

REGULAR MEETING
UTAH STATE UNIVERSITY BOARD OF TRUSTEES
MAY 6, 2011

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 9:36 a.m.

MEMBERS PRESENT

Suzanne Pierce-Moore	Chair
Ronald W. Jibson	Vice Chair
Ralph W. Binns	
David P. Cook	
Robert L. Foley	
Susan D. Johnson	
Erik D. Mikkelsen	
Frank Peczuh, Jr.	
Richard L. Shipley	
Scott R. Watterson	

MEMBER EXCUSED

Douglas S. Foxley

UNIVERSITY REPRESENTATIVES PRESENT

Stan L. Albrecht	President
Raymond T. Coward	Executive Vice President and Provost
Robert Behunin	Vice President for Commercialization and Regional Development
Noelle Cockett	Vice President and Dean of Extension and Agriculture
David T. Cowley	Vice President for Business and Finance
M. Kay Jeppesen	Vice President and CIO for Information Technology
C. Brent Miller	Vice President for Research
James D. Morales	Vice President for Student Services
Neil Abercrombie	Director for Federal and State Relations
John C. Allen	Dean of the College of Humanities and Social Sciences
Scott Barnes	Director of Athletics
Edmund (Butch) Brodie	Interim Head of the Department of Biology
David Clark	Director of Business Development for Commercialization and Regional Development
Dwight Davis	Associate Vice President for Auxiliary Services
John DeVilbiss	Executive Director of Public Relations and Marketing

Johan Du Toit	Head of the Department of Wildland Resources
Nat Frazer	Dean of the College of Natural Resources
Bradford J. Hall	Head of the Department of Languages, Philosophy and Speech Communication
Bill Jensen, Jr.	Vice President of the Professional Employees Association
Bruce E. Miller	Head of the Department of Agricultural Systems Technology and Education
Sydney M. Peterson	Chief of Staff and Board of Trustees Secretary
Curt Roberts	Associate Vice President for Commercialization and Regional Development
Mira G. Thatcher	Secretary
Christian Volmar	Director of Business Development, Commercialization and Regional Development
Vincent B. Wickwar	President of Faculty Senate

OTHERS PRESENT

Benjamin Brown	Student receiving the Student Resolution of Commendation
Diana and John Brown	Parents of Benjamin Brown
Teresa Theurer	Utah State Board of Regents
Nicole Tolson	Wife of Tyler Tolson
Tyler Tolson	Former Trustee and Student Body President

MEMBERS OF THE MEDIA PRESENT

Rachel Christensen	<i>The Cache Valley Daily</i>
Kevin Opshal	<i>The Herald Journal</i>

Chair Pierce-Moore conducted the meeting and excused Trustee Foxley. She welcomed those present including Regent Theurer, faculty and staff representatives, and former Trustee and ASUSU President, Tyler Tolson, and his wife Nicole.

I. Chair's Report

A. Oath of Office for Erik D. Mikkelsen

Chair Pierce-Moore administered the oath of office to Erik D. Mikkelsen, new ASUSU President and member of the Board of Trustees.

B. Committee Assignments for Erik D. Mikkelsen

Trustee Mikkelsen was assigned to serve on the Athletics Committee and on the Marketing/Public Relations Committee (see Appendix A).

C. Resolution of Commendation and Appreciation to Tyler L. Tolson

Chair Pierce-Moore read the Resolution of Commendation and Appreciation to Tyler L. Tolson who served an unprecedented two years as President of ASUSU and on the Board of Trustees (Appendix B). Mr. Tolson stated that it was an honor to serve at USU.

D. Resolution of Commendation and Appreciation to Ralph W. Binns

Trustee Binns' term as President of the Alumni Association will end on June 30, 2011. Chair Pierce-Moore read the Resolution of Commendation and Appreciation to Trustee Binns (Appendix C) and expressed appreciation for his service.

E. Discussion of Election Process

The Trustees discussed whether to continue with the current practice of the outgoing members of the Board participating in the election of new officers, or whether incoming Trustees should vote for the new officers. The practice of outgoing Trustees voting has been used since 2005. Chair Pierce-Moore indicated that she would have felt uncomfortable electing the chair and vice chair as a new board member.

