Minutes
Weber State University
Board of Trustees Training
Aug. 13, 2018

Trustee Members:
Ms. Karla Bergeson
Mr. Marty Carpenter
Ms. Kearston Cutrubus (Vice Chair)
Ms. Danielle Croyle
Ms. Karen Fairbanks
Mr. Nolan Karras (Chair)
Mr. Don Salazar
Mr. Jordan Slater

Excused:
Mr. Scott Parson
Mr. Jeff Stephens

Weber State University Representatives:
Dr. Norm Tarbox, Interim President, Vice President for Administrative Affairs
Dr. Madonne Miner, Provost
Dr. Brad Mortensen, Vice President for University Advancement
Dr. Brett Perozzi, Vice President for Student Affairs
Mr. Shane Farver, Secretary, Board of Trustees
Ms. Sherri Cox, Administrative Associate, President's Office
Mr. Richard G. Hill, General Counsel
Ms. Stephanie Hollist, Deputy General Counsel
Dr. Wendy Holliday, Dean, Stewart Library
Dr. Scott Sprenger, Dean, Telitha E. Lindquist College of Arts & Humanities
Dr. Jeff Steagall, Dean, Goddard School of Business & Economics
Dr. Doris Geide-Stevenson, Faculty Senate Chair
Dr. Julie Rich, Professor, Geography
Dr. Adolph Yonkee, Professor, Geosciences

Press Present:
No Press Present

I. The training convened at 9 a.m.

Welcome/Introductions

II. Chair Nolan Karras welcomed those in attendance. Shane Farver, secretary for the Board of Trustees, introduced Sherri Cox, administrative associate for the President's Office. Cox is expected to take over for Farver as secretary for the Board of Trustees starting in September 2018. Farver has taken an opportunity elsewhere on campus.

Dean Presentations

III. Three deans were asked to give presentations to trustees regarding their colleges.

1. Wendy Holliday, dean of the Stewart Library, provided the attached presentation on her vision for the future of the library.
    i. Highlights included integrating information literacy into the university curriculum and developing a peer learning program.

2. Scott Sprenger, dean of the College of Arts & Humanities, gave the attached presentation on how to better convince prospective students of the value of an A&H degree.
    i. Strategies included aligning A&H curriculum with the labor market.

3. Jeff Steagall, dean of the Goddard School of Business & Economics, gave the attached presentation on strategies for his school's success.
    i. Strategies included identifying programs that could be highlighted for national recognition.

Break

IV. Trustees adjourned to a short break before the next round of presentations.

Fiduciary Responsibility

V. Rich Hill, general counsel for WSU, provided training on trustees' fiduciary responsibility.
1. Talking points included the need to avoid conflicts of interest.

Roles of Trustees/Regents	VI.	Interim President Norm Tarbox provided the attached presentation on the history of Utah's educational system, boards of trustees, and trustees' current powers and role.
Committee Charters	VII.	Tarbox next discussed charters for subcommittees associated with the WSU Board of Trustees. The charters were in the works, and drafts would be presented at a later Board of Trustees meeting.
WSU Organizational Chart	VIII.	Tarbox—along with Provost Madonne Miner and vice presidents Brett Perozzi, Bret Ellis and Brad Mortensen— spoke about their responsibilities in relation to WSU's organizational chart.
Lunch	IX.	Trustees adjourned for a lunch.
Academic Master Plan Update	X.	Miner provided the attached presentation on the academic master plan. A brainstorming session on the best method for allocating resources ensued.
WSU's Sabbatical Program	XI.	Professors Julie Rich and Adolph Yonkee provided the attached presentations on how they spent their sabbaticals. Their sabbaticals were often spent with students on educational field trips and projects.
Shared Governance	XII.	Doris Geide Stevenson, Faculty Senate chair, gave the attached presentation on WSU's approach to shared governance. She discussed relevant policies and procedures and charges of the senate.
Other	XIII.	Mortensen invited trustees to the Aug. 20 Opening of School Breakfast.
Adjourn to Closed Executive Session	XIV.	Upon a motion from Marty Carpenter seconded by Don Salazar, the Board of Trustees unanimously voted to adjourn to a closed executive session for the purposes of discussing the character, professional competence, or physical or mental health of an individual, as well as to discuss reasonably imminent litigation.
Reconvene to Public Meeting	XV.	Upon a motion from Carpenter seconded by Salazar, the trustees reconvened into a public meeting. Trustees thanked organizers for the training.

Adjourn	XVI.	Upon a motion from Carpenter seconded by Danielle Croyle, the meeting adjourned.

WEBER STATE UNIVERSITY

EAST presentation for WSU Board of Trustees

September 13, 2018

GOAL

Our goal is fairly simple. Create a hands-on education taught by both academically and industrially trained faculty (all our faculty must have industry experience) using real-world projects to create interns and graduates that hit the ground running. We are focused primarily on undergrad education with some Masters level. We also focus on community outreach through our many K-12 programs with an emphasis on stackable credentials that students can earn from secondary to graduate school.

Engineering, Applied Science & Technology

- **Community – Meeting community needs through relevant degrees and certificates; Increased majors/graduates.**
- **Access – Controlling costs; Recruiting students.**
- **Learning – Smaller classes; Evidence-based learning; Project-based learning; New facilities**

EAST Degrees

- Associate of Pre-Engineering
- Computer Engineering, B.S. & M.S.
- Computer Science, B.S./A.A.S.
- Electrical Engineering, B.S.
- Network Management Technology (Cyber Security), B.S. & A.A.S.
- Design Engineering Technology, B.S. & A.A.S.
- Construction & Facilities Management, B.S., A.A.S
- Interior Design, B.S., A.A.S
- Professional Sales, B.S., A.A.S
- Electronics Engineering Technology, B.S. & A.A.S.
  - Controls Technology, A.A.S.
- Mechanical Engineering Technology, B.S. & A.A.S.
- Manufacturing Engineering Technology
  - Productions Operations & Controls, B.S. & A.A.S
  - Welding, B.S. & A.A.S
  - Plastics & Composites, B.S. & A.A.S

Programs deleted/modified/added to meet community needs

Some programs eliminated:

- Automotive: Collision Repair, Chrysler, General Motors, and Toyota T10. The department has moved to consolidate into a single comprehensive program. It has also led the state and region in addressing advanced technology like alternative fuels and vehicle automation.
- Business Education Composite Teaching: Too little demand for this program. This program did consolidate around a useful class, however, Business Communication which we are modifying to be Business and Engineering Communication. Some of the rest of the classes have been utilized by our Web/UX program.

Some Program Reorganization:

- WEB/UX, Networking, and Computer Science now sit within the School of Computing. This allowed us to eliminate some redundancy and focus on industry needs.
- Interior Design, Construction Management, Architectural Design, and Facilities Management (Building Systems) all now sit within the the Built Environment department.
- We are focused on our next reorganization to accommodate having Engineering and Engineering Technology programs working well together.

Some Program Additions:

- Certificates like Programming Essentials, Welding, Composites, Professional Sales, etc.
- Mechanical Engineering, Electrical Engineering, Computer Engineering, and Manufacturing Systems Engineering.
- Computer Engineering, Electrical Engineering, and Computer Science Masters.

EAST listens to and responds to changing industry needs:

Hill Air Force Base

Highly technical missions include:

- F-35 fighter jets
- Intercontinental ballistic missiles (ICBM)

Orbital ATK

(leader in aerospace and defense technologies)

- Eight Utah locations including:
  - HAFB: Propulsion systems
  - Freeport Center (Clearfield): Component refurbishment center
  - Clearfield: Aerospace structures

NORTHROP GRUMMAN

(global security company)

- Layton: Aircraft manufacturing
- Clearfield: Engineering

BOEING

(multinational corporation designs and manufactures commercial jets, and defense, space and security systems)

- Ogden: Aircraft manufacturing
- Layton: Engineering

Advisory Boards

We have an advisory board for every program as well as one for the college. They meet anywhere from twice per year to monthly. We yearly search for new members to join our established partners. Currently we have over 300 people from the community serving on our advisory boards.

Typically, we address curricular directions, accreditation implications, hiring needs, project opportunities, and budget/development concerns (scholarships, building plans, technology, etc.).

Highest Demand Occupations in Utah from CIP Codes 11, 14, and 15 used by TIAB for allocating

Software Developers, Applications

Computer Systems Analysts

Mechanical Engineers

Network and Computer Systems Administrators

Civil Engineers

Computer Programmers

Software Developers, Systems Software

Computer and Information Systems Managers

Web Developers

Computer Occupations, All Other

Industrial Engineers

Computer Network Support Specialists

Electronics Engineers, Except Computer

Electrical and Electronics Engineering Technicians

Electrical Engineers

Database Administrators

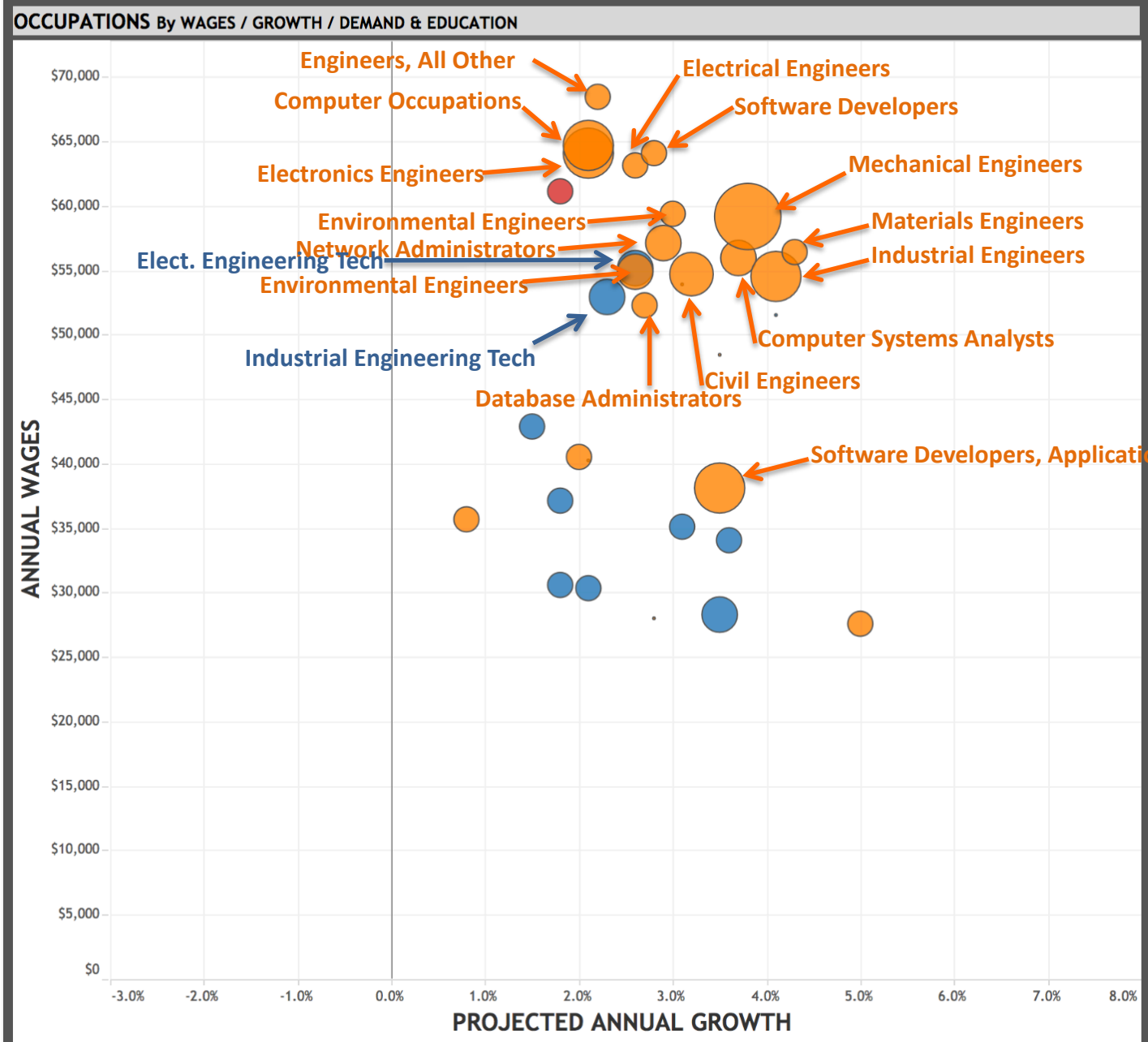
Biomedical Engineers

Computer Network Architects

Utah Occupational Explorer

Hover over each bubble or bar for details.
Click to open detailed occupation report.
(Click again to deselect)

Use the filters below to refine your search.



