30,000.00	Marjorie Crookston Christensen Aggie Family Scholarship Endowment	EEJ Education & Human Services
\$50,000.00	Ralph S. & DeOra Blackham Scholarship Endowment, Keith R. & Maurine B. Allred Scholarship Endowment	College of Agriculture & Applied Sciences
\$117,803.25	Susan D. Barton Endowment	College Science
\$100,000.00	Ron G. & Cynthia S. Wiser Endowment	Jon M Huntsman School of Business
\$51,200.00	Special Collections & Archives	University Libraries
\$100,000.00	H. Craig & Maradee S. Petersen Scholarship	Jon M Huntsman School of Business
\$25,000.00	Eve Mary Verde Endowment	College of Humanities & Social Sciences
\$30,000.00	David Weeshoff Aggie Family Scholarship Endowment	EEJ Education & Human Services
\$10,000.00	Watershed Sciences, Lyric Building Renovation, Parley Belnap Organ Studies Endowment, Lynn Thomas Organ Studies Endowment, Richard Elliott Organ Studies Endowment, Campbell Scientific Science Endowment, and College of Agriculture & Applied Sciences	Quinney College of Natural Resources, Caine College of the Arts, College of Agriculture & Applied Sciences, and College of Science
\$75,000.00	Paulette J. Campbell Organ Program Endowment	Caine College of the Arts
\$25,000.00	Accounting Cash Camp	Jon M Huntsman School of Business
\$75,000.00	S. J. & Jessie E. Quinney College of Natural Resources Deans Fund	Quinney College of Natural Resources
\$225,000.00	Grant Cooperative Extension Other Sponsored Activities	Extension
\$50,000.00	4-H Science & Technology	Extension
\$25,000.00	Intermountain Power Agency Endowment in Engineering	College of Engineering
\$78,456.53	4-H Coordination Activities in Various Utah Counties	Extension
\$75,000.00	S. J. & Jessie E. Quinney College of Natural Resources Deans Fund	Quinney College of Natural Resources
\$100,000.00	Lawson Fellows Scholarship	EEJ Education & Human Services
\$50,000.00	Gorongosa Masters Project	College of Humanities & Social Sciences
\$12,630.00	USU Foundation Board, Merlin Olsen Fund for Football Competitive Excellence, and Wayne Estes Fund	University Advancement and Athletics
\$120,000.00	Watkins Foundation Nursing Scholarship and C. Scott & Dorothy E. Watkins Foundation Scholarship	EEJ Education & Human Services and Student Success
\$20,000.00	Big Blue Excellence Fund	Athletics
\$37,833.23	Obert C. Tanner Lecture Series in Caine College of the Arts and Obert C. Tanner Lecture Series in Humanities and Social Sciences	Caine College of the Arts and College of Humanities & Social Sciences

Major Gifts

September 1, 2024 to November 30, 2024 (continued)

