

UTAH STATE UNIVERSITY BOARD OF TRUSTEES  
Utah State University, Logan, Utah  
April 29, 2020

Minutes of the Regular Meeting of the Utah State University Board of Trustees held via videoconference commencing at 1:08 p.m.

MEMBERS PRESENT

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

UNIVERSITY REPRESENTATIVES PRESENT

Jodi Bailey	Chief Audit Executive
Paul Barr	Vice Provost
Patrick Belmont	President, Faculty Senate
Lisa Berreau	Interim Vice President, Research
Noelle E. Cockett	President
David T. Cowley	Vice President, Business and Finance
Teresa Denton	Staff Assistant
Julie Duersch	President, Staff Employee Association
Francis D. Galey	Executive Vice President and Provost
Eric Hawley	Chief Information Officer
Mica A. McKinney	General Counsel and Vice President, Legal Affairs
James D. Morales	Vice President, Student Affairs
Sydney M. Peterson	Secretary of the Board of Trustees
William M. Plate	Vice President, University Marketing and Communications
Laurens H. Smith	Interim Vice President, Statewide Campuses
Robert W. Wagner	Vice President, Academic and Instructional Services
Kenneth L. White	Vice President, Extension; Dean, College of Agriculture and Applied Sciences; Director, Agricultural Experiment Station

OTHERS PRESENT

Wilford Clyde	Utah System of Higher Education Board of Regents
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Chair Burnett called the meeting to order and welcomed those present and thanked them for their attendance.

Action: Trustee Kent Alder moved in accordance with 52-4-205 of the Utah Code, that the Trustees go into a Closed Session for the sole purpose of discussing the character, professional competence, or physical or mental health of individuals, pending or reasonably imminent

litigation, and the possible sale of real property. Trustee Dave Petersen seconded the motion. The voting was unanimous in the affirmative.

Chair Burnett reopened the Regular Meeting at 1:48 p.m., thanking those present for their attendance.

## I. STRATEGIC AGENDA

### A. Cybersecurity – Eric Hawley, Chief Information Officer (Appendix A)

Eric Hawley explained that cybersecurity is even more important as Utah State University (USU) moves to a remote environment with employees working from home and students taking online courses. He showed a bar graph that illustrates the number of attacks on USU's firewall. The graph represents the last three days with each bar representing the number of blocked attacks in one hour. Over the weekend there were 500,000 attempts per hour. Most attempts were automated computers. All companies are similarly attacked.

The next chart showed blocks on a black background. Each block represents a building at USU including statewide campuses. The brighter dots represent a legitimate device in that building; i.e., mobile phone, computer, etc. This snapshot was taken at 9:30 a.m. yesterday. Most buildings are empty but there are still devices working. The red dots are hacking attempts on devices in that building that were blocked. The lighter dots are hackers scanning devices in the buildings in an attempt to find devices that are not secure and will let the hackers access them. Scanners work all day, every day, looking for ways to infiltrate a company. This chart showed the scale of attacks on USU.

Tracking where hackers are attacking is important for defenders to know where to concentrate in order to mitigate these security threats. The 2019 Data Breach Investigations Report showed 2018 data including a five-year trend. On the left are what hackers were doing when they were trying to infiltrate USU – blue dot is 2018 data, purple dot is the five-year trend of change. Hacks on technology were down over five years. Installation of malware is staying the same. Hackers are focusing on social tracking which means trying to convince humans to do something – 18% increase over five years. There was also an increase in exploiting human error. On the right shows what areas hackers were targeting. This shows a 20% increase in trying to convince humans to do something. Hackers focus on people just as much as technology. This is largely seen as phishing; i.e., asking the email recipient to buy something, telephone calls impersonating something or someone with which the recipient is familiar, trying to create a false sense of urgency for a person to do something to provide the hackers with income. Education and the public sector are the biggest targets of phishing attacks.

Security is the process, tools and data help protect the system much like a triangle. If one leg is weak, the triangle will fail. USU has implemented a Duo multi-factor identification system. This is an additional step in order to sign into the system. A notice is sent to the person's phone requiring the person to verify his or her identity. If hackers get beyond the password, they get stopped at the multi-factor identification. This puts power in the hands of the employees to secure their own devices.