Region
Ogden-Clearfield MSA

Wage Type
Entry Level

Occupation Title Key-Word

STEM - (Sci., Tech., Eng., Math)
STEM

Education Required
(Multiple values)

Job Training
(All)

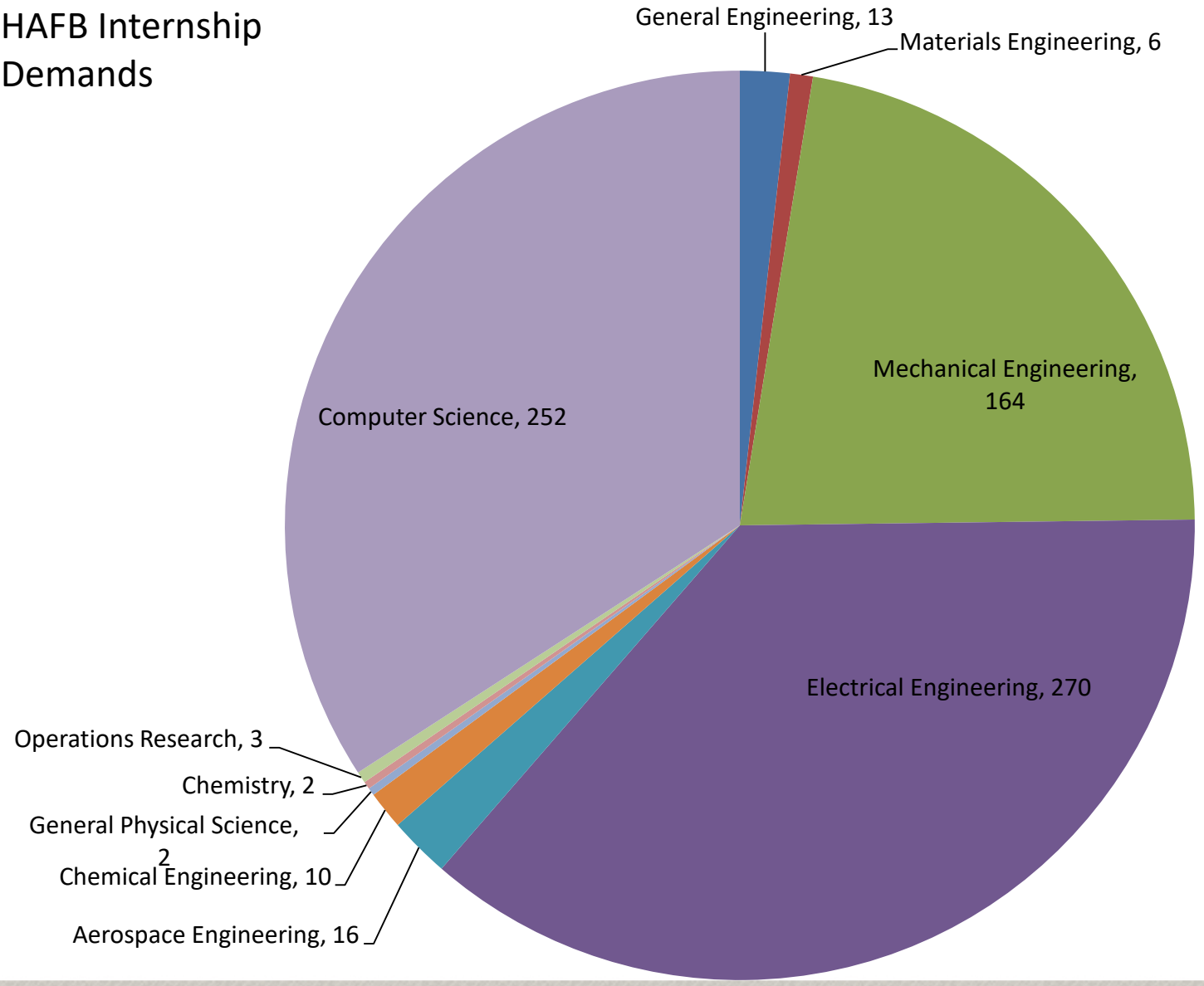
Work Experience
(All)

Occupation Group
(Multiple values)

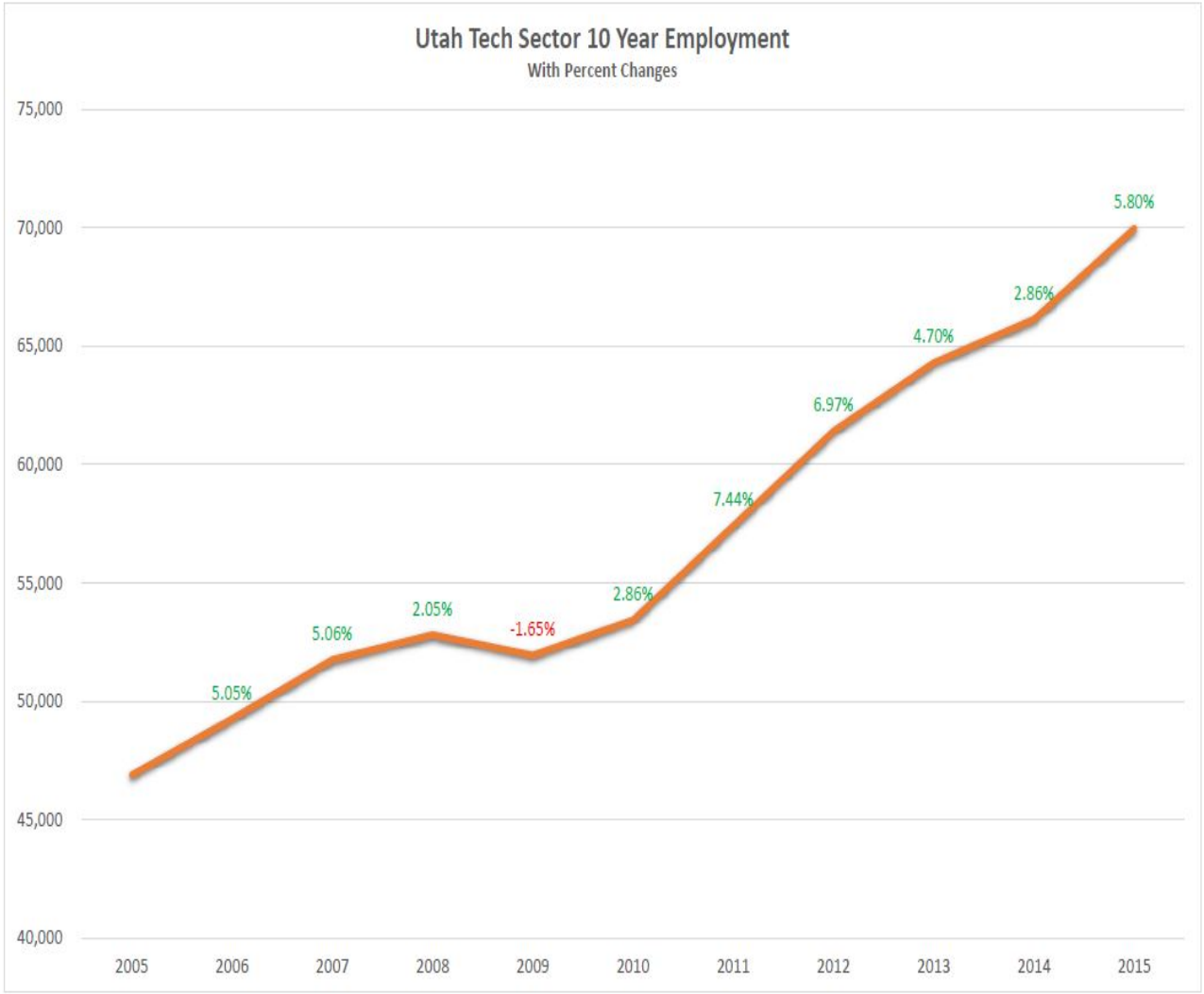
COLOR
Typical Education Required
- Doctoral or professional degree
- Bachelor's degree
- Associate's degree

