

EXECUTIVE SESSION
UTAH STATE UNIVERSITY BOARD OF TRUSTEES
AUGUST 18, 2006

Minutes of the Regular Meeting of the Utah State University Board of Trustees held in the Alma Sonne Board Room of the University Inn at 9:30 a.m.

MEMBERS PRESENT

Richard L. Shipley	Chairman
R. Brent Nyman	Vice Chairman
David P. Cook	
Robert L. Foley	
David Johnson III	
Richard L. Nelson	
Suzanne Pierce-Moore	
Noah A. Riley	
Kellie S. Wood	

MEMBER EXCUSED

Douglas S. Foxley

UNIVERSITY REPRESENTATIVES PRESENT

Stan L. Albrecht	President
Raymond T. Coward	Executive Vice President and Provost
M. Scott Mietchen	Vice President for University Advancement
Craig J. Simper	General Counsel
Sydney M. Peterson	Chief of Staff
Jodi Bailey	Chief Audit Executive

Items discussed were personnel, litigation, and property.

The Executive Session adjourned at 10:05 a.m.

Richard L. Shipley, Chairman

Lee H. Burke, Secretary

Date Approved

REGULAR MEETING
UTAH STATE UNIVERSITY BOARD OF TRUSTEES
AUGUST 18, 2006

Minutes of the Regular Meeting of the Utah State University Board of Trustees held in the Alma Sonne Board Room of the University Inn at 10:10 a.m.

MEMBERS PRESENT

Richard L. Shipley	Chairman
R. Brent Nyman	Vice Chairman
David P. Cook	
Robert L. Foley	
David Johnson III	
Richard L. Nelson	
Suzanne Pierce-Moore	
Noah A. Riley	
Kellie S. Wood	

MEMBER EXCUSED

Douglas S. Foxley

UNIVERSITY REPRESENTATIVES PRESENT

Stan L. Albrecht	President
Raymond T. Coward	Executive Vice President and Provost
M. Kay Jeppesen	Vice President and CIO for Information Technology
M. Scott Mietchen	Vice President for University Advancement
Brent C. Miller	Vice President for Research
Ned M. Weinshenker	Vice President for Strategic Ventures and Economic Development
Ann M. Austin	Vice Provost for Faculty Development and Diversity
Byron R. Burnham	Vice Provost and Dean of the School of Graduate Studies
Steven H. Hanks	Vice Provost for International Affairs
Ronda R. Menlove	Vice Provost for Regional Campuses and Distance Education
Larry Smith	Vice Provost
Jeff Broadbent	Associate Vice President for Research
David T. Cowley	Associate Vice President for Financial Services/Controller
Darrell E. Hart	Assistant Vice President for Facilities
Craig J. Simper	General Counsel
Sydney M. Peterson	Chief of Staff

John DeVilbiss	Executive Director of Public Relations and Marketing
Wallace S. Odd II	Executive Director of the Alumni Association
Lori Selby	Executive Director of Administration
Jodi Bailey	Chief Audit Executive
BrandE Faupell	Interim Director of Human Resources
H. Craig Petersen	Director of Analysis, Assessment, and Accreditation
Randy W. Spetman	Director of Athletics
Bart C. Weimer	Director of the Department of Nutrition and Food Sciences and Director of the Center for Microbe Detection and Physiology
Dong Chen	Research Assistant Professor in the Center for Integrated BioSystems
John M. Kras	President of Faculty Senate
Rory J. Weaver	President of the Professional Employees Association
Jill J. Ballard	President of the Classified Employees Association
Lee H. Burke	Assistant to the President and Board of Trustees Secretary
Mira G. Thatcher	Secretary

MEMBERS OF THE MEDIA PRESENT

Megan Roe *The Herald Journal*

Chairman Shipley conducted the meeting and welcomed those present. He excused Trustee Foxley and Vice Presidents Cockett, Chambers, and Ford.

I. Chairman's Report

A. Introduction of David Johnson III and Richard L. Nelson

Chairman Shipley welcomed David Johnson III and Richard L. Nelson and said they will bring strength to the Board. President Albrecht also welcomed Trustees Johnson and Nelson to USU's Board of Trustees. He said they are great friends of USU.

Trustee Johnson stated that he is a USU alumnus and on the Executive Board of the Big Blue Club in Salt Lake City. He is currently the Director of a state agency on Government Relations and Community Liaison. He is married and has two children. He expressed his love for USU.

Trustee Nelson said that he lives in Layton and is originally from Brigham City. He also graduated from USU. He said it is a pleasure to be on USU's Board of Trustees. Trustee Nelson is the President and Chief Operating Officer of Larry Miller Automotive Operations. They have forty-two dealerships, 3,500 employees, last year sold 75,000 cars retail, and will sell approximately 85,000 cars this year. Trustee Nelson also oversees the financial and insurance operations.

B. Oath of Office for David Johnson III and Richard L. Nelson

Chairman Shipley administered the oath of office to David Johnson III and Richard L. Nelson.