Trustee Cook said that when he was a new Trustee, he felt honored to be associated with USU and took seriously the fiduciary responsibility. The Board at that time decided on the process of having the existing Board, with its commitment to duties and its knowledge of other Board members, elect the officers. In considering the best practice for Board governance and election of Board officers, he suggested that the best Board governance would be to continue to have the current Board members elect officers rather than new members. He added that the process could possibly be improved by forming a nominating committee comprised of Trustees nearing the end of their terms of office, the outgoing Chair, and the Secretary of the Board. Members of the committee could interview each Trustee to determine who would be willing and available to serve. Everyone on the Board would be ensured a candid discussion with members of the committee.

Vice Chair Jibson expressed his support of the recommendation to form a nominating committee. He said that is consistent with elections in corporations and non-profit organizations and the nominating process is structured, organized, and works well.

Secretary of the Board, Sydney Peterson, stated that in the last 20 years, nominating committees were assigned on two different occasions. Concerning the history of elections, in the 1990s, the new Board members elected the new officers, but in recent years, the existing Board has elected the new officers. The recommendations made by the Trustees will be considered.

F. Election of New Chair and Vice Chair

Trustee Cook nominated Ronald W. Jibson to serve as Chair of the USU Board of Trustees, and Scott R. Watterson to serve as Vice Chair, effective July 1, 2011. Trustee Foley seconded the nominations, and the voting was unanimous in the affirmative.

President Albrecht expressed appreciation to Chair Pierce-Moore for her dedicated service as Chair of the Board and presented her with the engraved gavel which she used while she was Chair.

G. Executive Committee

Chair Pierce-Moore suggested that the Executive Committee remain the same until a future meeting when elections for the new Executive Committee will be held.

H. ASUSU Report

Trustee Mikkelsen reported on the following (see Appendix FF):

- The new ASUSU officers were inaugurated and will make plans during the summer in order to be prepared for Fall semester.
- The 2011-2012 ASUSU budget is \$900,000. \$12,000 was reallocated to increase funding for the USU Spirit Squad and student clubs and organizations.
- The student group, STEPS, the Japan Club, and other student groups helped to raise \$15,000 for Japan relief.
- The Student Alumni Association teamed with the Service Center for A-Week.
- The Date Doctor, David Coleman, gave great advice to students who packed the Taggart Student Center Ballroom for his presentation.
- A concert was held featuring New Zealand's Reggae band, Katchafire. It brought in \$1,650 to be used for sophomore students who have no other scholarships.
- The architectural firm, CRSA, will conduct a feasibility study for the Aggie Recreation and Community Center. USU representatives will travel to Chicago to visit state-of-the-art recreation centers, and to Oregon to see Astroturf.
- End of Year Bash was held with Sean Kingston performing and 700 North was renamed Aggie Bull-evard.

- Aggie BLUE Fall Leadership planning is underway with plans to get more students involved.

I. Alumni Association Report

Trustee Binns reported on the following Alumni Association events (see Appendix EE):

- Membership in the Student Alumni Association has increased.
- License plate sales have increased.
- Annual and Life memberships have increased. Trustee Binns encouraged everyone to become a member of the Alumni Association.
- Web sites and e-mail help to decrease the expense of postage.
- Merit citations help to foster the Aggie spirit in individuals, their families, and their communities. These events help to get the Aggie story out. Trustee Binns asked those present to submit names of individuals who could receive citations.
- Alumni Relations is working well with Annette Herman Harder, new COO for University Advancement.

J. Report on Regional Campus System Committee Meeting

Robert Foley, Chair of the Regional Campus System Committee, reported that the Committee met that morning. They discussed the following:

- Regional Campus 2011 graduation ceremonies. He said that students, families, and the communities are excited about graduation in those areas. Trustee Cook stated that the speech given by Yolanda Flores Nieman at the Brigham City graduation was motivating and outstanding, and Trustee Johnson stated that it was one of the best she had heard.
- Advisory Boards.
- Growth of Regional Campuses and its importance to USU.