BUBBLE SIZE
Annual Openings
0
20
40
60
70

HAFB Internship Demands

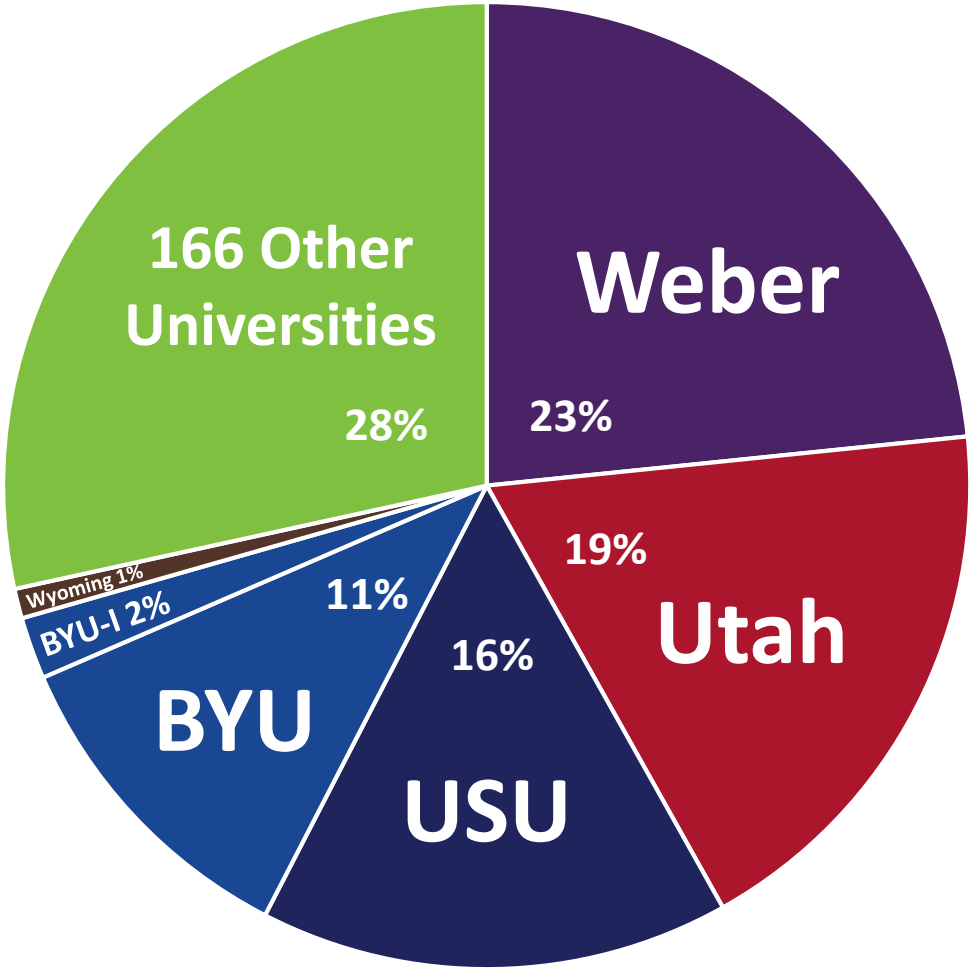


edcUTAH ECONOMIC DEVELOPMENT CORPORATION OF UTAH

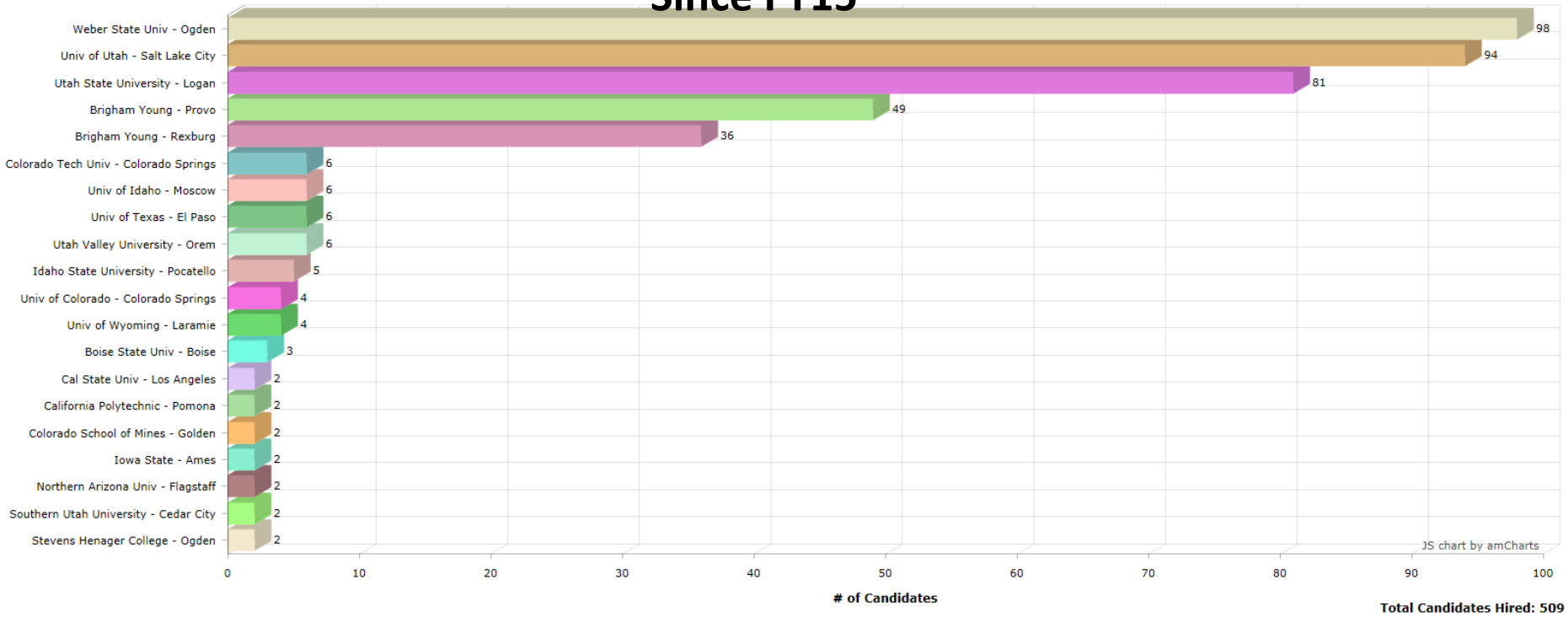


How Have We Responded?

HAFB Current S&E Demographics Bachelor's Degrees As of October 2017



HAFB Number of Candidates Hired by University Since FY15



Total Candidates Hired: 509

Computer Science and Engineering Graduation Increases for last Engineering Initiative Request (Comparison years 2014, 2016)

	U of U	USU	WSU	SUU	Snow	DSU	UVU	SLCC
2014	941	473	270	43	33	36	306	177
2016	1101	600	438	67	53	41	372	263
Difference	160	127	168	24	20	5	66	86
Diff %	17%	27%	62%	56%	60%	14%	22%	49%
% of state-wide increase	24.39%	19.36%	25.61%	3.66%	3.05%	.76%	1.01%	1.31%

MAJORS	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	% chg 2008/2017
AUTO	182	197	198	220	222	235	246	232	249	226	265	24%
CS	505	523	645	711	821	783	802	1,220	1220	1284	1467	154%
CMT			268	295	231	195	197	190	321	281	291	5%
ENGR	170	174	281	308	359	345	331	358	358	414	454	144%
ET	569	605	653	708	686	626	622	970	970	864	980	52%
NTM	152	146	181	167	167	185	206	318	318	282	318	86%
PS	450	524	465	487	473	466	440	567	533	582	650	29%
EAST	2,374	2,379	2,762	2,820	2,977	2,895	3,039	4,028	3969	3933	4425	66%
WSU	21,388	23,001	24,048	25,301	26,532	25,155	25,954	25,955				21%

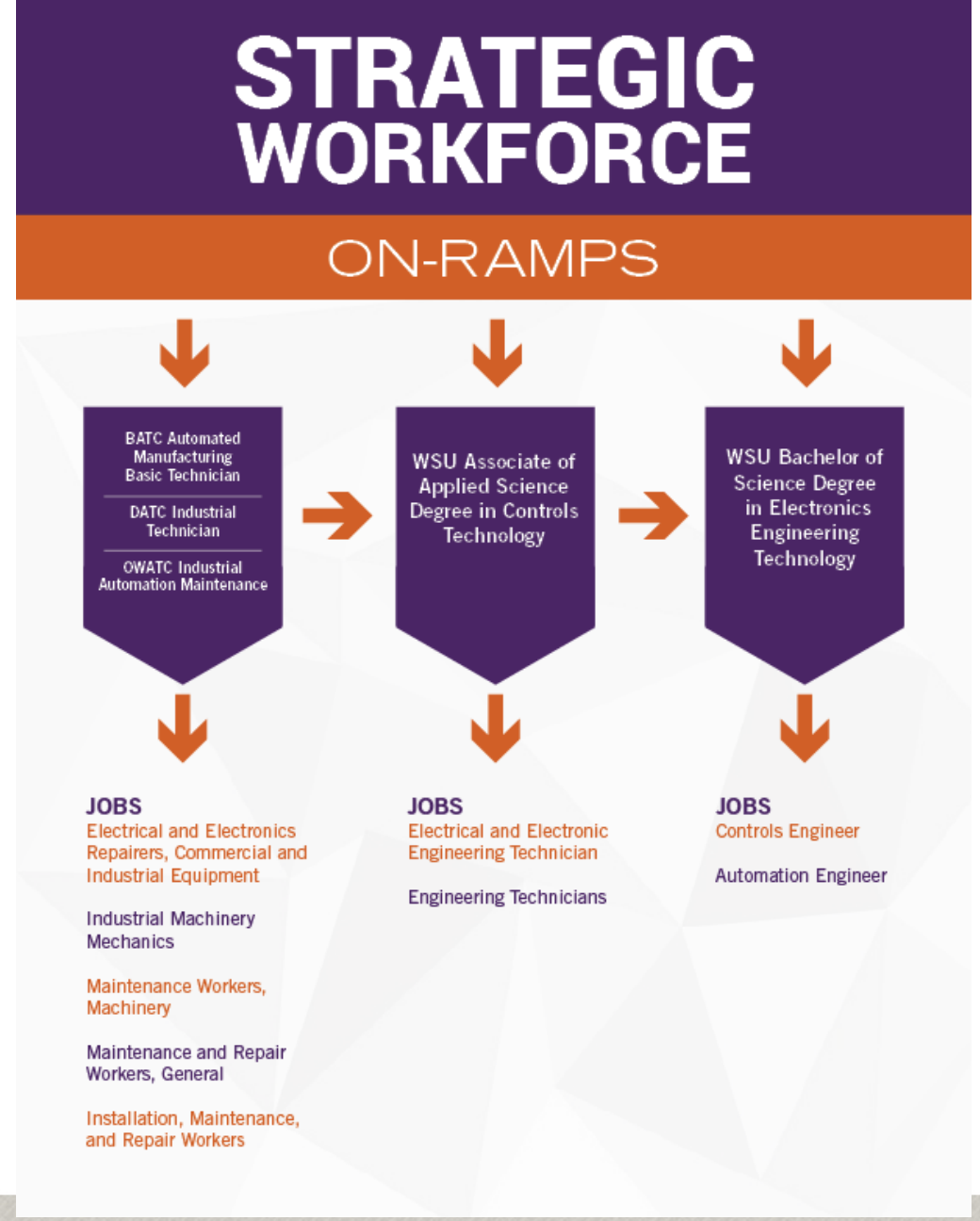
GRADUATES	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	% chg 2008/2017
AUTO	52	41	61	33	37	44	44	75	54	54	41	-21%
CS	103	105	110	101	145	167	123	168	201	196	222	116%
CMT			44	70	66	43	37	24	36	40	47	7%
ENGR	9	7	18	20	27	24	32	39	38	48	39	333%
ET	87	98	101	91	117	85	100	161	135	127	124	43%
NTM	26	30	31	33	26	39	45	47	63	67	54	108%
PS	143	158	166	127	146	117	102	128	158	172	236	65%
EAST	473	491	531	475	564	519	483	646	689	711	769	63%

ACCESS - Recruiting Students

PREP,
Parent-Daughter
Engineering Days,
FIRST, SheTech,
GirlsGoDigital,
GameCamps,
WeldingCamps,
Etc. etc. etc.