Winter 2024

University Advancement Report

Amount	Purpose	Division
\$50,000.00	Oscar Wood Cooley Endowment and Rodney C. & Hilda Allred Memorial Scholarship Endowment	College of Science and College of Agriculture & Applied Sciences
\$1,500,000.00	Badger the Devil Dog	College of Agriculture & Applied Sciences
\$25,000.00	Justin M. Graham Memorial Scholarship Endowment	College of Engineering
\$100,000.00	Local First Scholarship Endowment - Green River Energy Center, Local First Expendable Scholarship - Green River Energy Center, Energy First Scholarship Endowment - Green River Energy Center, and Energy First Expendable Scholarship - Green River Energy Center	USU Eastern
\$60,640.00	Bingham Research Center, Bingham Foundation Uintah Basin Peer Mentors, and Richens Natural Resources Internship Program	Statewide Campuses & Quinney College of Natural Resources
\$50,000.00	Institute of Land, Water & Air	President
\$900,000.00	Hansen Scholars Scholarship in Caine College, Hansen CCA Graduate Support, Hansen Entrepreneur Support, Hansen Scholars Scholarship in HSB, Hansen Foundation Salary Support, and Hansen Scholars Undergraduate Scholarship	Caine College of the Arts, Student Success, and Jon M Huntsman School of Business
\$204,300.00	Caine Scholars for Excellence, Caine Chamber Music Ensembles, Caine Visiting Artist Program, Lyric Repertory Company, Caine Graduate Scholars for Excellence, S. George Ellsworth Scholarship, J. Duncan Brite Scholarship, and George B. Caine Scholarship	Caine College of the Arts, College of Humanities & Social Sciences, and College of Agriculture & Applied Sciences
\$69,371.35	Environmental Observatory Fund Quasi	College of Agriculture & Applied Sciences
\$55,000.00	Do Some Good in the World Scholarship Endowment	Student Success
\$50,000.00	Swaner EcoCenter	Extension
\$25,436.86	Grant Wildland Resources Research	Quinney College of Natural Resources
\$30,000.00	Swaner Visitor Experience-John C Kish Foundation	Extension
\$49,997.00	Grant School of Teacher Education & Leadership Research	EEJ Education & Human Services
\$52,168.00	BUILD Dairy General Support	College of Agriculture & Applied Sciences
\$107,600.00	BUILD Dairy General Support	College of Agriculture & Applied Sciences
\$500,000.00	BUILD Dairy General Support	College of Agriculture & Applied Sciences
\$34,918.84	Helen Zeese Papanikolas Scholarship Endowment	USU Eastern
\$25,000.00	Robert F. Orr Charitable Foundation Scholarship Endowment	College of Engineering
\$25,000.00	Local First Scholarship Endowment - Green River Energy Center, Local First Expendable Scholarship - Green River Energy Center, Energy First Scholarship Endowment - Green River Energy Center, and Energy First Expendable Scholarship - Green River Energy Center	USU Eastern

Major Gifts

September 1, 2024 to November 30, 2024 (continued)

Winter 2024

University Advancement Report

Amount	Purpose	Division
\$50,000.00	Local First Scholarship Endowment - Green River Energy Center, Local First Expendable Scholarship - Green River Energy Center, Energy First Scholarship Endowment - Green River Energy Center, and Energy First Expendable Scholarship - Green River Energy Center	USU Eastern
\$399,374.00	Grant Nutrition, Dietetics & Food Science Research	College of Agriculture & Applied Sciences
\$25,000.00	Mural Conservation	President
\$47,500.00	Val A. Browning Foundation Geology Support	College of Science
\$44,105.00	Merilyn Bronson & Henry M. Reeves Endowed Award	Quinney College of Natural Resources
\$25,000.00	C.T. & Jo Ann K. Griffiths Scholarship Endowment	College of Engineering
\$95,000.00	Grant FCHD Other Assistance	EEJ Education & Human Services
\$25,000.00	Nora Eccles Harrison Museum of Art	President
\$30,000.00	Nora Eccles Harrison Museum of Art	President
\$35,000.00	Nora Eccles Harrison Museum of Art	President
\$45,000.00	Nora Eccles Harrison Museum of Art	President
\$3,000,000.00	Monument Valley Building	USU Blanding
\$35,000.00	SLCISO Cybersecurity Scholarship Endowment	College of Agriculture & Applied Sciences
\$204,000.00	Jan J. Sojka GAS Fellowship Endowment	College of Science
\$25,000.00	Major Brent Taylor Foundation Leadership Legacy Scholarship	Government and External Relations
\$30,000.00	Local First Scholarship Endowment - Green River Energy Center, Local First Expendable Scholarship - Green River Energy Center, Energy First Scholarship Endowment - Green River Energy Center, and Energy First Expendable Scholarship - Green River Energy Center	USU Eastern
\$189,686.00	Grant Sociology & Anthropology Research	College of Humanities & Social Sciences
\$50,000.00	Local First Scholarship Endowment - Green River Energy Center, Local First Expendable Scholarship - Green River Energy Center, Energy First Scholarship Endowment - Green River Energy Center, and Energy First Expendable Scholarship - Green River Energy Center	USU Eastern





Celebrating Martyn Caldwell: A Memorial Endowment for Future Ecologists

The Ecology Center at Utah State University is a hub of scientific inquiry and innovation, with a mission to foster ecological research and graduate education at USU and provide relevant ecological knowledge to decision-makers. It is Utah's center of excellence in ecology. United by a common goal, a group of USU faculty and former students decided to honor former Ecology Center Director Martyn Caldwell, who died in 2021, with a memorial endowment in his name.