K. Utah State Board of Regents at USU

The Utah State Board of Regents will hold meetings on the USU campus on July 15. Trustees will be invited to attend.

L. 2011 USU Commencement

Trustees received packets containing materials concerning Commencement and college ceremonies to be held May 7.

II. President's Report

A. Report on Commercialization and Regional Campus Development

President Albrecht stated that a few years ago, a vice president for Strategic Ventures and Economic Development was appointed. That area has been dramatically restructured with the appointment of Rob Behunin as Vice President for Commercialization and Regional Development. Several changes have been made, and Vice President Behunin has brought together an outstanding team. Utah Science, Technology and Research (USTAR) has been divided into the areas of bioinnovations, earth and space innovations, and energy innovations. The three categories are: (1) commercial enterprises, (2) the Innovation Campus, (2) and regional development including the areas of Uintah Basin and Price as well as other areas of the state. An Executive Committee, chaired by the Provost, will review all recommendations for new USTAR hires. A Facilities Management team has been created which will consider USTAR building space in order to place faculty and research operations appropriately.

Vice President Behunin expressed appreciation to President Albrecht for his confidence. He said he enjoyed working in the Uintah Basin for eight years. He worked with Trustee Foley and others in the community and expressed appreciation for their trust in him in this assignment.

Vice President Behunin reviewed the organization chart (Appendix D), and said an excellent new team is in place, including the following individuals who introduced themselves:

- Curt Roberts, Associate Vice President for Commercialization and Regional Development. He grew up in Utah, went to Weber State as an undergraduate, then went to Harvard for his MBA. He worked for a consulting company for five years; was CEO of a health system in Eugene, Oregon; was a vice president with Nike; then returned to Weber State as Vice Provost for Innovation and Economic Development, USTAR Director for Northern Utah.
- Christian Volmar worked the last three years with the USTAR Northern Utah program. He said he is excited to come to USU. He earned an MBA in Massachusetts. He worked with technology companies to help raise venture capital, and he worked for two years with a small start-up technology company.
- David Clark has been working with the Jon M. Huntsman School of Business. He went to BYU and earned an undergraduate degree in Biology, then he received a Masters degree in Agronomy from the University of Illinois, and an MBA from the U of U. Half of his career has been in agricultural biotechnology, and the other half in human biotechnology. He worked with a biotechnology company in Salt Lake City. Three years ago he was contacted by Ned Weinshenker and had

an opportunity to work with the Jon M. Huntsman School of Business program. He said he is excited about this opportunity to work with Vice President Behunin.

Vice President Behunin said others on the team include Forrest Fackrell from the Research Foundation who helps in sensing and imaging and Wesley Smith who moves technology into businesses.

Vice President Behunin stated that Intellectual Properties Services has been restructured. Ray DeVito in Physical Science and Joseph Christison in Life Sciences were retained. They are also hiring Ryan Brady, an attorney who has been working in Washington, D.C. with Nike.

Vice President Behunin briefly reviewed (see Appendix D):

- USTAR activities since January 1, 2011.
- Commercial Enterprises activities since January 1, 2011.
- Regional Development activities since January 1, 2011

Vice President Behunin stated that Commercialization and Regional Development is a unified unit. The goal is not to infiltrate, but to be complementary and provide new opportunities and resources. The focus will be partnerships and building on partnerships. He expressed appreciation to President Albrecht and Provost Coward for their support.

B. USU GREATS

A copy of *USU Greats* was distributed (Appendix E).