USU is also tagging emails that come from outside the USU system with [EXT] before the subject. This prompts employees to be cautious that a hacker might be impersonating

someone inside their work environment.

USU is also being proactive checking passwords. Requiring employees to change their password periodically was both ineffective and annoying. Once a quarter USU will check all passwords against a database of previously successfully hacked passwords without actually seeing anyone's password. Lists of previously successfully hacked passwords are available to anyone and hackers use them efficiently. USU will compare these lists to passwords within the system and will reach out to those individuals whose passwords are at risk and help them pick a new one. Strongpassword.usu.edu is a way to test if a particular password is strong. This allows USU to close system weaknesses before hackers find them.

USU looks at the process, not just the technology, by assessing what data is being stored and how long it needs to be stored in order to reduce human error and carefully increase automation. Sometimes processes make it easier for humans to make mistakes. Accidentally misconfiguring something (human error) is trending up over the past five years. There is an incredible amount of value in focusing on processes to help reduce the chance of mistakes and errors.

Evaluating ourselves equals educating ourselves. The Utah System of Higher Education (USHE) created a Security Assessments Team of chief information officers and others from USHE institutions. They are basically a roving band of hackers. They go to four schools a year to secretly try to hack into their system. They look for weaknesses that may be exploitable to hackers. The team produces a written report with recommendations. This endeavor also educates employees in the processes that hackers use. These team members carry a letter to identify them in case an institution discovers their attempts and police show up to arrest them. Members of this team go through privacy training, sign confidentiality agreements, and are contractually bound to ensure this is done ethically, securely and privately.

Other controls established to protect USU's system are the USU Senior Executive Risk Committee, USU IT Connections Forums, and an annual Banner IT general security controls audit which is administered through the Office of the State Auditor.

## II. CHAIR'S REPORT

### A. Information Item

#### 1. Audit, Risk and Compliance (ARC) Committee Report

Trustee Kent Alder reported that the ARC Committee met earlier today and reviewed the results of the report to the Board of Regents, risk management, internal audit program, and the hotline. Vice President Dave Cowley attended to review the Athletic Department Agreed-Upon Procedures Report. There were a few minor issues that have all been corrected. Those issues stemmed from the Ticket Office moving from Athletics to Business and Finance. Outside auditors found a few issues and they were corrected. The ARC Committee approved the Athletic Department Agreed-Upon Procedures Report which is included in today's Action Agenda for Trustees' approval.

2. Next Board of Trustees Meeting

The next Board of Trustees Meeting will be held by videoconference on June 19, 2020.

III. PRESIDENT'S REPORT

A. Information Items

1. COVID-19 Update (Appendix B)

President Noelle Cockett invited Andrew Croshaw, CEO of Leavitt Partners, to give a presentation to the Executive Committee about the COVID-19 pandemic. Leavitt Partners was hired as consultants to Governor Herbert and is helping all USHE institutions. USHE has set up a task force including representatives from all the institutions. USU's representatives to this task force are Robert Wagner, John Hartwell, Neil Abercrombie, and Mica McKinney. The task force meets regularly trying to answer questions and review processes to take back to the institutions for implementation.

Croshaw shared the graphic "History of Pandemics" to show the pandemics the world has experienced and their impact based on the number of deaths. COVID-19 so far has about 220,000 deaths which is approximately the same number as the swine flu. However, the swine flu lasted two years, whereas COVID-19 has been around for only six months. Leavitt Partners is anticipating COVID-19 to end up being similar to Hong Kong or Asian flu by the time it is done. There have been five major pandemics or scares in the 21<sup>st</sup> century, whereas many of the other pandemics occurred with larger gaps in time between each pandemic.

Recovery from COVID-19 is represented with a dial in varying colors. Currently, the United States (US) is in the red zone or high alert followed by orange, yellow and green with control mechanisms for the virus. A vaccine will take about 12-18 months to develop even with accelerated testing. Leavitt Partners predicts that the US will not be back to full normalcy until a vaccine or good treatment is available.