Stackable Credentialing

Stackable Credentialing



LEARNING – Smaller Classes; Evidence-based Learning; Project-Based Learning; New Facilities

. . . and doing it with high student to faculty ratios

Department	Faculty	Majors	Enrollment	Graduates	FTEs	Majors-to-Faculty Ratio	Enroll-to-Faculty Ratio	Graduates-to-Faculty Ratio	FTE-to-Faculty Ratio
AUTO	5	226	343	54	95	45.2	68.6	10.80	19.00
CS	17	1284	1987	196	1176	75.52	116.88	11.52	69.17
CMT	5	281	364	40	66	56.2	72.8	8.00	13.20
ENGR	8	414	403	48	82	51.75	50.37	6.00	10.25
ET	16	864	1452	127	500	54	90.75	7.93	31.25
NTM	9	282	3712	67		31.33	412.44	7.44	0.00
PS	11	582	1984	172	560	52.9	180.36	15.63	50.90
EAST	71	3,933	10245	711	2,479	55.39	144.29	10.01	34.91

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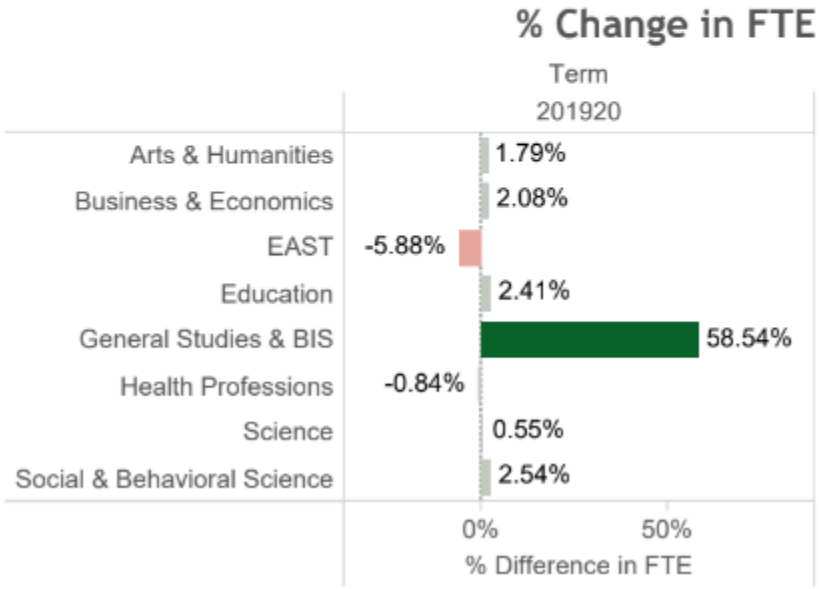
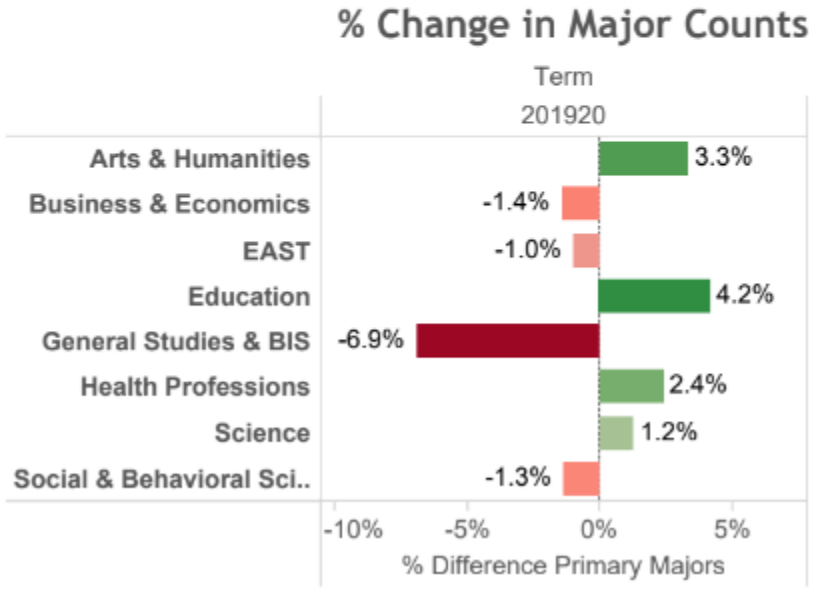
Budget Related Enrollments by Department
Fall 2018 vs. Fall 2017

Semester
Fall

Select Reporting Level
WSU Overall

Select Point-in-Time for Comparison
2





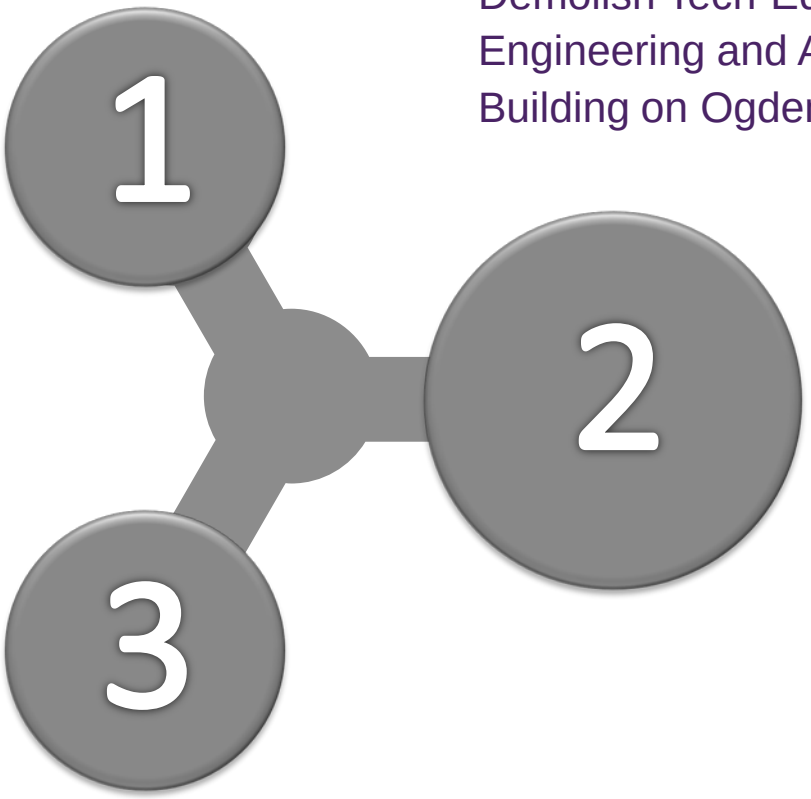
First Program, Primary Major Counts By College

	201720			201820			201920		
	First Program, Primary M..	Difference	% Difference	First Program, Primary M..	Difference	% Difference	First Program, Primary M..	Difference	% Difference
Arts & Humanities	1,723			1,672	-51	-3.0%	1,728	56	3.3%
Business & Economics	2,047			2,071	24	1.2%	2,042	-29	-1.4%
EAST	3,080			3,029	-51	-1.7%	2,999	-30	-1.0%
Education	1,733			1,725	-8	-0.5%	1,797	72	4.2%
General Studies & BIS	2,722			3,017	295	10.8%	2,810	-207	-6.9%
Health Professions	3,899			4,041	142	3.6%	4,138	97	2.4%
Science	1,212			1,206	-6	-0.5%	1,221	15	1.2%
Social & Behavioral Sci..	2,074			2,062	-12	-0.6%	2,035	-27	-1.3%
Grand Total	18,483			18,819	336	1.8%	18,767	-52	-0.3%

	total	GPA	average age	% female	% graduated in CS
All students:	4266	2.86	26.37	8.27%	22%
Concurrent credit	991	2.94	22.2	8.68%	22%
Advanced Placement (AP)	387	3.10	23.11	8.79%	35%
Math					
Developmental	656	2.29	26.98	9.76%	10%
Introductory	1988	2.71	24.82	7.65%	27%
Advanced	1023	3.09	26.92	6.55%	55%
Age					
< 20 years old	676	2.42	18.28	10.36%	15%
20 - 24 years old	1403	2.71	22.06	6.77%	29%
>= 25 years old	1918	2.88	32.57	8.97%	31%
Developmental math	656	2.29	26.98	9.76%	10%
Non-Developmental math	3610	2.92	26.26	8.01%	28%
Developmental English	300	2.20	27.32	8.33%	14%
Non-Developmental English	3966	2.82	26.3	8.27%	33%
Transfer Credit					
Transfer credit w/o CS	2336	2.85	27.49	8.69%	25%
CS transfer credit	998	2.91	28.93	6.71%	43%
No transfer credit	2336	2.55	27.49	8.69%	21%
Traditional Students:	148	2.28	18.31	5.41%	11%

FALLOUT SHELTER

Build Computer and Automotive Engineering Building at WSU Davis (non-state funded)



Demolish Tech-Ed/Build Noorda Engineering and Applied Science Building on Ogden campus

Renovate Engineering Technology Building on Ogden campus (capital improvement funds)