C. Committee Assignments

Chairman Shipley reviewed the following Committee assignments:

Executive Committee – Members are Chairman Shipley, Vice Chairman Nyman, David P. Cook, and Douglas S. Foxley.

Advancement Committee – Trustee Nelson was assigned to serve on the Advancement Committee with Chairman Douglas S. Foxley, Suzanne Pierce-Moore, and Richard L. Shipley.

Athletics Committee – Trustee Johnson was assigned to serve on the Athletics Committee with Chairman R. Brent Nyman, Vice Chairman Kellie S. Wood, and Noah A. Riley.

Audit Committee – Current members are Chairman David P. Cook, Vice Chairman Richard L. Foley, and Richard L. Shipley.

Enrollment Committee – Current members are Chairman Suzanne Peirce-Moore, Vice Chairman Richard L. Shipley, David P. Cook, Douglas S. Foxley, and Noah A. Riley.

Honorary Degrees and Awards Screening Committee – Robert L. Foley was assigned to serve as Chairman with Vice Chairman R. Brent Nyman, and Kellie S. Wood.

Research Committee – Richard L. Nelson was assigned to the committee with members David P. Cook, Robert L. Foley, and R. Brent Nyman.

Student Affairs Committee – Chairman Kellie S. Wood, Vice Chairman Noah A. Riley, and members Robert L. Foley, and Douglas S. Foxley. Chairman Wood mentioned that Gary Chambers is serving as the Interim Vice President of Student Services. There will be search for a new vice president. Trustee Riley said that the Freshmen will be on campus next week for the Week of Welcome orientation. Many of the organizations are coordinating activities for the students.

(Chairman Shipley will make additional changes to committees before the next meeting.)

D. Committee Meeting Dates

The Enrollment Committee will meet in September; and the Audit Committee will meet on October 20 at 7:00 a.m. in conjunction with Trustees meetings. Audit Committee Chairman Cook stated that USU's Audit Committee met with the Board of Regents in a combined Audit Committee Meeting in April. The Audit Committee will meet with the Board of Regents Audit Committee on January 12, 2007, in Salt Lake City.

E. Board of Trustees Workshop, October 20, 2006

Chairman Shipley stated that issues to be discussed during the Board of Trustees Workshop to be held on Friday, October 20, 2006, include USU's place in the market. Commissioner Richard Kendell will attend the Workshop. Chairman Shipley said there will be a focus on what is happening with higher education as it relates to USU.

F. Date of the Next Regular Board of Trustees Meeting

The next Board of Trustees meeting will be held as a telephone conference call on September 8, 2006.

G. Schedule of 2007 Board of Trustees Meetings

Trustees were given the proposed schedule of 2007 Board of Trustees meetings (Appendix A) for their consideration.

Action: Vice Chairman Nyman moved approval of the proposed schedule of 2007 Board of Trustees meetings (Appendix A). Trustee Wood seconded the motion, and the voting was unanimous in the affirmative.

H. Condolences from the Board of Trustees

Chairman Shipley expressed condolences on behalf of the Trustees to:

- President and Joyce Albrecht on the passing of his mother, Alta T. Albrecht;
- Phyllis Hall on the death of President Kermit L. Hall; and
- Dean Douglas Anderson on the passing of his mother-in-law, Elisa Wirthlin.

II. President's Report

A. Death of Kermit L. Hall

President Albrecht stated that President Hall's death was an incredible shock. President Hall was a great voice for higher education, and his death is a great loss. President Hall was a close personal friend, and he paid tribute to him as an outstanding individual. President Albrecht added that much of what is happening at USU is building on the initial concepts put in place by President Hall, including the USTAR initiative.

President Albrecht pointed out that Director John DeVilbiss posted information concerning President Hall's death and highlights of his career on the USU web page in order to honor a great voice for higher education.

B. Commencement Speaker, Fernandez

President Albrecht stated that an invitation has been extended to the president of the Dominican Republic, Leonel Fernández Reyna, to be USU's Commencement Speaker and receive an Honorary Degree in May 2007. President Fernandez wants to make his trip to Utah a state visit, and Governor Huntsman is favorable to the request. Vice President Weinshenker is working with the Governor's Office to plan a schedule.

C. Introductions

President Albrecht indicated that there are a number of new assignments in senior leadership positions at USU of outstanding individuals. He introduced the following new appointments:

- Ned Weinshenker, Vice President for Strategic Ventures and Economic Development. President Albrecht said Vice President Weinshenker has had a great career as a scientist, entrepreneur, businessman, and has worked in the Governor's Office of Economic Development. This is a new position at USU, and Vice President Weinshenker will work with the USTAR initiative and with the Innovation Campus and the Technology Commercialization Office.
- Wallace S. Odd II, Executive Director of the Alumni Association. President Albrecht indicated that Director Odd took office in May. He is a USU alumnus and has had an impressive career. He brings great vigor and excitement to the position. Trustee Wood added that Director Odd has had a full agenda. He is a dynamic individual.