Governor Herbert will announce soon that the state will move from the red zone to the orange zone but not to expect sweeping changes. Approved crowd size will increase slightly and some businesses will open, but most of the restrictions are still in place.

Dial colors are based on four key measures – disease prevalence (active COVID-19 cases), disease monitoring (monitoring confirmed cases and their contacts, random testing to support data and modeling accuracy), disease rate of growth (transmission rate over a certain period of weeks), and health system capacity (providers and ICU bed utilization).

Phases of community and economic re-engagement are indicated in four colors. Red indicates health system capacity is at risk of being overwhelmed with high levels of community spread. Orange indicates health system capacity is not critical and active cases are declining, but there is a high risk of seeing a second wave

without continued public health measure. Yellow indicates health system capacity is normalizing with people and businesses adapting to a new normal with a continued risk of outbreaks, but a general control of the virus. Green indicates the virus is controlled (through vaccine, other treatments, robust public health measures, etc.).

In response to the red zone, USU's operations established a COVID-19 website and working groups, established disease response levels, moved to remote work environments, canceled university-sponsored events, canceled non-essential travel, and created temporary employee policies.

USU has been in the red zone since March 13, 2020. Procedures have been developed as needed. Disease control levels were set with Level 1 being complete shutdown except for essential assignments which would be very limited and would need approval.

USU Level 2 is moving as much as possible to remote access but allowing people to come to campus. USU moved to Level 2 very quickly and employees adapted well. There was an enormous impact on the events services team (catering, facilities rentals, etc.). April is typically one of the busiest times of the year with student activities and commencement. Almost 200 events had to be canceled that USU Catering was going to oversee. Restrictions on non-essential travel affected a lot of faculty who were planning to attend conferences and give presentations. The biggest impact was to Advancement development officers who were planning to visit donors in person.

President Cockett implemented policy by using executive orders. Order 1 changed the work environment giving supervisors flexibility in allowing employees to work remotely. Order 2 dealt with requests for leave for employees who were sick, had children at home, or could not work remotely.

USHE Commissioner Woolstenhulme called President Cockett on Thursday, March 12, asking if USU could move classes online by the following Monday. This was much too quickly so USU canceled classes March 13-17 to allow faculty to prepare to teach online. Remote class delivery began on March 18. Originally, it was thought that some classes could continue face-to-face teaching. However, many students wanted to return to their homes rather than staying in Logan. With the rapid transition, students were not prepared. The USU Counseling Center noticed that time management was the top concern for students, trying to balance when to study one class versus another class and how to balance time to review content for one class when another class needed their attention. A sense of isolation is another big issue for students and faculty. Faculty love to interact with their students both in and out of the classroom. Many professors have set up creative ways to connect with their students.

Commencement activities would have begun tomorrow. There have been many students on campus taking photos in their regalia but the atmosphere is nothing like it would have been with full commencement activities. Grades will be posted on May 5. Students do not have to decide whether to take pass/fail or letter grade until two weeks later on May 18. Students will be able to see the letter grade they have

earned in a class before deciding if they want to keep the letter grade or change it to pass/fail. Provost Francis Galey and Faculty Senate President Patrick Belmont have spent a lot of time working out details for letter-grade requirements for students' majors and pre-requisite requirements by allowing pass/fail grades to fulfill those requirements for this semester.

In response to the orange zone, USU will develop assumptions about the new normal; understand the implications of these changes on USU; assemble a strategy to capitalize on opportunities and minimize risks; monitor the environment; and establish a process to update assumptions, re-assess implications, and refresh strategy. Over the summer, USU will monitor levels of infection and student mental health to see what can and cannot be done on campus. The dial can fluctuate back and forth but the goal is not to go back to the red zone.

In response to the orange zone, academics will include a mixture of in-person and remote classes and a consideration of class size, class priorities, on-campus housing, freshman orientation, and social events for students. With social distancing in mind, students may sit in every other seat and on every other row which will reduce classroom accommodation to about 20%. Options are being considered such as splitting a class and meeting with one half on one day and the other half on another day. Lab classes may be part in-person and part remote. With all these restrictions, freshman enrollment is up from last fall. Issues include accommodating large freshman classes while ensuring that seniors get the classes they need to graduate.