Expanding Partnership

NUAMES

Northern Utah Academy for Math, Engineering & Science

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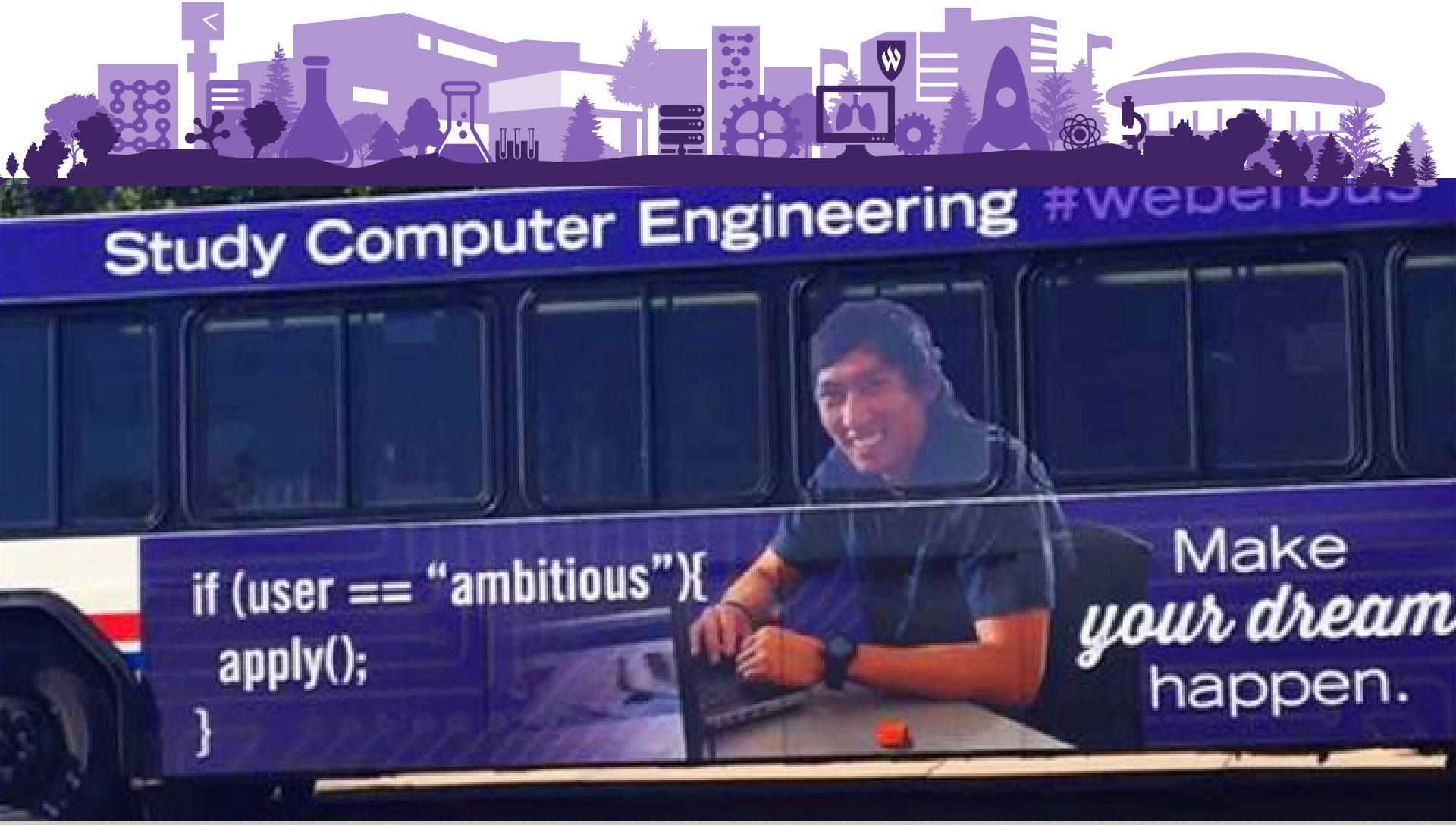
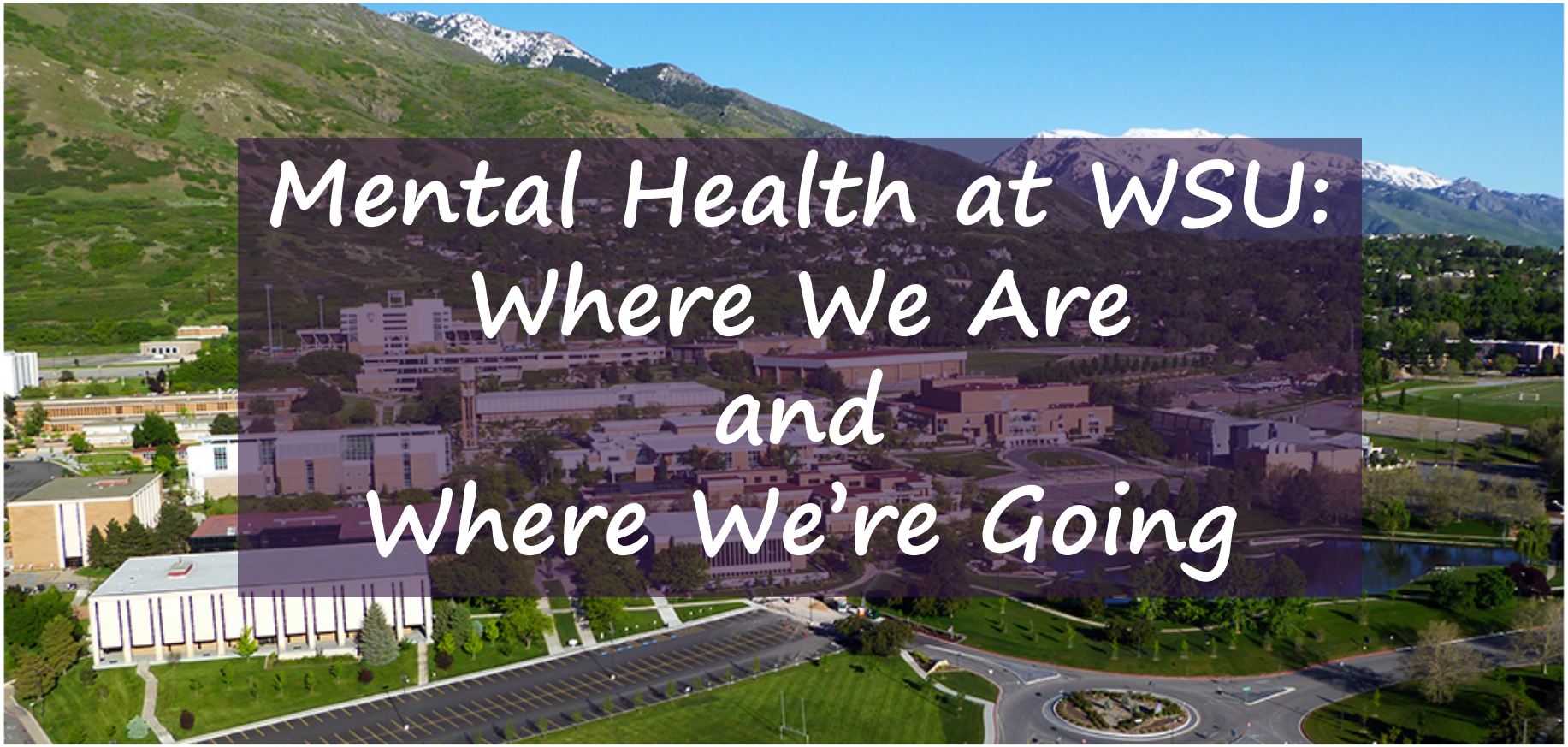
DAVIS CAMPUS

Thank You!


Study Computer Engineering
if (user == "ambitious"){
apply();
}
Make
your dream
happen.

WEBER STATE UNIVERSITY

Dianna K. Abel, Ph.D.
Executive Director of Counseling, Health, and Wellness



Mental Health at WSU: Where We Are and Where We're Going

Where We Are

Recent Depression (last 12 months)

ACHA National College Health Assessment 2017	USA %	Utah %	WSU %
Felt very sad	67	67	69
Felt things were hopeless	51	56	53
Felt so depressed it was difficult to function	39	40	42
Diagnosed with depression	17	18	20
Taken medication for depression	17	18	20
Seriously considered suicide	10	12	13
Made a suicide attempt	2	2	2
Depression has affected academic performance	16	18	15

Where We Are

Recent Anxiety (last 12 months)

ACHA National College Health Assessment 2017	USA %	Utah %	WSU %
Felt overwhelming anxiety	61	60	64
Diagnosed with anxiety	21	20	23
Taken medication for anxiety	11	12	14
Anxiety has affected academic performance	24	27	26

Where We Are

Mental Health History

ACHA National College Health Assessment 2017	USA %	Utah %	WSU %
Ever diagnosed with depression	22	25	29
Ever seriously considered suicide	26	27	29
Ever made a suicide attempt	10	11	14

Our Services

- Short-term counseling
  - Individuals, couples, and families
- Groups
- Crisis Intervention
- Psychiatric evaluation and med management
- Outreach and consultation
  - QPR for Suicide Prevention

New Course: Mental Health Awareness and Advocacy

- Empathic listening
- Understanding depression and anxiety
- Adaptive coping skills
- Responding to peers in crisis
- Effective referrals
- QPR certification
- Prerequisite for peer support group facilitation

TAO Self-Help

- https://player.vimeo.com/video/249680537

TAO vs SafeUT

TAO is proactive self-help

TAO
Therapy Assistance Online

SafeUT is crisis intervention

SAFE UT

WEBER STATE UNIVERSITY

Dianna K. Abel, Ph.D.
Executive Director of Counseling, Health, and Wellness

A) UPDATES

a. Supreme Court is filled, and Graphic Design position is filled.
    i. Caden Holmes and Clayton Winn
b. Social Media and Marketing Update
    i. FOLLOW OUR SOCIAL MEDIA
        1. Updates and hype videos
c. Taters with Slater
d. Foam Bash and Late Night at Weber
e. Jake Robbins– Campus Cup and Our Schools Now
f. WSUSA Is You!

B) UPCOMING EVENTS

a. Athletics– Update with the teams. (Men's and Women's)
b. Homecoming (Paint the Town)
c. Diversity Conference October 4-5
d. Project Lead November 2-3

WEBER STATE UNIVERSITY
Staff Advisory Committee

Staff Advisory Committee Report
September 2018

The Staff Advisory Committee is a group of 13 staff employees who represent the voice of over 950 non-exempt and exempt staff members to the university administration from all divisions of campus: Academic Affairs, Student Affairs, Information Technology, Administrative Services, University Advancement and the President's Office. In addition to supporting the mission and vision of the university and encouraging staff to maintain a commitment to student success, our purpose is to seek input from non-exempt and exempt staff on current Weber State topics and issues, and to communicate back to staff the resolutions or changes to the various policies and procedures that affect them.

1. Over the summer, the SAC leadership attended the Utah Higher Education Staff Association (UHESA) conference held at the Snow College Richfield Campus. The conference was an opportunity for the staff leadership at all Utah System of Higher Education institutions to network and discuss future collaborations on topics we are working on at our respective institutions and how to collaborate with the Utah State Board of Regents office on topics that affect staff at the legislative level.

2. The SAC leadership will attend the UHESA fall meeting on Thursday, September 20, at the University of Utah in conjunction with the Utah State Board of Regents meetings on campus. UHESA will attend the Regents' open meetings.

3. Involved in the New Employee Welcome, helping new staff recognize points of contact for any questions or concerns they have as University employees.

4. Celebrated and honored 12 staff employees with a Super Staff Award. Socials were held to recognize their commitment to student success and for going above and beyond the call of duty.

5. Co-sponsored a communication survey that was distributed by University Marketing and Communications, and participated on focus groups related to campus communication.

6. In April, we collaborated with the Office of Admissions to promote staff to encourage friends and family to continue their education at WSU through UHESA's "Bring a Friend to Finish" initiative and WSU's Purple Carpet Event.

7. Developed videos that will increase awareness of who the SAC is and what the SAC does. Two videos were produced: 1) to inform the campus community of who we are and what staff topics we have addressed, and 2) to inform non-exempt and exempt staff members what they can gain by being involved with the SAC. These videos have been shared on our website and in the New Employee Orientations and will also be featured on our newsletter distributed each semester.

2018-2019 Staff Advisory Committee

SAC Chair	
Jackie Shafer	Accounting Services
Administrative Services / University Advancement / President's Office	
Janae Chaffee	Facilities Management
Jeanette Lowe	Human Resources
Claude Payne	Bursar and Collection Services
Anita Preece *(Treasurer)*	VP of Administrative Services
Patricia Rasmussen	Accounting Services
Academic Affairs	
Marianne Bischoff	Geosciences
Tricia Cook	College of Arts and Humanities
Shauna Pitt	College of Health Professions
Cathy Christensen	WSU Stewart Library
Student Affairs / Information Technology	
Amy Huntington *(Vice Chair)*	Access and Diversity
Marzzieh Larsen *(Recorder)*	Associate VP of Student Affairs
Information Technology	
Luke Jenkins	Infrastructure Services
Advisory	
Brad Mortensen	President's Council
Cherrie Nelson	Human Resources
Lonnie Lujan *(Past Chair)*	Radiologic Sciences

DRAFT

2018 Progress Report

Utah: A State of Opportunity

Utah State Board of Regents Strategic Plan 2025

DRAFT

Renewed Focus

The Board of Regents adopted a ten-year strategic plan in 2016, and it provided an update to its efforts in a 2017 progress report. In 2018, the Board has renewed its focus on its primary mission to "provide strategic leadership and link system capacity to the economy and workforce needs" (according to the duties defined in 53B-1-103-3 of the Utah Code).

Strategic Goal

With that in mind, the Board reaffirms its existing strategic goal:

Increase the educational attainment of Utahns to enhance their overall quality of life, and to meet Utah's current and future workforce needs.

Strategic Objectives

The last year has seen significant effort by the Board to ensure a disciplined focus across its strategic objectives:

Affordable Access—The Board of Regents wants to ensure all Utahns can affordably access a quality postsecondary education with the tools, resources, and information that start them on the path to completion, especially for underserved populations and first-generation college students.