C. Recent Events

1. College Legislative Outcome Visits, March 21-April 13, 2011
2. Salt Lake Chamber Governing Board, March 22, 2011
3. Valley Wide Spelling Bee Competition, March 23, 2011
4. USU Community Cabinet, March 24, 2011
5. Board of Regents Retreat in St. George, March 24-25, 2011
6. Research Week, March 28-31, 2011
7. Employee Recognition Banquet, March 30, 2011
8. Student Advisory Council Breakfast, March 31, 2011
9. Sunrise Session, April 1, 2011
10. Stater's Council, April 7, 2011
11. Local Legislators Appreciation Dinner, April 7, 2011
12. USU Board of Trustees Teleconference, April 9, 2011
13. Spirit Squad/Marching Band/Pep Band Reception at the Home, April 12, 2011
14. ASUSU Breakfast with Incoming and Outgoing Officers at the Home, April 14, 2011

15. Community Associates, April 14, 2011
16. USU Foundation Board Meetings, April 15-16, 2011
17. Beverley Sorenson Arts Endowment Celebration, April 15, 2011
18. Robin's Awards Reception and Dinner, April 16, 2011
19. K-16 Alliance, April 19, 2011
20. Governor and USHE Presidents, April 20, 2011
21. Commissioner Sederburg and USHE Presidents, April 20, 2011
22. Greek Leadership Reception at the Home, April 20, 2011
23. President Milton Glick Memorial Service in Reno, Nevada, April 21, 2011
24. Governor's Education Commission, April 25, 2011
25. Salt Lake Chamber Governing Board, April 25, 2011
26. Whitesides Scholar Athlete Luncheon, April 26, 2011
27. NCAA Division I Board of Directors Meeting in Indianapolis, Indiana, April 28, 2011
28. 700 North Ribbon Cutting and Unveiling, April 29, 2011
29. Uintah Basin Commencement, April 30, 2011
30. USU Board of Trustees Meeting, May 6, 2011
31. USU Graduate Commencement and Hooding, May 6, 2011
32. USU Commencement Dignitary Dinner, May 6, 2011
33. USU Commencement, May 7, 2011

D. Upcoming Events

1. Governor's Education Commission, May 17, 2011
2. Regents External Review, May 19, 2011
3. Big Blue Bash at the Home, May 19, 2011
4. Board of Regents at Weber State University, May 20, 2011
5. USU Community Cabinet, May 23, 2011
6. Salt Lake Chamber Governing Board, May 24, 2011
7. RCDE Ground Breaking, May 24, 2011
8. Retirement Reception at the Home, June 1, 2011
9. ISSRM Symposium Keynote at University of Wisconsin, June 7, 2011
10. WAC Board of Directors Meeting in Park City, June 12-14, 2011
11. Sunrise Session, June 24, 2011
12. Council of Presidents, June 28, 2011
13. Board of Trustees Meeting, July 8, 2011

III. Consent Agenda

Minutes of the Executive Session Held on April 8, 2011

Minutes of the Regular Meeting Held on April 8, 2011

Resolution 11-5-1 Faculty and Staff Adjustments (Appendix F)

Resolution 11-5-2 Certificate of the Treasurer for February 2011 (Appendix G)

Resolution 11-5-3 Report of Investments for February 2011 (Appendix H)

Resolution 11-5-4 Delegation/Administrative Reports for February 11, 2011 to March 18, 2011 (Appendix I)

Resolution 11-5-5 Delegation/Administrative Reports for March 18, 2011 to April 15, 2011 (Appendix J)

Resolution 11-5-6 Bad Debt Write-off Recommendation for Fiscal Year Ending 30 June 2011 (Appendix K)

Resolution 11-5-7 Real Property Acquisition (Moab, Utah, former City Hall building) (Appendix L)

Resolution 11-5-8 Contract/Grant Proposals and Awards for February 2011 (Appendix M)

Resolution 11-5-9 Contract/Grant Proposals and Awards for March 2011 (Appendix N)

Acceptance of the following reports:

- Academic/Provost (Appendix O)
 - Faculty and Staff Activities and Achievements (a complete list is on the web page at <http://www.usu.edu/trustees/agenda/2011>)
- Business and Finance (Appendix P)
 - Department of Public Safety Annual Report for 2011 (Appendix Q)
- Commercialization and Regional Development (Appendix R)
- Extension/Continuing Education (Appendix S)
- Federal and State Relations (Appendix T)
- Information Technology (Appendix U)
- Research (Appendix V)
 - Undergraduate Research Report (Appendix W)
 - Office of Global Engagement B International Research Activities (Appendix X)
- Student Services (Appendix Y)
- University Advancement (Appendix Z)
 - Campaign Impact Report (Appendix AA)
 - Monthly Progress Report (Appendix BB)
 - Monthly Gift Comparison (Appendix CC)
- USU-CEU (Appendix DD)
- Alumni Relations (Appendix EE)
- ASUSU (Appendix FF)
- Athletics (Appendix GG)
- Public Relations and Marketing (Appendix HH)
 - Public Relations and Marketing Performance Dashboard, (Appendix II)
- Faculty Senate (Appendix JJ)
- Professional Employees Association (Appendix KK)
- Classified Employee Association (Appendix LL)