[Read More](#)



A Tradition of Aggie Blue and Fighting White: Aggie's Enduring Love for USU Athletics

As the leaves turn golden and the air takes on a crisp edge, there's a unique energy that sweeps across Utah State University. Fall at USU is more than just a season; it's a time of electric anticipation, with Maverik Stadium coming alive to the roar of the Aggie faithful. The excitement extends beyond the football field, carrying through winter to the Spectrum, where the Aggie basketball teams ignite a similar fervor. For devoted Aggie alum, Clark Whitworth '82, these experiences aren't just fond memories — they are a cornerstone of his life, fueling a deep commitment to the university and its student-athletes.

[Read More](#)



Roots of Innovation: Alum's Endowments Nurture Creativity and Cultural Heritage

For Glenn '67 MA, and Anne Wilde, Utah State University has always been more than just an institution. Deeply rooted in USU's mission, both committed their lives to fostering an academic culture that championed creativity, cultural understanding, and innovation.

[Read More](#)



The Megan Marie Hamilton Indigenous STEM Scholar Fund: A Legacy of Passion and Advocacy

Utah State University alum Megan Marie Hamilton '15 MEd, '23 PhD, was an extraordinary educator, researcher, and advocate whose influence extended far beyond the institution's classrooms and labs. A proud member of the White Earth Nation and the Pillager Band of the Minnesota Chippewa Tribe, Megan dedicated her life to creating inclusive spaces in STEM education, particularly for Indigenous and marginalized communities. Her legacy lives on through the Megan Marie Hamilton Indigenous STEM Scholar Fund, which aims to continue her groundbreaking work by supporting Indigenous students in their pursuit of STEM careers.

[Read More](#)