- President Albrecht indicated that Douglas D. Anderson, new Dean of the College of Business, is off to a wonderful start. He has been to China to consider cooperative relationships for USU and Chinese institutions. He is moving aggressively on the development front. He has accepted a challenge to make USU's accounting program one of the top in the country.

Provost Coward said new members of his office are experienced administrators and accomplished scholars. Collectively they represent 104 years of experience at USU. He introduced the following members of his office:

- Vice Provost Steven H. Hanks is an Associate Professor in the College of Business. He will be the chief liaison for academic affairs and programs with the Commissioner's Office and the Board of Regents. He also has leadership for international academic partnerships which includes international experiences for our students going abroad, international students who come to USU, and programs in foreign countries.
- Vice Provost Larry Smith is a Professor of Biology. He was serving in the Graduate School, and he knows the university. Vice Provost Smith will oversee and manage the promotion and tenure process. He will also manage departmental leadership.
- Vice Provost Ronda Menlove is an Associate Professor in the College of Education and Human Services. She will oversee the new initiatives for the regional campuses and distance education. She has been tireless since taking over this responsibility meeting with regional campus faculty and with the advisory boards. Provost Coward said that Dr. Menlove is doing a great job in a challenging position.
- Vice Provost Ann M. Austin is a full Professor in the College of Education and Human Services with an active funded program of research. Her responsibilities will be faculty development and diversity and will focus on faculty in transition. She will pay particular attention to working with women faculty.
- Vice Provost and Dean of the School of Graduate Studies Byron Burnham has substantial experience as Department Head and leader of graduate programs at USU. Vice Provost Burnham was the President of the USU Department Heads Association. He is enormously well-respected on campus. He has already begun to stimulate important discussions on campus about the future of graduate education at USU.

Vice President Miller introduced the following new administrators in the Research Office:

- Jeff Broadbent, Associate Vice President for Research, is a Professor in Nutrition and Food Sciences Department. He is a distinguished researcher and was the leader of the microbe biotechnology group on campus that developed the USTAR proposal in that area. He will work two-thirds time in the Research Office and retain his research lab in Nutrition and Food Sciences. He has oversight in research support, services for faculty-sponsored programs, environmental health and safety, human research participants, and animal care.
- Joyce Kinkead, Associate Vice President for Research, has a history in the undergraduate research area. She has been responsible for the Posters on the Hill event at the state capitol. She will continue to be our liaison with the Graduate School for graduate student research activities and advancement.

President Albrecht introduced Lori Selby, Executive Director of Administration in the Office of Business and Finance. She was at Washington State University. She has been here approximately three weeks and brings great experience and a good background to USU.

President Albrecht also introduced Rory Weaver, the new president of the Professional Employees Association, and John Kras, new President of the Faculty Senate.

D. University Advancement Update

Trustees were given the University Advancement update (Appendix B) for their information.

Vice President Mietchen reported that Advancement brought in a record \$31.4 million last year. There were significant gifts this year, which he said is indicative of respect for President Albrecht's leadership.

Vice President Mietchen said that one of his responsibilities was to get the USU Foundation running. He has been working closely with Jonathan Bullen and the leadership of the Foundation which will have the first Foundation Board meeting September 15-16 on campus. The Board will help significantly throughout the campaign. Trustees Cook and Pierce-Moore are members of the Foundation Board. Individuals who have not been engaged with USU for some time have also been included on the Board in order to bring them back.

The campaign is in the quiet phase. There have been a number of conversations with deans and others. We hope to announce some of the developments prior to the public announcement of the campaign in April 2007.

Vice President Mietchen announced that the Old Main Society dinner will be held on September 15. He expressed appreciation to the Trustees for their support.

E. Performance Dashboard for August 2006

The performance dashboard for (Appendix C) was given to the Trustees for their information.

President Albrecht asked the Trustees if the performance dashboards are useful to them. He indicated that it is important to report to the Trustees and to be accountable, but a lot of time is spent on the dashboards, and some of the numbers do not change monthly.

Trustee Wood said the format is good. She has questions about how the data is collected. She suggested that the dashboards be submitted to the Trustees at least quarterly. President Albrecht suggested that this be discussed more at the Trustees workshop in order to get guidance from the Trustees as to the indicators that are most useful to them. Chairman Shipley asked Trustee Cook to follow through on that.

Trustee Pierce-Moore asked if the dashboards are used by faculty and staff. President Albrecht said that deans and department heads use it occasionally, but he questioned whether they are used very effectively.

F. The President's Report, April 1 to August 1, 2006

The President's Report for April 1 to August 1, 2006 (Appendix D) was distributed to the Trustees.

President Albrecht pointed out that several new appointments are included in *The President's Report* including Vice President Weinschenker, Douglas D. Anderson, Byron Burnham, Ronda Menlove, Wallace S. Odd II, and Noelle Call. There is also an update on research including USTAR hires, student successes, awards and recognitions, campus highlights, and athletics.