Timely Completion—Utah's public colleges and universities help students realize their potential by supporting them on their path to an on-time graduation.

Workforce & Research—Higher education institutions enable Utahns to adapt to the seismic shifts in today's global economy. The base of Utah's economic activity is formed by students becoming lifelong learners and creators through cutting-edge research and real workforce opportunities while in college.

Capacity & Growth—Utah uniquely stands out across the country with its white-hot economy amidst an increasing population, buttressed by a vibrant and growing number of K-12 students. While positive, these factors are also stretching the capacity limits of Utah's public colleges and universities, requiring cost-effectiveness and thoughtful oversight of limited resources to ensure a student's quality education.

2018–19 Priority Initiatives

In May 2018, the Board of Regents identified priority initiatives that will most influence the Board's strategic goal. To accomplish these priorities, existing resources within the Commissioner's Office will be identified, or, if necessary, additional resources will be requested from the state.

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Immediate Priority: Affordable Student Access

In order to achieve the Board's strategic goal, it is crucial that the pipeline of high school students going to college be expanded to include more students who are from low-income, underserved, first-generation, and historically underrepresented populations.

Utah College Acceptance Letters

A basic step in helping set proper college-going expectations among high school students is affirming the opportunities for all high school graduates to attend Utah's colleges and universities. At a time when a large majority of jobs being filled requires a college education, a notification to all high school seniors and their parents reminding them of the affordable and accessible college opportunities in Utah is one obvious step in reinforcing a college-seeking culture and improving the college-going rate of high school seniors. Expanding the pipeline of incoming students is a foundational step to increasing college attainment rates in Utah by reaching out to high school seniors.

In partnership with the Utah State Board of Education, the Board of Regents will automatically notify high school seniors as they begin their last year of high school that they qualify and are eligible to attend college in Utah. This will include a comprehensive welcome letter for every high school senior and their parent, which will notify them of their acceptance into any of the Utah's open access universities and colleges upon graduation from high school. Additionally, students who meet the admissions eligibility of the selective admissions universities will be notified of early acceptance. The inaugural letter will be sent to the graduating class of 2020. States like Idaho and South Dakota with similar initiatives have seen a significant increase in overall college enrollment.

Primary Goal: 5% increase in college admissions applications to USHE schools by Fall 2020 (including the number of students who enroll or defer in Fall 2020, disaggregated by income status and underrepresented populations).

Student Aid and Tuition Policy Review and Evaluation

The return on investment for a college education for both the student and the state continues to be high, but paying for a college education can be a challenge for Utah families, with many believing higher education is not affordable for them.

Paying for college is a complex function of tuition and financial aid, combined with fees, housing, transportation, and other personal costs. The Board of Regents is developing a comprehensive evaluation and possible redesign of existing tuition and student aid policies. In early 2018, the Board took initial steps to seek a more deliberate allocation of tuition waivers--a

state-sanctioned mechanism for student scholarships and aid. Subsequently, the Board recognizes an urgent need to understand the impact of tuition waiver use in relation to the economic return to the state, the student, and the institution. The evaluation will also address how tuition waivers fit into broader affordability strategies of the Board.

Primary Goal: Baseline study that captures the cost/benefit of discounted tuition to the state, determines the multiplier effect of nonresident student graduates to USHE institutions and the state, and provides recommendations for policy and performance metrics on affordability.

StepUp Schools: Targeted Outreach

StepUp to Higher Education is the Board's current statewide junior high and high school outreach for college preparation and access. StepUp supports programs including the Regents' Scholarship, Concurrent Enrollment, StepUp Utah Scholars, Utah College Application Week, and FAFSA Completion Open Houses. The StepUp Schools Initiative leverages current efforts in a more comprehensive, streamlined, and focused outreach to targeted partner schools where the most impact can occur with better-defined outcomes.

For the 2018-19 school year, the Board is partnering with 16 high schools and their 19 "feeder" junior high schools. The schools were identified using data such as the number of students qualifying for free and reduced lunch, race/ethnicity indicators, federal financial aid (FAFSA) completion rates, and low college enrollment rates of their graduates.

Partner schools will receive tailored, comprehensive outreach, counselor training, on-the-ground support for college-readiness activities, and grants to support college readiness and professional development. A data-driven approach will help administrators work with students who can most benefit from programs like Concurrent Enrollment and the Regents' Scholarship. StepUp Ambassadors, a near-peer mentoring program, will be placed in select partner schools to assist in personalizing outreach efforts to first-generation, low-income, and other marginalized, historically underrepresented student populations.

Commissioner's staff engaged with all partner schools in Spring 2018. Extensive follow-up and program customization efforts are underway in preparation for the upcoming school year. This initiative requires a significant priority shift in current outreach resources to achieve the initiative's goals.

Primary Goal: School-specific goals for each of the 16 partner high schools are being identified in the following areas:

- Increasing the number and percent of students enrolling in Concurrent Enrollment classes,
- Increasing the number and percent of students qualifying for the Regents' Scholarship,
- Increasing the number and percent of students applying to college,
- Increasing the number and percent of students applying for the FAFSA, and
- Increasing the number and percent of students enrolling in college.

Long-term Priority: Credential Stackability, Transfer, and Data Innovation

The Board of Regents prioritized two multi-year initiatives that require further development and scope definition.

Increase awards in high-demand, undersupplied occupational areas via stackable bachelor's degrees, associate degrees, and certificates

The Board has prioritized increasing opportunities for students to complete baccalaureate degrees in key occupational areas and, as appropriate, provide flexible requirements in the first two years, thus increasing the stackability of credentials throughout the state.

A key part of this effort will be to establish a new kind of four-year degree built on flexible preparation in the first two years and strong foundations of applied knowledge within the discipline. The degree relies heavily on partnerships with K-12, UTech colleges, and industry that link students to the discipline. The degree also accommodates a stackable pathway via certificate and/or associate degree programs from institutions throughout the state.

Revisions to Regents' Policy R401 is a necessary first step to establish standardized guidance in developing and revising baccalaureate programs that work across institutions and with state economic development programs such as Talent Ready Utah, Strategic Workforce Investments, and the Talent Development and Retention Strategy Initiative. This guidance will help ensure alignment with state and regional economic development priorities. As the policy is established in the near-term, a more comprehensive implementation plan will be developed that will measure the output and stackability of this new type of degree.

Statewide data and technology strategy to support predictive analytics, guided pathways, and transfer articulations

A statewide data and technology strategy is foundational to making any significant systemwide strides in increasing the state's attainment rates. For the past several years, USHE institutions have pursued newfound data solutions to enhance student learning, help students identify degree pathways and stay on-track to graduation, reduce time and cost to completion, and to drive operational efficiencies in the face of continued student enrollment growth.

However, institutions often face significant barriers in implementing effective data solutions due to factors often outside their direct influence, including: a high transfer rate of Utah students (two-thirds of Utah college students attend two or more institutions); a diversifying student population; the inability to track students across the system; the lack of a common language, definitions, and metrics that could make analyses of student pathways stronger; and sometimes a lack of local technological expertise to customize data products to meet

institutional needs as well as the need to provide critical pathways to the state's workforce. The implementation of a Board initiative provides governance and scale that supports institutional efforts. A statewide data and technology strategy would include:

- Cost savings efforts through common IT strategies, coordinated licensing and implementation of enterprise data solutions, and effective IT investment in enterprise applications, standards, security, and infrastructure.
- Data quality and real-time analytics that provide transparency and intra-system compatibility.
- Personalize the student experience in advising, operations, and just-in-time intervention.
- Data management and reporting that provides clear performance and value tracking for key stakeholders (legislators, Board of Regents, Boards of Trustees, business advisory boards, etc.)
- Enhance platforms for public/private partnerships that increase and scale the availability and flexibility of courses for students, leverage the ecosystem for nontraditional teaching excellence, and address new and rapidly evolving curriculum needs to better serve students.
- Improved articulation and transfer of students among USHE and UTech institutions that enables the flexible, innovative and competency-based delivery methods that better supports today's variety of students.
- IT infrastructure with the requisite security and usability.

Ongoing Efforts: Communications, Career Exploration and Advising, Student Mental Health, and Completion Strategies

Several continuing initiatives have already been prioritized by the Board of Regents in the past year:

Strategic Communications Plan / 50th Anniversary of the Board of Regents in 2019

To increase momentum for the state-level strategic direction of higher education, USHE has engaged with a communications agency to develop a robust communications strategy that will heighten the engagement of stakeholders, promote the importance of achieving a higher education and being prepared for college, speak to the value-add of state-level higher education leadership, and promote the initiatives and projects the Board will be implementing in the coming months.

Different from institutional marketing and recruitment efforts, the Board of Regents operates at a state level and advocates for the importance of higher education in general. This campaign strategy will be structured with an overarching advocacy message for higher education in Utah with actionable initiatives supporting that message. This structure sets up a clear, proactive, and compelling narrative for the Board's vision for higher education in Utah. This will also be the springboard communications effort as the Board enters its 50th year in 2019.

Strengthen career pathways by improving high school advising on college and career options, and enhancing UtahFutures with more robust career exploration tools

UtahFutures.org is Utah's career information system for students, job seekers, employment service providers, educational institutions, and more. The use of UtahFutures has increased significantly since the Legislature gave responsibility for it to the Utah Education and Telehealth Network (UETN): registered accounts have tripled in two years, and users are spending significantly more time on the site. Despite the previously-inherited challenges, UETN's leadership has resulted in UtahFutures becoming the backbone of student and parent college- and career-planning efforts. However, the current career planning and exploration tools lack the depth and data on local workforce patterns and total cost of college attendance information for Utah.

The Board, in partnership with K-12, the Department of Workforce Services, Talent Ready Utah, and UtahFutures, will implement a workforce exploration tool based on state data on postsecondary completers and their employment patterns. This tool is easily accessible online, allowing users to explore and compare potential educational and career opportunities. The tool will inform high school students of the return on investment and the projected breakeven cost of specific programs based on current state graduate and wage data.

Student mental health recommendations adopted in September 2017

In September 2017, the Board of Regents approved the following recommendations of the Regents' Mental Health Working Group, directing institutions to:

1. Assess the mental health and wellness needs of USHE students
2. Improve mental health education at USHE institutions
3. Increase access to mental health services
4. Develop institutional five-year mental health implementation plans

Institutions will create five-year implementation plans based on the recommendations, which will incorporate the strategies outlined.

Completion strategies—specifically, seeking baseline data on student transfer and credit articulation

A student's path toward completion is a complicated and often circuitous journey. In 2013, the Board took steps to systematically help students reach timely completion goals through a number of initiatives including 15 to Finish (now 30 in 3), plateau tuition, degree maps (now guided pathways), math pathways, and reverse transfer. The Commissioner's Office will continue implementing these programs and measuring impact as part of its annual completion report.

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Transfer

In response to recommendations from the Board's Timely Completion Work Group, transfer will be a prime concern going forward. Transfer directly relates to both guided pathway and data strategy initiatives. Strategies include:

- Purchase and implementation of a systemwide transfer platform that strengthens course-to-course articulations and includes program-to-program articulations.
- Development of a completion metric that tracks transfer paths as a part of a student's path to an on-time graduation and that will broaden the view of successful preparation for four-year programs by two-year institutions.
- Implementation of a systemwide student identifier in place of unique institutional student identifiers.