Executive Session to be held on July 8, 2011, to discuss those items which are permitted by law to be discussed in Executive Session.

Action: Trustee Shipley moved approval of the Consent Agenda, and Trustee Foley seconded the motion. The voting was unanimous in the affirmative.

IV. Action Agenda

A. Proposal from the Department of Nutrition, Dietetics and Food Sciences, College of Agriculture, to Suspend Enrollment in the Biotechnology Emphasis of the Bachelor of Science Degree in Nutrition, Dietetics and Food Sciences, Effective Immediately

Vice President Cockett said the Biotechnology Emphasis of the Bachelor of Science degree in Nutrition, Dietetics and Food Sciences was an emphasis which was created across three departments in the College of Agriculture and several classes were identified as biotechnology classes. The term has been so well accepted that there is no need for a separate emphasis. The students who have completed their degrees do not want Biotechnology Emphasis on their diplomas. In the last five years, there has been only one student in the program.

Action: Trustee Foley moved approval of Resolution 11-5-10 the proposal from the Department of Nutrition, Dietetics and Food Sciences, College of Agriculture, to suspend enrollment in the Biotechnology Emphasis of the Bachelor of Science Degree in Nutrition, Dietetics and Food Sciences, effective immediately (Appendix MM). Trustee Cook seconded the motion, and the voting was unanimous in the affirmative.

B. Proposal to Create a School of Applied Sciences, Technology and Education, College of Agriculture, Effective Fall 2011

Provost Coward indicated that the creation of a School of Applied Sciences, Technology and Education was precipitated by USU's merger with CEU. There are a number of applied science and technology programs and the decision was made to provide faculty with an academic home by creating a School of Applied Sciences, Technology and Education. He stated that the College of Agriculture has this program already, and combining with CEU, it is large enough to be called a school.

Vice President Cockett stated that adding the programs at CEU is an exciting opportunity for the College of Agriculture and Agriculture Systems Technology and Education (ASTE). Funding was provided by the Office of Higher Education. Meetings have been held with administrators at CEU. Agriculture has teacher education programs for training teachers in technology. She said they can bring greater value by creating the school.

Bruce Miller, Head of the Department of ASTE, stated that this is partitioned into the Associate of Applied Sciences program and ranges from bachelors to Ph.D. programs in teacher training that focus on career technology education.

Action: Trustee Shipley moved approval of Resolution 11-5-11 the proposal to create a School of Applied Sciences, Technology and Education, College of Agriculture, effective Fall 2011 (Appendix NN). Trustee Cook seconded the motion, and the voting was unanimous in the affirmative.

C. Proposal to Offer a Bachelor of Science (BS) Degree in Global Communication, Department of Languages, Philosophy and Speech Communication, College of Humanities and Social Sciences, Effective Fall 2011

Provost Coward stated that the Bachelor of Science degree in Global Communication is an exciting program and fits with USU's efforts to expand the global reach of its students.

Dean Allen said global diversity is a core experience the College of Humanities and Social Sciences wants for its students. The students in the program will study communication, a second language, ethics, culture, and world affairs.

Bradford Hall, Head of the Department of Languages, Philosophy and Speech Communication, stated that this started as discussions with students and faculty. Many students want to graduate with dual minors combined with language communication. This program will provide a unique opportunity for students at USU that is not available elsewhere.