G. State and Federal Funding Update (Ag Building)

President Albrecht reported that the proposed building to be constructed on the site of the old Merrill Library will potentially be the most expensive higher education building project in the history of the state of Utah, independent of some buildings at

the U of U medical school. The cost is estimated in the \$90 million range. President Albrecht stated that the state will not fund the entire project, so we are working aggressively toward other partnerships. The primary partner will be the federal Agricultural Research. Senator Bennett included \$2.5 million for planning money for this project in the most recent federal agricultural bill. President Albrecht said there will be a five-legged financial partnership including – federal government (\$42 million to \$45 million), agricultural commodity groups, private industry (including MERCK and Pfizer), private philanthropy, and the state of Utah.

President Albrecht has met with the chairs of the state legislative Capital Facilities Committee, the Senate president, Senate leaders, and House leaders. The State Building Board is excited about this project. He said it will be important to have state dollars available when the federal dollars are on the table. The planning phase for this project will begin next year. This building will be the proposed capital facilities project presented to the Legislature in 2007.

President Albrecht said because of the federal funding, the building will be primarily research directed. A number of federal collaborators will be housed there with their colleagues from USU's faculty. The building will be designed almost as two buildings. There are many challenges, but it is a great opportunity for USU if we obtain federal support.

H. Recruitment/Enrollment Update

President Albrecht and Provost Coward will host a reception at the President's home next week for the team involved with student enrollment. It will be an opportunity to celebrate our increased enrollment as well as a reminder that we need to continue recruiting students.

Provost Coward distributed a chart showing Fall Enrollment Comparison at USU (Appendix E). He reported that the number of completed applications for 2006 increased to 4,949 from 4,503 in 2005. This number is comparable to application numbers in 2002 and 2003. The number of applicants offered admission for Fall 2006 is 4,738. As of August 11, the number of enrollees is 2,482. That is a 19 percent increase in enrollment compared to the final figures for Fall 2005 (Fall 2006 figures will not be final for three weeks).

Provost Coward stated that the 19 percent increase in enrollment is an increase of both in-state students and out-of-state students. In-state enrollment increased 14 percent, and out-of-state enrollment increased 38 percent. Provost Coward said that the extra waivers that the Legislature approved as well as recruiting during the Road Scholars Tours paid dividends in enrollment. Provost Coward reported that there will be thirty-six Preston Freshmen this Fall compared to twelve last year.

Provost Coward reported the following increases in enrollment in all seven academic colleges:

- College of Natural Resources increased 60 percent in the Freshman class (from 15 students to 24 students).
- College of Business increased 51 percent (from 67 to 101).
- College of HASS increased 23 percent.
- College of Engineering increased 26 percent.
- College of Science increased 19 percent.
- College of Education increased 18 percent.
- College of Agriculture increased 4 percent.

Provost Coward stated that the largest group of students has not declared a major, and those students are up 15 percent (from 757 to 869). Approximately one-third of incoming Freshmen have not declared a major.

Enrollment of high school graduates is nearly 2,500. Another 1,000 students are transfer students. At this time last year the number of transfer students was 675, and the final number of transfer students was 933. We are currently at 860 transfer students, which is a 27 percent increase over this time last year. Those numbers will change in the next three weeks.

The great majority of transfer students come from other in-state colleges and universities; specifically first, Snow College; second, Salt Lake Community College; third, Weber State; fourth, UVSC; and fifth, Dixie. Trustee Wood asked if the students transfer to USU in specific fields. Provost Coward said that most of them do have a field. There are 29 students transferring from BYU-Provo and 37 transfer students from BYU-Idaho (90 last year). President Albrecht said that before BYU-Idaho became a four-year college, USU got 500 transfer students from there.

Provost Coward stated that overall enrollment at USU could decline, despite the good report. The Fall 2005 Freshman class was the smallest in a long time, and thus, will become an even smaller Sophomore class in Fall 2006. Also, a higher percent of seniors graduated last year than in the previous five years. Thus, we will have a smaller senior class. This emphasizes the importance for the need to continue to recruit large Freshmen classes.

Trustee Cook asked about retention statistics. Provost Coward said we are working hard to retain students, and the numbers increased dramatically the last two or three years. The number is now leveling off.

Provost Coward indicated that USU has maintained its high standards for admittance. The average ACT score is 23.7, which is the highest since 2004. Provost Coward

said that USU has done a better job this year of telling its story. People understand the high quality of education they can get at USU at the low price we offer.

Trustee Pierce-Moore asked about enrollment of minority groups. Provost Coward said that Hispanic enrollment increased a little, and other increases are modest. There are approximately 160 minority students in the incoming Freshman class. It is important for us to recruit minority students. President Albrecht said that participation rates can be a discussion item at the workshop. We compete with market shares. Utah ranks fifty-first nationally, including District of Columbia, in the gap between the number of men and women completing baccalaureate degrees. A lot of women start college, but many do not graduate, and that is a concern.

Trustee Cook asked for a briefing on job placement statistics. He felt that it is important to communicate to students that if they graduate, USU will push to get them a job at a good salary. Dr. Craig Petersen said a survey is completed each year on job placement. The salary data is hard to get, but there are statistics on the number of students who stay in Utah, what firms they work for, the number who go to graduate school, and the schools they attend. He said this year's survey will be completed in approximately six weeks. Last year's report can be found on-line. President Albrecht said the Trustees will receive a report when the statistics are accumulated. Chairman Shipley added that a 2005 Utah Foundation Report gives the average salaries of graduates.