Student housing ended up with about one-third occupancy in single units but full occupancy in married units. USU refunded rent to those students who left campus. Off-campus landlords did not refund rent. On-campus housing applications have increased for next fall. Planning is in process to hold freshman orientation and luminary as in the past.

USU's stabilization considerations include social distancing, masks, disinfection, hand sanitizers, self-isolation, quarantine, testing, reporting, travel limits, and event limits. A triangle of responsibilities to keeping campus safe include university, employees, and students/visitors. If one leg of the triangle falls down, the whole triangle could collapse.

Several committees have been or will be established for the stabilization phase – COVID Executive Committee (already organized), COVID Operations Committee (formerly COVID Task Force), COVID Employee Safety Committee (formerly COVID Employee Safety Working Group), Stabilization Task Force (recently formed by President Cockett), Stabilization Research Working Group (new), Stabilization Travel Working Group (new), Stabilization Events Working Group (restructured from COVID Events Working Group), and Stabilization Fall Course Schedule Working Group (restructured from COVID Academic Working Group).

A flowchart of how these committees will work includes the working group who will develop procedures and will take those procedures to the COVID Employee Safety Committee. That committee will review COVID protection protocols and return procedures to the working group for revision if needed. The stakeholders will look

at implementing and supervising procedures and return to the working group for revision if needed. The COVID Executive Committee will have final approval of the procedures.

President Cockett said this is a marathon rather than a sprint. USU has incredibly creative and innovative people who harbor a feeling of great care for each other. Other institutions have not done as well as USU because they don't have the Aggie strength and Aggie spirit to make things happen.

**B. Recent Events**

1. APLU Webinar for Public University Presidents & Chancellors on COVID-19 – March 24, 2020
2. Board of Regents by Video Conference – March 26-27, 2020
3. Mountain West Board of Directors Executive Committee Conference Call – March 30, 2020
4. Salt Lake Chamber Board of Governors by Video Conference – April 3, 2020
5. USU Board of Trustees Telephone Conference Meeting – April 3, 2020
6. Council of Presidents by Video Conference – April 6, 2020
7. Council of Presidents by Video Conference – April 13, 2020
8. EDCUtah Board of Trustee Meeting by Video Conference – April 14, 2020
9. Presidents' Alliance Steering Committee Conference Call – April 16, 2020
10. USU Virtual Town Hall Meeting – April 17, 2020
11. Council of Presidents by Video Conference – April 20, 2020
12. Board of Trustees Executive Committee Agenda Call – April 20, 2020
13. APLU Special Board of Directors Virtual Meeting – April 24, 2020
14. Council of Presidents by Video Conference – April 27, 2020
15. USU Board of Trustees – April 29, 2020

**C. Upcoming Events**

1. Council of Presidents by Video Conference – May 4, 2020
2. Salt Lake Chamber Board of Governors Virtual Meeting – May 5, 2020
3. Council of Presidents – Salt Lake City, May 5, 2020
4. Council of Presidents by Video Conference – May 11, 2020
5. Regence Community Board Meeting – Salt Lake City, May 12, 2020
6. Board of Regents – Weber State, May 15, 2020
7. Council of Presidents by Video Conference – May 18, 2020
8. Mountain West Board of Directors Executive Committee Conference Call – May 19, 2020
9. Mountain West Board of Directors Virtual Meetings – May 31-June 2, 2020
10. Council of President by Video Conference – June 1, 2020
11. Council of Presidents by Video Conference – June 2, 2020
12. Council of Presidents by Video Conference – June 8, 2020
13. Salt Lake Chamber Board of Governors Retreat – Salt Lake City, June 9, 2020
14. Salt Lake Chamber Giant in Our City – Salt Lake City, June 11, 2020
15. USU Foundation Board Meetings – June 11-12, 2020
16. Council of Presidents by Video Conference – June 15, 2020
17. Presidents' Alliance Steering Committee Conference Call - June 15, 2020
18. Remarks at Research Landscapes – Salt Lake City, June 16, 2020
19. APLU Board Meeting – Arlington, Virginia, June 17-18, 2020
20. USU Board of Trustees – June 19, 2020