Action: Vice Chair Jibson moved approval of Resolution 11-5-12 the proposal to offer a Bachelor of Science (BS) Degree in Global Communication, Department of Languages, Philosophy, and Communication, College of Humanities and Social Sciences, effective Fall 2011 (Appendix OO). Trustee Watterson seconded the motion, and the voting was unanimous in the affirmative.

D. Program Review for the Industrial Hygiene Program, Department of Biology, College of Science

Provost Coward stated that experts from around the country performed an intensive review of the Industrial Hygiene program. He said this is a stellar program in the College of Science.

Edmund Brodie, Interim Head of the Department of Biology, stated that the Industrial Hygiene program review could not have been better, and that he is proud of the program. It is nationally recognized because it is strong in the sciences, which sets it apart from other programs around the country, and because it is within the College of Science. Courses include biology, chemistry, physics, and calculus. He said that students in this program can compete with the best. It is a bachelor's degree and most of the students are juniors and seniors. They are well prepared and can compete with masters' students from other programs.

Dr. Brodie announced that the American Industrial Hygiene Association selected the USU student chapter as the Outstanding National Chapter of the Year. The runners up were Purdue and Michigan.

Action: Trustee Binns moved to approve Resolution 11-5-13 the program review for the Industrial Hygiene Program, Department of Biology, College of Science (Appendix PP), and Vice Chair Jibson seconded the motion. The voting was unanimous in the affirmative.

E. Program Review for Rangeland Resources and Forestry Programs, Department of Wildland Resources, College of Natural Resources

Provost Coward stated that the Rangeland Resources and Forestry program is one of the strongest on campus. It has a strong undergraduate program, a strong graduate program, productive research, and an outreach program working in Extension. He said he is delighted that an outside accrediting agency confirmed that it is a program of great quality.

Dean Frazer stated that the review of the department was positive, and in fact, the two professional organizations that conducted the reviews are using this department as a model. The department excels in graduate education and research, and brings in \$6 million in contracts and grants. He said that students in Rangeland Resources and Forestry consistently earn first, second, and third places at national competitions.

Johan Du Toit, Head of the Department of Wildland Resources, stated that some of the recommendations that were made by the reviewers have already been adopted.

Trustee Watterson noted that this success story should be publicized. Trustee Binns suggested that individuals or alumni in this field could receive merit citations at Alumni Association events and receive positive publicity.

Action: Trustee Foley moved approval of Resolution 11-5-14 the program review for the Rangeland Resources and Forestry Programs, Department of Wildland Resources, College of Natural Resources (Appendix QQ), and Trustee Watterson seconded the motion. The voting was unanimous in the affirmative.

F. Utah State University 2011-2012 Budgets

Vice President Cowley reviewed the state appropriated budget revenue sources (Appendix RR). Last year the ongoing base budget was \$158.7 million. The 2011 Legislature mandated cuts resulting in a \$4 million cut for USU for FY 2012 compared to FY 2011 – \$3 million general cut and a \$1 million cut for health benefits. On-going funding for the new veterinary medicine degree will add back an additional \$1.7 million, so USU is down just over \$2 million from last year. Vice President Cowley said they are in the process of determining how to implement the cuts beginning FY 2012. Plans will be complete in a couple of months.

One-time money in the FY 2012 state tax funds budget is primarily related to the Arrhythmia project, with smaller amounts allocated to the arts, and financial literacy. The tuition budget is up significantly from last year. It assumes flat growth across the

institution as projected growth in enrollment is not budgeted. Last year, the tuition budget was \$90 million. The \$15 million increase is not all related to this year's tuition increase. It does reflect the 9% tuition increase for FY 2012, but also includes tuition from the previous year which will now be allocated for the implementation of the reduction to the structural deficit USU had faced from an enrollment decline that occurred several years prior. Vice President Cowley indicated that last year not all of Regional Campus tuition was included in the budget, but all of the expected tuition is now included in the budget.

Vice President Cowley indicated that federal funds are down about \$4 million, which is a reflection of one-time federal stimulus money. The total budget is \$270 million. There are 13 line items.

Action: Trustee Foley moved approval of Resolution 11-5-15 the Utah State University 2011-2012 Budgets (Appendix RR), and Vice Chair Jibson seconded the motion. The voting was unanimous in the affirmative.