President Albrecht said when USU's push for enrollment started eighteen months ago, the first charge was to stabilize enrollment and revenues. We recognized that this would be an on-going process. USU's figures on enrollment are enormously positive. The number of students graduating from Utah high schools has decreased. Enrollment for Southern Utah University will increase slightly, but enrollment for every other institution in the state will be either flat or down. The University of Utah anticipates a decrease of 800 students, while USU's enrollment is increasing by 19 percent. President Albrecht complimented USU's staff who are involved in the enrollment process.

I USTAR Update

Vice President Weinshenker reported that the USTAR Governing Authority has been appointed and began meeting in July. Dinesh Patel was appointed by the Governor to chair the Board. Their first order of business is to hire an Executive Director by September 15. The USU USTAR representatives have been meeting with some of the Governing Board members to determine the directions for future presentations. The first of these will take place in September. An area of interest is the \$4 million a year which will be used to set up Technology Outreach Centers – probably at Weber State, UVSC, Dixie, and Vernal. Vice President Weinshenker is asking that

the Technology Commercialization Offices at the U of U and USU to be involved in the decisions of how outreach takes place to ensure that proprietary technology is protected.

The first meeting of the Board at which the universities will be asked to present their plans for additional hiring of USTAR staff will be on September 7.

Vice President Miller's office this summer requested proposals from faculty members for USTAR. Thirteen proposals were submitted, some quite detailed and others at an early stage of development. Provost Coward, Vice President Miller, and Vice President Weinschenker reviewed the proposals and two will be presented at the first meeting with the Governing Authority on September 7. We expect that we will then begin the search for additional hires in these two specific areas. The meetings are open to the public and care must be taken not to disclose names of potential candidates. Even written materials will require careful wording. The Governing Authority hopes to hire an executive director by September 15.

J. Report on Trip to China

Vice President Miller reported on the recent trip to China. There were eight persons from USU – President and Joyce Albrecht, Noelle and John Cockett, Brent and Kevon Miller, Bart Weimer, and Dong Chen. Bart Weimer is the Director of the Center for Integrated Biosystems (CIB) and Dong Chen is a scientist who works at the CIB. They were responsible for making the trip happen.

Vice President Miller distributed information about the visit to China (Appendix F). He said that USU has been involved in agricultural research in China for more than twenty-five years. The Chinese Minister of Science and Technology visited Utah two years ago and came to USU. He extended an invitation to us because he recognized similarities to western China. He encouraged collaboration in agricultural biotechnology. The USU trip was arranged, in part, to be responsive to his request to partner with China. The year after his visit, Bart Weimer and Dong Chen went to China to explore ways to collaborate. Delegations from China came to Logan from Xiamen University and Northwest Agricultural University.

Dr. Weimer reported on the Xiamen University and Northwest Sci-tech Agricultural and Forestry University partnerships. They are both within the top fifty universities in the country. An agreement was signed to establish a joint Center for Integrated Biosystems in China. Within that organization, natural product compounds that have specific activities for anti-cancer and anti-infectious disease will be sent to USU's Center for Integrated BioSystems for testing and analysis. The agreement includes joint commercialization of the compounds developed. If sold in the west, USU will get 75 percent and China will get 25 percent. If sold in the east, China will get 75 percent and USU will get 25 percent. There are four compounds ready for patent application. We have made significant progress in this area.

Dr. Weimer reported that USU is also collaborating concerning a parasite that is endemic in China and moving west. It has arrived in Europe. There is no known cure for this parasite. They have the only known animal model for this disease.

According to Dr. Weimer, the Minister of Science and Technology is interested in having USU work with Northwest Sci-tech Agricultural and Forestry University where the geography and environment are similar to Utah's. It is an agricultural area and has large temperature changes. The NWAU University signed an agreement with USU to collaborate in the areas of forages, animals, crops, and water resources. They are interested in biotechnology and ways to increase crops and food production for China. Only about one-third of the country can produce food crops. They import much of their food as the population has grown to 1.3 billion people. USU specifically has been working in the areas of alfalfa, animal cloning, biotechnology of crops, and water resources.

Vice President Miller stated that they went to Beijing and met with the Minister of Science and Technology who had been at USU two years ago. We reported to him about the agreements we had entered into at the two universities. He also was interested in the United States Cooperative Extension model.

A dinner for the USU group was hosted by a successful USU MBA alumnus, Ivan Shen and his wife, Susan. Mr. Shen, Chairman of Lucent China, is interested in growing graduate business education by USU.

The benefits of collaborating with China include research projects, international students, and educational academic degree programs.

K. Northwest Commission of Colleges and Universities (NWCCU) Accreditation

President Albrecht introduced Dr. H. Craig Petersen, who is responsible for USU's accreditation which will be conducted by the Northwest Commission of Colleges and Universities (NWCCU) in 2007. Information concerning the accreditation process (Appendix G) was distributed.