#### IV. CONSENT AGENDA

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

A. Minutes from the Regular Meeting held on April 3, 2020

B. Minutes from the Closed Session held on April 3, 2020

C. Academic Proposals

1. School of Applied Sciences, Technology and Education in the College of Agriculture and Applied Sciences proposes creating three Emphasis Areas within the Outdoor Product Design and Development Program. [Resolution 20-04-02] (Appendix C)
2. Department of Aviation, Career and Technical Education in the College of Agriculture and Applied Sciences proposes creating a Cybersecurity Emphasis in the Technology Systems Bachelor of Science degree. [Resolution 20-04-03] (Appendix D)
3. Department of Landscape Architecture and Environmental Planning in the College of Agriculture and Applied Sciences proposes creating a Certificate Program in Advanced Design, Geospatial, and Visualization Technologies. [Resolution 20-04-04] (Appendix E)
4. Department of Landscape Architecture and Environmental Planning in the College of Agriculture and Applied Sciences proposes changing the name of the Ph.D. Landscape Architecture to the Ph.D. Landscape Architecture and Environmental Planning. [Resolution 20-04-05] (Appendix F)
5. Department of Landscape Architecture and Environmental Planning in the College of Agriculture and Applied Sciences proposes changing the name of the Master of Science Bioregional Planning to the Master of Science Environmental Planning. [Resolution 20-04-06] (Appendix G)
6. Department of Kinesiology and Health Science in the Emma Eccles Jones College of Education and Human Services proposes suspending the Sports Medicine Specialization in the Health and Human Movement Master of Science Program. [Resolution 20-04-07] (Appendix H)
7. Department of Languages, Philosophy and Communication Studies in the College of Humanities and Social Sciences proposes offering a Certificate of Proficiency in Nonprofit Organizations and Social Entrepreneurship. [Resolution 20-04-08] (Appendix I)
8. Department of Environment and Society in the S.J. & Jessie E. Quinney College of Natural Resources proposes creating a Certificate in Applied Geographic Information Science. [Resolution 20-04-09] (Appendix J)



Action: Trustee Kent Alder moved to approve the Consent Agenda. Trustee John Ferry seconded the motion. The voting was unanimous in the affirmative.

## V. ACTION AGENDA

### A. Review and Acceptance of the Athletic Department Agreed-Upon Procedures Report [Resolution 20-04-10] (Appendix K)

Action: Trustee Kent Alder moved to accept the Athletic Department Agreed-Upon Procedures Report. Trustee John Ferry seconded the motion. The voting was unanimous in the affirmative.

### B. Real Property Acquisition [Resolution 20-04-11] (Appendix L)

Vice President Dave Cowley explained that an opportunity arose to purchase a parcel of property just under 29 acres in Richmond, Utah. It is adjacent to 328 acres of land USU already owns and near to 120 acres of land USU leases. Purchase of this parcel will allow USU access to the other property without using an easement on the neighbor's land. Market value of the parcel is \$86,000 and the College of Agriculture and Applied Sciences has the funding and would like to purchase the property.

Action: Trustee John Ferry moved to approve the Real Property Acquisition. Trustee David Huntsman seconded the motion. The voting was unanimous in the affirmative.

### C. Academic Proposal

1. Department of Kinesiology and Health Science in the Emma Eccles Jones College of Education and Human Services proposes offering Master's in Sports Management. [Resolution 20-04-12] (Appendix M)

Trustee John Ferry stated that this master's program would teach candidates how to put together a successful athletic season. There has been a lot of interest and support even from other institutions.

Provost Francis Galey added that this master's program would provide background to allow students to enter athletic management as an athletic director or associate athletic director. The program is online and is ready to recruit and accept applicants. This program will also provide athletes another degree option.

Action: Trustee John Ferry moved to approve the Academic Proposal. Trustee Terry Warner seconded the motion. The voting was unanimous in the affirmative.

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

Action: Trustee Terry Warner made a motion to adjourn the meeting. Trustee Sami Ahmed seconded the motion; voting was unanimous in the affirmative.

The meeting adjourned at 3:30 p.m.

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Jody K. Burnett, Chair

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

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Date Approved

DRAFT