High Impact Practices

In 2017, the Board recommended all students experience two high impact practices (HIPs) throughout a program of study—one within the first 30 credits and another within their major. The Commissioner's Office will create a guideline to determine what qualifies as a high-impact experience and will measure the effectiveness of these experiences in relation to retention and completion.

Measuring Higher Education

The Board of Regents continues its commitment to authoritative data collection and reporting.

The USHE Data Book is an exhaustive data collection that has been annually published since 1987. Several dashboards are available online related to tuition, enrollments, and the employment and wages of college graduates. The Board also collaborates and provides data services for the legislature, state and national agencies, and several non-government entities.

The Board has charged the Commissioner of Higher Education with compiling the highest-priority metrics that are the best indicators of performance and viability of higher education in Utah, in the most accessible form possible. The following table provides an updated revision to the metrics coinciding with the refocused objectives. The metrics reflect the Board's efforts to provide consistent measures that inform state leaders, including the Governor's Office and Utah Legislature. With this iteration, the Board will further develop the benchmarks and goals to include the same measures for USHE institutions during 2018-19, along with accompanying online dashboards on HigherEdUtah.org.

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Affordable Access

Timely Completion

	College Participation of High School Graduates	Affordable Tuition & Fees	Time to Graduation
Metric			
Definition	Percentage of Utah high school graduates who enroll in college within 5 years of high school graduation	Percentage of full-time, resident students who do not require loans, grants, or scholarships to pay for college	Number of semesters needed to complete a college degree
Benchmark	Current average enrollment within 5 years for 2007-2012 high school graduates Value: 69%	Percentage of USHE full-time, resident students who pay full-price Value: 19%	Standard: Bachelor's degree: 12 semesters Associate degree: 6 semesters Average Value: 2017 Benchmark Bachelor's Average 11.8 Median 11.5 (50%) 55.48% 12 Semesters or less Associate Average 9.7 Median 9.0 (50%) 19.54% have 6 Semesters or less
Goal	75% of the Utah high school graduating class of 2020 will enroll in college within 5 years of high school graduation	Minimum of 20% of full-time, resident students will not need loans, grants, or scholarships to pay for college	Goal: 70% of students completing their first bachelor's degree will do so in 12 semesters or less by 2025 30% of students completing their first degree as an associate degree will do so in 6 semesters or less by 2025
Sources	*https://higheredutah.org/wp-content/uploads/2013/03/2017-2-Five-Year-Participation-and-Completion-David-Ma.pdf*	*https://higheredutah.org/wp-content/uploads/2013/03/2017-3-Unmet-Financial-Need-Joe-Curtin.pdf*	*https://higheredutah.org/pdf/reports/CompletionParticipation2017.pdf*

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	Workforce & Research	Capacity & Growth	
Metric	**Return on a Student's Investment on Higher Education**	Change in Total Cost per Award	Functional Cost per Student
Definition	**Wage premium ratio for every $1 of tuition paid**	Change in total cost per award (the total awards divided by the current year's operating expenses, compared with the previous year)	Systemwide functional expenses per student (FTE) compared to inflation
Benchmark	**Ratio of wage premium on a degree for every $1 of tuition paid** **Value: 6:1 for an associate degree 20:1 for a bachelor's degree**	Annual percent change in the Higher Education Price Index (HEPI) for the corresponding year Value: 3.7% increase in HEPI for 2017	Annual percent change in the Higher Education Price Index (HEPI) for the corresponding year Value: 3.7% increase in HEPI for 2017
Goal	**At a minimum maintain a 6:1 ROI for an associate degree and 20:1 for a bachelor's degree**	Annual percentage change in total cost per award be at least 5% less than the average annual percentage change in HEPI (Example FY17 Goal: HEPI 3.7% *.95% = 3.5%)	The annual system percentage change in functional expenses should be less than or equal to the 5-year rolling average % change in HEPI
Sources	***https://higheredutah.org/wp-content/uploads/2018/01/2018-1-ROI-of-College-Joe-Curtin-Mike-Palica.pdf***	*https://www.commonfund.org/commonfund-institute/higher-education-price-index-hepi/* *https://le.utah.gov/interim/2018/pdf/00001219.pdf*	*https://www.commonfund.org/commonfund-institute/higher-education-price-index-hepi/*

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Capacity & Growth

Metric	Space Utilization	Return on State Tax Fund Investment in Higher Education
Definition	Average instruction-related classroom use (calculated by multiplying an institution's fall classroom utilization rate and station occupancy rate)	Ratio of increased tax contributions over 30 years as a result of earning a higher education credential to state tax fund appropriations to higher education
Benchmark	USHE Classroom Room Utilization Standard: 33.75 USHE Classroom Station Occupancy Standard: 66.7% Value: varies by institution	Estimated 30-year ROI in tax contributions to annual state tax fund appropriation Value: 2:1 ROI
Goal	A minimum score of 22.5 (calculated by the average hours per week multiplied by the average station occupancy: 33.75 hours per week * 66.7% occupancy = 22.5)	Maintain a 30-year ROI of 2:1
Sources	*https://highereducation.org/pdf/agendas/20180330/TABL_2018-03-30.pdf*	*https://highereducation.org/the-roi-of-utahs-college-graduates/*

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Board of Regents

The Board of Regents oversees the governance of the Utah System of Higher Education (USHE). The Board is responsible for statewide planning, appointment of institutional presidents, approval of academic programs, prioritization of facilities requests, and submission of a unified budget request to the Governor and state legislature.

Harris Simmons, Chair
Nina Barnes, Vice Chair
Jesselie Anderson
Daniel Campbell
Wilford Clyde
Marlin Jensen
Ronald Jibson
Patricia Jones
JaKell Larsen
Steven Lund
Robert Marquardt
Cristina Ortega
Robert Prince
Mark Stoddard
Teresa Theurer
Thomas Wright

Commissioner of Higher Education

The Commissioner of Higher Education is the chief executive officer of USHE and is appointed by the Board of Regents. The Commissioner provides statewide leadership, makes policy recommendations to the Board of Regents, and executes Board of Regents' policies and programs.

The Utah Higher Education Assistance Authority (UHEAA) and the Utah Educational Savings Plan (UESP) are also under the oversight of the Board of Regents, and both organizations help to guide Utahns through the higher education financial planning process.

Commissioner of Higher Education David Buhler

Utah System of Higher Education

The Utah System of Higher Education is comprised of the eight public colleges and universities in the state:

RESEARCH UNIVERSITIES
University of Utah—flagship; medical, dental, pharmacy, and law schools, etc. *President Ruth Watkins*
Utah State University—land grant; 33 regional sites and campuses statewide *President Noelle Cockett*

REGIONAL UNIVERSITIES
Weber State University *Interim President Norm Tarbox*
Southern Utah University *President Scott Wyatt*
Dixie State University *President Richard "Biff" Williams*
Utah Valley University *President Astrid Tuminez*

COMMUNITY COLLEGES
Salt Lake Community College *President Deneece Huftalin*
Snow College *President Gary Carlston*

UTAH SYSTEM OF HIGHER EDUCATION
Building a Stronger State of Minds

WEBER STATE UNIVERSITY

President's Report

WSU Board of Trustees
Sept. 13, 2018

1. WSU microbiology professor Craig Oberg ran his 100th marathon right here in Ogden in May. Oberg has run marathons from all over the country and has qualified for the Boston Marathon seven times. His best marathon time was three hours, 23 minutes.

2. WSU's 2016-17 President's Annual Report, released in fall of 2017, recently received the highest award from the Council for Advancement and Support of Education's (CASE's) Circle of Excellence program. The recognition, a Grand Gold award, was given to WSU Marketing & Communications in the President's Reports and Annual Reports" category and was one of only 13 Grand Golds awarded. WSU competed with 40 other schools for the award. The CASE Circle of Excellence program honors outstanding work in alumni relations, communications, advancement services, fundraising and marketing at colleges, universities, independent schools and affiliated nonprofits.

3. WSU has welcomed a new dean for the College of Science. Andrea Easter-Pilcher comes to WSU after having spent nine years at St. George's University in Grenada, where she served as chair of what is now called the Department of Biology, Ecology and Conservation. Under her guidance, that department grew to be the largest department in her prior university's School of Arts and Sciences. Her work has also led her to reintroduce beavers to a Russian nature preserve and snare-trap grizzly bears in Montana for research. Easter-Pilcher assumed her responsibilities as dean for the College of Science on Aug. 1.

4. The women's basketball team has a new head coach: Velaida Harris. Harris brings more than 25 years of coaching experience, including nine seasons of coaching at the Division 1 collegiate level and six years in the state of Utah. She is the first African American woman to serve as a Division 1 collegiate head coach for any sport in the state of Utah. Prior to coming to the state, she spent two seasons at the University of Oregon, first as the director of operations, then as an assistant coach.

5. Guy Letendre has accepted the position of Director of Economic Development. Guy officially started on September 10, 2018, but since accepting the position he has had many conversations around campus and in the community. Guy brings a rich background in engineering, management, business development, and emerging technologies at both the established corporation and start-up level, including Autoliv, Alexza Pharmaceuticals,

Infinia Corporation, and Wave IPT. He has also consulted for a number of other companies and start-ups. In addition, Guy has been involved more broadly in the community with the GOAL Foundation, the Northern Utah Manufacturing Alliance, and the Business Advisory Council for the Goddard School of Business & Economics here at WSU. In this role, Guy will work to engage the WSU faculty, staff and students with business, industry, and state and local government economic development efforts and work with partners at all levels to help WSU convene stakeholders in the development of a regional economic strategy.

Weber State University Alumni Association President's Report
WSU Board of Trustees
Summer 2018

- **Alumni Event**

  WSU Lagoon Day 2018 was a success, with over six hundred attendees. We included free ice cream vouchers for dues-paying members and their guests. Along with the greater discount, the ice cream served as an additional incentive to join the association and have the best experience being offered. Wood-grain Alumni Association sunglasses were the give-away this year. Well received by guests, they were a great visual throughout the park during the day. A large terrace was reserved so guests had a common space to gather and enjoy their picnic lunches. When handing out tickets, it was nice to direct guests to a place they were able to unload coolers and picnics before enjoying the day.

- **WSUAA Membership**

  Total Membership: 1,673
  Lifetime: 554
  Phone: 234
  General: 879
  GRAD: 6

- **Membership**

  Alumni Relations and Continuing Education have formed a partnership to allow WSUAA dues-paying members to have priority registration on all Community Education courses. Additionally, CE has consulted with Alumni Relations to discuss new programming that would appeal to our alumni. New spring 2019 will be some travel options, mimicking study abroad, but on a smaller scale. Instead of 3-4 week trips geared toward degree seeking students, they will offer two-three day, one week, and some international trips that would be accessible to a greater audience. Priority registration and CE travel options will be available fall 2018 and spring 2019.

- **Reunions**

  The WSU Band and Jazz Reunion committee met in July and August and has decided to grow the annual Homecoming reunion to include the orchestra, alumni singers, jazz singers, jazz band, concert choir, chamber choir and other groups. The committee decided on the title, "Weber State Music Reunion" and a first-ever "Music Reunion Concert" is being planned for Spring 2018. WSU jazz and band reunion events will still take place during Homecoming 2018 and were advertised in the Wildcat Alumni Newsletter in August 2018.