Dr. Petersen stated that the NWCCU is involved with accreditation in seven states and 100 universities. Only a dozen are similar to USU.

Dr. Petersen reviewed the suggested time line. USU will conduct an extensive self-study by March 2007, it will be submitted to NWCCU by September 1, 2007, and NWCCU is scheduled for a team visit October 22-24, 2007. The team will include approximately fifteen administrators from other universities.

According to Dr. Petersen, NWCCU established nine standards to be addressed. USU has a small planning committee which has been meeting for approximately a year. In addition, there is a steering committee which includes members of the planning committee, the chairmen who deal with each of the nine standards, and two students. The nine standards established by NWCCU are:

- Mission, goals, planning, and effectiveness
- Educational program and its effectiveness
- Students
- Faculty
- Library and information resources
- Governance and administration
- Finance
- Physical resources
- Institutional integrity

Dr. Petersen indicated that work on the standards is progressing, and all will be completed by March 2007.

Accreditation occurs every ten years, and USU's last accreditation was in the fall of 1997. At that time NWCCU made four recommendations for improvement:

- Excessive financial leverage (too much research money)
- Low enrollment graduate programs
- Lack of student and faculty diversity and
- Inadequate assessment

Dr. Petersen stated that the recommendation concerning inadequate assessment is the one we need to address. Assessment is demonstrating that we do what we say we do. We claim as an academic institution that we add value to students' lives by making them more employable and add to their appreciation of knowledge. We need to demonstrate that we do that. NWCCU indicated in 1997 that few academic departments have overall assessment plans and campus-wide efforts are lacking. The team that visited in 1999 reported that USU made some progress, but needed to do more. An interim team visit in 2002 reported that few actual assessment outcomes appear in the record, and that USU should continue to develop specific learning outcome measures for its programs and integrate the results into institutional planning and decision making. USU submitted progress reports in 2004 which were accepted.

The three areas NWCCU will focus on in the 2007 visit are:

- Finance and governance
- Planning
- Assessment (50 percent of all recommendations to colleges and universities)

USU will focus on planning and assessment for the 2007 accreditation visit. For the planning process, a committee, appointed by President Albrecht, developed a slightly modified USU mission, vision statement, goals, and objectives. Those will be discussed and adopted by the campus community, and the goals and objectives implemented. Following that, individuals and units will be given the responsibility to assess how we are accomplishing those objectives. The report will depend on successful implementation of the strategic plan.

The NWCCU manual lists items to consider regarding assessment. We will address each item specifically and report on the following:

- Characteristics of USU students
- What happens the first two years of the students' education
- End of program (when they graduate)
- Dropouts and non-completers
- College and department reviews
- Placement in employment and graduate school
- Employer satisfaction
- Alumni satisfaction and loyalty

An on-line survey has just been completed with responses from 4,650 alumni of the 15,000 sent. We are accumulating a large amount of information about what we are doing at USU. Trustee Johnson asked what USU is doing about student satisfaction and student complaints. Dr. Petersen said students tend to be very satisfied with USU. He said a large amount of data has been accumulated, and we need to do a better job of implementing any changes that are needed.

Dr. Petersen said that the Trustees need to be involved in the process over the next year. They will receive periodic reports and will need to approve the strategic plan.

President Albrecht complemented Dr. Petersen on his work on the accreditation review.

L. Old Main Society Weekend

President Albrecht stated that the Old Main Society Weekend will be held on September 14-16, 2006. The USU Foundation Board will meet during that time, there will be the Old Main dinner, and on September 16 the football team plays the U of U. He invited the Trustees to attend the events.

III. Consent Agenda

Trustees were given the following consent agenda material for their consideration:

Minutes of the Executive Session Held May 26, 2006;
Minutes of the Regular Meeting Held May 26, 2006;
Resolution 06-8-1 Faculty and Staff Adjustments (Appendix H);
Resolution 06-8-2 Certificate of the Treasurer for the Period 1 July 2005 to 30 April 2006 (Appendix I);
Resolution 06-8-3 Certificate of the Treasurer for the Period 1 July 2005 to 31 May 2006 (Appendix J);
Resolution 06-8-4 Report of Investments for April 2006 (Appendix K);
Resolution 06-8-5 Report of Investments for May 2006 (Appendix L);
Resolution 06-8-6 Capital Development Priority Request for 2007-2008 (Request to the Board of Regents (Appendix M);
Resolution 06-8-7 Authorization to Act in Capacity of Vice President for Business and Finance and Public Treasurer (Appendix N);
Resolution 06-8-8 Resolution for Putnam Investments (Appendix O);
Resolution 06-8-9 Contract/Grant Proposals and Awards for April 2006 (Appendix P);
Resolution 06-8-10 Contract/Grant Proposals and Awards for May 2006 (Appendix Q);
Resolution 06-8-11 Contract/Grant Proposals and Awards for June 2006 (Appendix R);
Acceptance of the following written reports:
Academic/Provost (Appendix S);
 Faculty and Staff Activities and Achievements (Appendix T);
Business and Finance (Appendix U);
 Business and Finance Performance Dashboard, June 2006 (Appendix V);
Extension/Continuing Education (Appendix W);
Information Technology (Appendix X);
 Information Technology Draft Reorganization Chart (Appendix Y);
Research (Appendix Z);
 Research Performance Dashboard, FY 2006 (Appendix AA);
 Technology Management Indicators (Appendix BB);
 USU Innovation Campus (Appendix CC);
Student Services (Appendix DD);
University Advancement (Appendix EE);
 Development Fund Report for Fiscal Year 2005-06 (Appendix FF);
Alumni Relations (Appendix GG);
ASUSU (Appendix HH);
 Student Involvement and Leadership Performance Dashboard 2005-2006 (Appendix II);