G. Faculty and Staff Adjustment

Provost Coward recommended the appointment of Alan H. Savitzky as Head of the Department of Biology in the College of Science and Professor with tenure. He indicated that Dr. Savitzky is an award-winning teacher and past president of two professional associations.

Action: Trustee Watterson moved approval of Resolution 11-5-16 the Faculty and Staff Adjustment (Appendix SS), and Trustee Binns seconded the motion. The voting was unanimous in the affirmative.

V. Strategic Agenda – Institutional Data and Dashboards: Informing Discussion and Decision-Making

President Albrecht said we have the challenge of identifying peer institutions that compare with USU which will be approved by the State Board of Regents. He said the presentation on data and dashboards will lead into a discussion on peer institutions.

A handout titled *Utah State University at a Glance* (Appendix TT) was distributed by John DeVilbiss, the Director of Public Relations and Marketing.

Each year, because of the Banner Software and other data management and measurement systems, USU collects millions of pieces of data. The Office of Analysis, Assessment and Accreditation (AAA) seeks to aggregate and analyze the data and make it accessible to key audiences and stakeholders for reporting, discussion, and decision-making. Dashboards are a high-level tool to monitor and manage the progress of an institution, but successful use of dashboards requires careful choices: the highest priority measures to track; appropriate benchmarks; the most appropriate peers to use for comparison; when to

review or analyze individual years versus trends versus ratios; and how dashboards connect to mission fulfillment and achievement of strategic goals.

Michael Torrens, Director of AAA, led the discussion concerning dashboards. He explained that a dashboard provides “at a glance” information. He presented and reviewed examples of different types of dashboard measures (Appendix UU) including:

- Goal or threshold measures – time limited, often for internal audiences as much as for external audiences.
- Trend measures – sensitive to beginnings and endings.
- Benchmarking to peers.
- Benchmarking to internal goals.
- Comparing multiple measures.
- Ratios – sensitive to definitions so it is important to define what is being compared.

Director Torrens said much of the information provided by AAA is used internally. Trustee Johnson indicated that the dashboard information is exactly what prospective students and their parents want when they research schools. She suggested that the information be accessible to the public. She said that data tells the story of an institution and would promote business. Provost Coward stated that Public Relations and Marketing takes the information provided by AAA and puts it in a form that is interesting and presentable to the larger audience.

Chair Pierce-Moore indicated that information provided in the dashboards would be used to help determine peer institutions. Director Torrens showed dashboards which compared “at a glance” different ways to compare institutions. President Albrecht said he anticipated that peer institutions will be approved by the Board of Regents at its July meeting, so USU should develop a list. Trustee Cook mentioned that recruitment, retention, and outcome (placement) are critical measurements in considering peer institutions.

Director Torrens said he appreciated the Regents providing an opportunity for USU to have input in this important decision.

(The discussion continued during lunch – see action below)

VI. Student Resolution of Commendation to Benjamin Brown

Trustee Mikkelsen read the Resolution of Commendation to Benjamin Brown, an outstanding student who will graduate with a Bachelor of Science in Biochemistry (Appendix VV). Trustees extended their congratulations to Mr. Brown.

VII. Archeology at USU

Trustee Shipley stated that USU's Paleoindian archeology research project in Southeastern Idaho and Northern Utah was recognized in *Mammoth Trumpet*, published by the Center for the Study of the First Americans (based at Texas A&M University), in an article titled "Bonnie Pitblado: In Pursuit of Paleoamericans."

VIII. Peer Institutions (Strategic Agenda Discussion Continued)

The Trustees continued their discussion of peer institutions with Michael Torrens during lunch, and a list of suggested peer institutions was given to the Trustees (Appendix WW).

Action: Trustee Shipley moved to accept the list of peer institutions (Appendix WW), and Vice Chair Jibson seconded the motion. The voting was unanimous in the affirmative.

The meeting ended at 12:20 p.m.

Suzanne Pierce-Moore, Chairman

Sydney M. Peterson, Secretary
(Minutes Taken by Mira G. Thatcher)

Date Approved