**12.12 Aggie Night at the Theater
- Christmas in Montpelier**

12.15 Emeriti Fundraising Luncheon

1.13 SAA True Aggie Night

1.31 Utah Music Educator Reception

2.12 SAA True Aggie Night

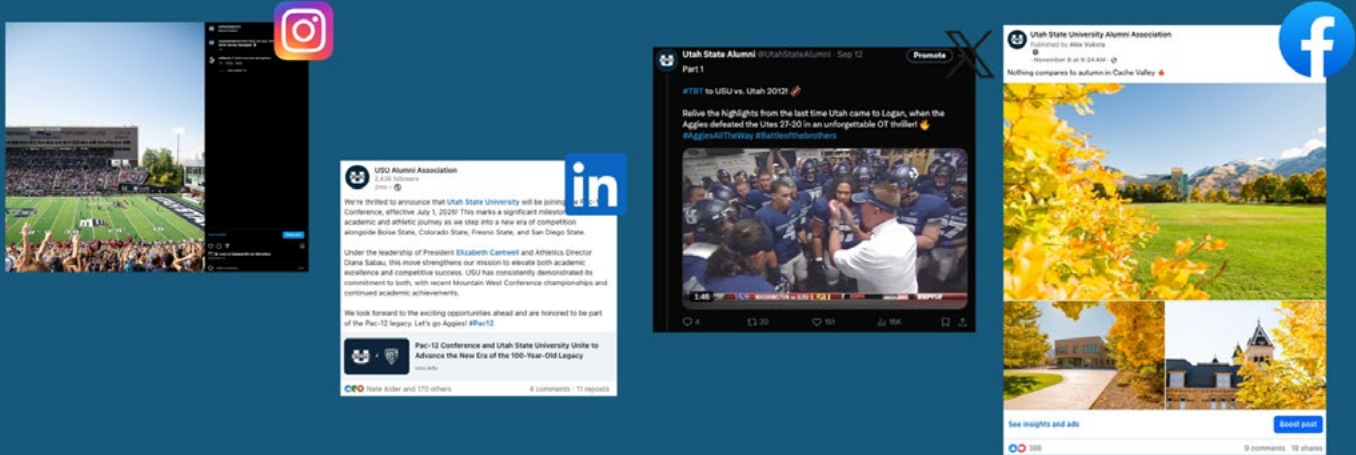
2.26 Aggie Night with the Utah Jazz

2.27 Aggie Night with the Utah Hockey Club

Check out more upcoming events and details: usu.edu/alumni/events

Top Performing Posts

*Sorted by net engagements



Check out some of our most popular recent posts and keep up-to-date on all our upcoming events, news, and contests, by following us on Facebook, Instagram, Twitter, and LinkedIn: usu.edu/alumni/social.

Instagram Highlights:

- **Increased Reach:** Impressions surged by 42%, driven by enhanced advertising efforts for A Day of Giving and a 40% increase in Instagram story posts.
- **Engaging Content:** We shared impactful posts highlighting A Day of Giving, Homecoming festivities, Football Tailgates, and the Women's Soccer NCAA Round of 64, fostering community engagement.
- **Top-Performing Hashtag:** #1888MinutesToGive emerged as our most successful hashtag, resonating strongly with our audience and amplifying campaign visibility.

X Highlights:

- **Dynamic Content:** Our posts featured a mix of captivating campus photos, Football Tailgate promotions, engaging memes, and informative Homecoming updates, offering something for everyone.
- **Throwback Highlights:** The #TBT campaign struck a chord with our audience, showcasing memorable moments like the 2012 Battle of the Brothers and a nostalgic aerial view of Logan from 1996.
- **Impressive Engagement Growth:** Audience interaction soared with replies up by an astounding 434%, retweets increasing by 22%, and likes growing by 60%, reflecting strong connection and engagement with our content.

Facebook Highlights:

- **Increased Engagement:** Reactions experienced a 31% increase from September to November, reflecting growing audience interest and interaction.
- **Top-Performing Content:** Campus photos stood out as the most engaging posts, resonating deeply with our community.
- **Diverse Content Strategy:** Highlights included Homecoming celebrations, A Day of Giving initiatives, inspiring Aggie Impact stories, football updates, and essential Campus Safety information, offering a well-rounded mix that captured audience attention.

Linkedin Highlights:

- **Engaging Content:** Posts featured stunning campus photos, key university announcements, and inspiring #AggieImpact stories, showcasing the vibrancy and achievements of our community.
- **Milestone Announcement:** The top-performing post celebrated Utah State's exciting move to join the Pac-12 Conference, generating exceptional engagement.
- **Hashtag Highlights:** #USUHomecoming2024, #TrueAggie, and #USUAlumni emerged as standout hashtags, amplifying our reach and connecting with diverse audiences.

Aggie Night at the Museum of Idaho

54 Attendees

USU Credit Union Alumni Golf Tournament

24 Teams

USU Emeriti September Luncheon

36 Attendees



Aggie Tailgate at USC

330 Attendees



Aggie Travel: Kansas City History, Hits & BBQ Pits

32 Attendees



All Aggie Tailgate at Temple

175 Attendees

All Aggie Tailgate at Boise State

110 Attendees



Homecoming 5K
320 Attendees



Homecoming Parade
108 Entries



Homecoming Honoree Luncheon
60 Attendees

Admissions Open Houses
DC, Denver, Las Vegas, Phoenix,
Portland, and Seattle
10 Legacy Waivers Signed

**USU Emeriti
October Luncheon**
24 Attendees

**Aggies in D.C. Dinner
with IOGP Interns**
25 Attendees

**All Aggie Tailgate
at Wyoming**
50 Attendees

**All Aggie Tailgate
at Washington State**
65 Attendees

**USU Emeriti
November Luncheon**
42 Attendees



SAA Opening Social

Engaged with over **150** students

True Aggie Night (September)

281 Couples

A Day of Giving

\$1,110 Raised for USU SNAC Food Pantry

True Aggie Night (October)