Athletics (Appendix JJ);

Public Relations and Marketing (Appendix KK);

Public Relations and Marketing Performance Dashboard, May 19, 2006
(Appendix LL);

Faculty Senate (Appendix MM);

Classified Staff (Appendix NN);

Executive Session, to be held on September 8, 2006, to discuss those items which are permitted by law to be discussed in Executive Session.

Action: Trustee Nyman moved approval of the Consent Agenda items subject to a correction to the minutes, and Trustee Pierce-Moore seconded the motion. The voting was unanimous in the affirmative.

IV. Action Agenda

A. Utah State University Research Foundation Amended and Restated Articles of Incorporation

Trustees were given the Utah State University Research Foundation amended and restated Articles of Incorporation [Resolution 06-8-12] (Appendix OO) for their consideration. The Bylaws of the Utah State University Research Foundation (Appendix PP) were given to the Trustees for their information. (See action below.)

B. Utah State University Research Foundation Recommendation for Appointments to Fill Foundation Board Vacancies – Lester L. Lyles, Retired USAF General; and Dr. Ted Procriv

Trustees were given information concerning the Utah State University Research Foundation recommendation for appointments to fill Foundation Board vacancies – Lester L. Lyles, Retired USAF General; and Dr. Ted Procriv [Resolution 06-8-13] (Appendix QQ). (See action below.)

C. Proposed Amendment to the Utah State University Policy Manual, Section 405.11.4(1) Events During the Year in which a Promotion Decision is to be Made, External Peer Reviews

Trustees were given the proposed amendment to the Utah State University Policy Manual, Section 405.11.4(1) Events During the Year in which a Promotion Decision is to be Made, External Peer Reviews [Resolution 06-8-14] (Appendix RR) for their consideration. (See action below.)

D. Proposed Amendment to the Utah State University Policy Manual, Section 405.8 Procedures Specific to the Promotion Process, Specifically Section 405.8.2(1) Meetings of the Promotion Advisory Committee and Section 405.6.2 Advisory Committees

Trustees were given the proposed amendment to the Utah State University Policy Manual, Section 405.8 Procedures Specific to the Promotion Process, Specifically Section 405.8.2(1) Meetings of the Promotion Advisory Committee and Section 405.6.2 Advisory Committees [Resolution 06-8-15] (Appendix SS) for their consideration. (See action below.)

E. Proposed Amendment to the Utah State University Policy Manual, Section 405.7 Procedures Specific to the Tenure Process, Specifically Sections 405.7.1(1) Meetings of the Tenure Advisory Committee and 405.8.2(1) Meetings of the Promotion Advisory Committee

Trustees were given the proposed amendment to the Utah State University Policy Manual, Section 405.7 Procedures Specific to the Tenure Process, Specifically Sections 405.7.1(1) Meetings of the Tenure Advisory Committee and 405.8.2(1) Meetings of the Promotion Advisory Committee [Resolution 06-8-16] (Appendix TT) for their consideration. (See action below.)

F. Proposed Amendment to the Utah State University Policy Manual, Section 405.6.1 Role Statement and Role Assignment

Trustees were given the proposed amendment to the Utah State University Policy Manual, Section 405.6.1 Role Statement and Role Assignment [Resolution 06-8-17] (Appendix UU) for their consideration. (See action below.)

G. Proposed Amendment to the Utah State University Policy Manual, Sections 405.1.4(3) and (4) Pre-Tenure Probationary Period

Trustees were given the proposed amendment to the Utah State University Policy Manual, Sections 405.1.4(3) and (4) Pre-Tenure Probationary Period [Resolution 06-8-18] (Appendix VV) for their consideration. (See action below.)

H. Proposed Amendment to the Utah State University Policy Manual, Section 403 Academic Freedom and Professional Responsibility

Trustees were given the proposed amendment to the Utah State University Policy Manual, Section 403 Academic Freedom and Professional Responsibility [Resolution 06-8-19] (Appendix WW) for their consideration. (See action below.)

I. Proposed Amendment to the Utah State University Policy Manual, Sections 402.11.3 Senate Committee Procedures and 402.12.3 Academic Freedom and Tenure Committee

Trustees were given the proposed amendment to the Utah State University Policy Manual, Sections 402.11.3 Senate Committee Procedures and 402.12.3 Academic Freedom and Tenure Committee [Resolution 06-8-20] (Appendix XX) for their consideration. (See action below.)

J. Proposed Amendment to the Utah State University Policy Manual, Section 407.7.2 Reasons for Non-Renewal

Trustees were given the proposed amendment to the Utah State University Policy Manual, Section 407.7.2 Reasons for Non-Renewal [Resolution 06-8-21] (Appendix YY) for their consideration. (See action below.)

K. Faculty and Staff Adjustments

Trustees were given an addendum to the Faculty and Staff Adjustments for their consideration [Resolution 06-8-22] (Appendix ZZ).

Action: Trustee Foley moved approval of the Action Agenda items, and Vice Chairman Nyman seconded the motion. The voting was unanimous in the affirmative.

V. Strategic Agenda—Western Athletic Conference (WAC) Strategic Plan and Utah State University

Trustees were given information concerning the Western Athletic Conference (WAC) Strategic Plan and Utah State University (Appendix AAA).

President Albrecht said the WAC President's Board and the Athletics Directors have been meeting for several months to discuss strategic goals and plans for the WAC Conference. USU is a relatively new member of the conference.

Director Spetman reported that in June 2006, after two years of work, the WAC presented its strategic plan. The mission statement includes a statement that the WAC will be a premier Division IA conference.

The five sections of the strategic plan are:

- Attitudes – need for a cohesive unit of individuals that will stay together to help the conference become premier. Director Spetman said that some institutions in the WAC are trying to find another conference.

- Achievements – we must push and pull each other to grow and be more productive in the conference.
- Academics – at USU we feel academics should be our number one priority.
- Athletics – that we compete nationally across the board and look at four – football, men’s and women’s basketball, and volleyball.
- Actions – the WAC office and institutional members work together.

Director Spetman discussed four of the goals for each of the institutions which are the most telling for USU as follows:

- Academically – USU is required to maintain academic performance rates meet NCAA requirements to maintain scholarships. The retention of student athletes requires that they continue to be qualified to compete. USU has done relatively well. The football team and the men’s basketball program are slightly low, but the standards are very accomplishable.
- Athletically – USU has been challenged to raise its ranking in the President’s Cup from 141 to 100. Director Spetman said that would be a huge accomplishment for us and extremely difficult to achieve.
- Budgetary – Fresno State had the largest operating budget at \$36 million and USU’s budget is \$12 million. That is a 3 to 1 ratio, and they would like to have a 2 to 1 ratio. The WAC has challenged USU to grow 7 percent in our operating budget per year. Currently we are achieving 3 percent budget growth. Director Spetman stated that to get up to 7 percent would be almost impossible.
- Attendance – Director Spetman said that budget and attendance go together. Attendance at men’s basketball has done well, but we have been challenged to increase football attendance by 80 percent of stadium capacity (from 13,000 to 20,000), increase attendance for women’s basketball and women’s volleyball (from 500 to 2,000). The numbers are based on the size of the stadium. Director Spetman said they are working hard to market athletics to be more successful in increasing attendance.

Director Spetman stated that there is no punitive penalty if we do not meet the goals. It is a way for presidents to assess each other’s universities.

Director Spetman said this is an aggressive strategic plan. Idaho, Utah State, and New Mexico State are at the bottom of the WAC and have real challenges. USU is number one in the WAC in graduation rates. USU student athletes had a cumulative average grade point average of 3.09 for 310 athletes last year. We had over 70 percent graduation rate of athletes.

Men's basketball is doing well, but we need wins in football to bring revenue. Director Spetman said the football program is making progress. The renovation of the south entrance and the north end zone of the stadium is beneficial to the program. Improvements have also been made to the press box, and he feels that will have a positive effect on the media.

Director Spetman stated that the twelve institutions in the WAC have found a way to meet the attendance requirements. The NCAA determined that student fees collected can be reported for attendance (whether the student is in attendance or not). The report includes either actual attendance or paid attendance. Corporate sponsorships can also be used in reporting attendance. He stated that attendance at USU needs to improve in order for him to meet the budget.

Vice Chairman Nyman asked what the Trustees could do to further the athletic proposals and missions. Director Spetman asked for Trustee support for the renovation of the stadium, which is key to the success of the Athletics program. He said they are making slow progress and need several million dollars to complete the renovation. He said there has been help from the community including NUCOR Steel, local contractors, and gifts-in-kind. A source for \$2 million is needed. Director Spetman expressed appreciation for campus Facilities for help with the renovation. Vice Chairman Nyman expressed appreciation for Director Spetman, who is an example of personally working on the renovations.

Action: Trustee Foley moved to adjourn the meeting, and Trustee Riley seconded the motion. The voting was unanimous in the affirmative.

The Regular Meeting adjourned at 11:55 a.m.

Richard L. Shipley, Chairman

Lee H. Burke, Secretary
(Minutes Taken by Mira G. Thatcher)

Date Approved