553 Couples

Alumni True Aggie Night (October)

16 Couples

Alumnight with Caine College of the Arts

50 Attendees

True Aggie Night (November)

92 Couples



2024 A Day of Giving Wrap-Up

- Total Raised: \$385,589
- Total Gifts: 834
- Total Donors: 731 (118 were USU employees)
- Average Gift Size: \$230
- New Recurring Gifts: \$5,086
- New Online Advocacy: 11 Peer Advocates raised \$16,043
- Donations from 37 U.S. States
- 47% of gifts made by Mobile Wallet
- 198 different impact areas

Upcoming and Ongoing Campaigns

- **Lapsed Donor Emails – Monthly**
 - **Fall College Mailers and Emails – November/December**
 - **Giving Tuesday Email and Social Media Campaign – December 3**
 - **Swaner Preserve and EcoCenter, USU Eastern, and Statewide Mailer and Email Campaign – December**
 - **Year-End Email Campaign – December**
 - **Athletics Mailer – February '25**
 - **USU Employee Giving Campaign – March '25**
 - **President's Letter Solicitation – March '25**
 - **Spring College Solicitation Campaign – May '25**
-

Current AggieFunded Campaigns

- **Student Alumni Association – Senior Gift**
- **RAM on the Road**
- **Huntsman School Young Alumni Board Scholarship**
- **Mehdi Heravi Global Teaching and Learning Center**
- **Aggie First Scholars**
- **Shotgun Shooting Club**
- **Diwali**
- **Men's Club Soccer**
- **Women's Club Volleyball**

Upcoming AggieFunded Campaigns

- Cycling Club
- Aggie Blue Bikes
- Paleontology Lab
- Swim & Dive Club



Alumni Center for Engagement (Phonathon)

Fall '24 Calling Schedule

- LYBUNTs (donors who gave last year, but not this year)
- SYBUNTs (donors who gave some years, but not this year)

Spring '25 Calling Schedule

- Non-Donors
- SYBUNTs
- Library
- President's Letter
- Senior Gift
- LYBUNTs
- Parent Fund

This fall Stewardship and Donor Engagement hosted two Old Main Society member events:



ASPIRE Research Center Tour and Reception

On September 20, Old Main Society members were welcomed to an exclusive tour of the new research center for ASPIRE (Advancing Sustainability through Powered Infrastructure for Roadway Electrification). Dr. Regan Zane and other researchers shared demonstrations of their impressive research on vehicle electrification.



President's Garden Party

On October 17, Old Main Society members enjoyed an evening with President Cantwell at the USU Presidents House.



OLD MAIN
SOCIETY

Old Main Society Board Meeting

The Old Main Society Board held their fall meeting. Afterwards, they were invited to be special guests at the President's Forum on Conflict and Conflict Resolution, featuring Fox News personality Dina Perino.

The Stewardship and Donor Engagement Events Team supported several donor events including:

- The Mehdi Heravi Global Teaching and Learning Center Ribbon Cutting
- The USU Eastern Legacy Dinner
- The Uintah Basin Donor Dinner
- College of Engineering Scholarship Banquet
- Origins Dinner and Awards
- CHaSS Banquet





HANSEN

Impact Report 2023-2024



Marie Eccles Caine Foundation Russell Family

Proposal and Impact Report



TANNER

Charitable Trust

Impact Report
2023-24 Academic Year



Impact Reports:

Stewardship and Donor Engagement partnered with the Strategic Communications team to prepare high-end impact reports for several top donors.

Welcome and Congratulations

(since September 1, 2024)

Join us in congratulating our team members as we continue to expand our reach and secure increased philanthropic support for our ambitious Create Your Aggie Impact initiative-driven fundraising campaign. Together, we're helping Utah State become the leading model of the modern land-grant university.



Taylor Ashcraft
Email and SMS Specialist
Data Management
(New Position)



Ben Berger
Development Director, Major Gifts
Athletics



Whitney Boudrero
Senior Director
Alumni Engagement
(New Position)



Gordon Nelson
Senior Director
Planned Giving