- **Emeriti**

  At the Aug 1, meeting the Emeriti Alumni Council asked Dr. Brad Mortensen to speak to the council. On Aug 7, the Emeriti Alumni Executive Council participated in the Alumni Accreditation Review. On Aug 9, the Council attended the WSU Board and Council kick-off meeting. On Aug 27-28, EAC participated in the Ask A Wildcat back-to-school event where they directed students and helped orientate them with the campus.

- **Young Alumni Council**

  The Young Alumni Council voted on the 2018-2019 Presidency and auxiliary leadership in July 2018. The roles of the Presidency were confirmed in August 2018. Most council members attended the WSUAA Board and Council Kick-off on Thurs., Aug. 9.

- **Regional Alumni Networks**

  Regional Alumni Network events included the following. July 19, we had WSU night at the Waterfront at Snake River Landing. We partnered with United Way of Idaho and ask our Alumni to bring hygiene items to donate. Two of our Development Directors attended the event and were able to connect with over 20 of our Alumni in Idaho. On Aug 10, we had WSU night with the Bees. This was a successful event with over 300 of our Alumni in attendance. On Aug 18, we traveled to Seattle for WSU night at the Seattle Mariners. We had over 70 of our Alumni in attendance at this event. Two of our Development Directors and Jason Nelson Assistant Direction of Alumni Relations attended.

  WSU Alumni Golf Classic will be June 7, 2019.

- **Student Alumni Association**

  The SAA Council hosted 350 students at WSU's Annual "Block Party" on Fri., Aug. 31. All students were encouraged to submit Homecoming 2018 Royalty nominations. Participants were given a pair of "Color Dash" purple sunglasses, or a cinch sack, and were entered to win a WSU Alumni prize pack, which included a $50 Wildcat Store gift card. Along with more than 150 nominations, the SAA received contact information for more than 200 students on campus. The SAA Council met in July and August.

Charter for
Business Committee of
WSU Board of Trustees
September 13, 2018

1. The purpose of the Business Committee is to assist the Board of Trustees in fulfilling its oversight responsibilities of the University in matters of business, finance, operations and athletics.

2. Committee will consist of at least 3 trustees with a quorum consisting of a majority of the trustees that are on the Committee.

3. Members of the Committee, including the Committee chair, will be approved by the Board of Trustees and will serve until replaced or until their term as trustee ends.

4. The Committee will typically meet just prior to each regularly scheduled Board of Trustees Meeting.

5. The Committee will operate and review items in a manner agreed to by the Committee. The Committee may place routine items on a consent calendar.

6. The following regular items will be taken to the Committee as needed and/or required by policy:

<u>Review Items</u>
-Monthly Financial Reports
-Reports regarding Bad-debt
-Annual Vehicle Fleet Report
-Monthly Investment Reports
-Annual Surplus Property Report

<u>Recommendation to Board of Trustees</u>
-Approval of Policy Related to Business Activities
-Quarterly Construction Reports
-Quarterly Athletic Reports
-Property Transactions (Including Leases) as Authorized by Regent Policy
-Annual Operating Budget
-Institutional Residence Budget
-Annual Auxiliary Reports
-Discretionary Funds Reports
-Quarterly Investment Reports
-Money Management Report

-Institutional Budget Requests to the Legislature
-Institutional Facility Requests to the Legislature
-Changes to Tuition and General Fees
-Campus Master Plan Changes

7. The following non-regular items will be taken to the Committee as needed and/or required by policy.

<u>Recommendation to the Board of Trustees</u>
-Banking Services Arrangements
-Institutional Debt Policy
-Appointment of Public Treasurer
-Appointment of Investment Advisor
-Student Athletic Eligibility Requirements
-Significant Benefit Package Changes
-Parking Regulations
-Other Items as determined by the Board of Trustees

Charter for
Personnel and Academic Planning Committee of
WSU Board of Trustees
September 13, 2018

1. The purpose of the Personnel and Academic Planning Committee is to assist the Board of Trustees in fulfilling its oversight responsibilities of the University in matters of personnel and academic planning.

2. Committee will consist of at least 3 trustees with a quorum consisting of a majority of the trustees that are on the Committee.

3. Members of the Committee, including the committee chair, will be approved by the Board of Trustees and will serve until replaced or until their term as trustee ends.

4. The Committee will typically meet just prior to each regularly scheduled Board of Trustees Meeting.

5. The Committee will operate and review items in a manner agreed to by the Committee. The Committee may place routine items on a consent calendar.

6. The following regular items will be taken to the Committee as needed and/or required by policy:

<u>Review Items</u>
-Department Chair Appointments
-Early Retirement Requests

<u>Recommendation to Board of Trustees</u>
-Approval of Policy Related to Personnel and Academic Planning
-Sabbatical and Other Leave Requests
-Dean and Vice President Appointments
-Program Name Changes and Program Transfers
-Program Discontinuations
-New Program Approvals Within Existing Mission
-Program Reviews
-Tenure and Promotion Recommendations
-Emeriti Approval
-Minors & Emphases
-Course Buy-outs

7. The following non-regular items will be taken to the Committee as needed and/or required by policy.

   Recommendation to the Board of Trustees
   -Academic Master Plans
   -Overtime Pay Policies
   -Admission Requirements
   -Termination of Faculty

Charter for
Audit Committee of
WSU Board of Trustees
September 13, 2018

1. The purpose of the Audit Committee is to assist the Board of Trustees in fulfilling its oversight responsibilities of the University in certain financial matters and institutional audit activity.

2. The Committee will operate as outlined in Board of Regents Policy R-565, and shall provide advice and recommendations to the Board of Trustees regarding institutional oversight and internal controls.

3. The Committee will operate and review items in a manner agreed to by the Committee.

4. The following items will be taken to the Committee as needed and/or required by policy: <u>Review Items</u>
   -Internal Audit Reports
   -Internal Audit's Proposed Annual Audit Schedule

   <u>Information Items</u>
   -External Audit Reports
   -Board of Trustees Audit Committe Annual Report
   -EthicsPoint and other Anonymous Reports
   -University Legal Counsel Updates
   -Information Technology Security Updates
   -

5. A summary of the items discussed during the Audit Committee meeting will be presented to the Business Committee at their next scheduled meeting.

Charter for
Community Relations Committee of
WSU Board of Trustees
September 13, 2018

1. The purpose of the Committee is to: 1) assist the institution in communicating with the community, 2) assist the institution with its fundraising efforts, 3) assist the institution with its ongoing public relations efforts, 4) assist with other assignments as determined by the Board.

2. The Committee will consist of at least 4 trustees, with a quorum consisting of a majority of the trustees that are on the Committee.

3. Members of the Committee, including the Committee chair, will be approved by the Board of Trustees and will serve until replaced or until their term as trustee ends.

4. The Committee will typically meet at least two times per year and more as needed, usually on the morning of a regularly scheduled Board of Trustees Meeting.

5. The Committee will operate and review items in a manner agreed to by the Committee. The Committee may place routine items on a consent calendar.

6. The following regular items will be taken to the Committee as needed and/or required by policy:

<u>Review Items</u>
-Annual and Mid-year Development Report
-Annual and Mid-year Economic Development Report
-Annual and Mid-year Marketing Report
-Annual and Mid-year Alumni Engagement Report
-Annual Community Relations Report
-Annual Legislative Relations Report

7. Additional non-regular items and reports may be taken to the Committee as needed.

8. In fulfilling its responsibilities, the Committee will receive information, plan, organize and execute activities as collectively agreed upon by the group.

Charter for
Executive Committee of
WSU Board of Trustees
September 13, 2018

1. The purpose of the Executive Committee is to act on behalf of the Board of Trustees in emergency matters and as specifically specified by Trustee Bylaws.

2. The Committee will meet as necessary.

3. The Committee will operate and review items in a manner agreed to by the Committee.

Charter for the
Honorary Degree and Commencement Speaker Committee of
WSU Board of Trustees
September 13, 2018

1. The Honorary Degree and Commencement Speaker Committee specifically assists the Board of Trustees to fulfill one of the five statutory trustee responsibilities outlined in Utah Code Annotated 53B-2-103(2), which is "to select recipients of honorary degrees."

2. Committee membership, policies, and procedures are specified in WSU PPM 2-9.

3. The Committee will consist of at least three Trustees, as well as the following: four faculty members including the chair of the Honorary Degree Committee of the Faculty Senate, three students, two alumni, one University Advancement representative, the provost, and the president.

4. Trustee members of the Committee, including the Committee chair, will be approved by the Board of Trustees and will serve until replaced or until their term as a trustee ends.

5. The Committee will typically meet once per year during Fall Semester, and may meet more as needed.

6. The Committee will call for and receive nominations, review nominations, and then vote for and prioritize vote on and prioritize finalists for honorary degree recipients and commencement speakers.

7. The president will submit the recommendations to the Board of Trustees at their regular meeting in December.

8. In fulfilling its responsibilities, the Committee will receive information, plan, organize and execute activities as collectively agreed upon by the group.

Charter for
Investment Committee of
WSU Board of Trustees
September 13, 2018

1. The purpose of the Investment Committee is to assist the Board of Trustees in fulfilling its oversight responsibilities of the University in matters of investing public funds.

2. The Committee's structure and responsibilities are outlined in PPM 5-14, Investment of Public Funds.

3. Members of the Committee, including the Committee chair, will be approved by the Board of Trustees and will serve until replaced or until their term as trustee ends.

4. The Committee will operate and review items in a manner agreed to by the Committee. The Committee may place routine items on the Committee consent calendar.

Board of Trustees Committee Assignments
2018-19

Community Relations	Kearston Cutrubus, Chair Karen Fairbanks Danielle Croyle Scott Parson
Business	Scott Parson, Chair Kearston Cutrubus Nolan Karras Danielle Croyle Marty Carpenter
Personnel and Academic Policy Committee	Karen Fairbanks, Chair Karla Bergeson Don Salazar Jordan Slater Jeff Stephens
Audit Committee	Nolan Karras, Chair Scott Parson Don Salazar
Honorary Degree	Jeff Stephens, Chair Danielle Croyle Nolan Karras
University Planning Council	Karla Bergeson
Applied Tech. Colleges	Karen Fairbanks (DTC) Kearston Cutrubus (OWTC)
Athletic Board	Marty Carpenter
Investment	Nolan Karras Karla Bergeson
Executive	Nolan Karras Kearston Cutrubus Scott Parson

Board of Trustees College Assignments
2017-18

College of Social & Behavioral Sciences	Danielle Croyle
Goddard School of Business & Econ.	Don Salazar
Lindquist College of Arts & Humanities	Marty Carpenter, Kearston Cutrubus
College of Science	Karen Fairbanks
Engineering, Applied Science, & Technology	Scott Parson
Dumke College of Health Professions	Karla Bergeson
Moyes College of Education	Jeff Stephens
Stewart Library	Nolan Karras

BUSINESS COMMITTEE
OF THE
WEBER STATE UNIVERSITY BOARD OF TRUSTEES

A meeting of the Business Committee of the Weber State University Board of Trustees was held at 8:30 a.m., September 13, 2018, in Room 126, at the Davis Campus Building D3.

Members present:

Ms. Kearston Cutrubus	Mr. Scott Parson
Ms. Danielle Croyle	Mr. Marty Carpenter

Weber State University officials present:

Dr. Norm Tarbox	Interim President, VP for Administrative Services
Dr. Brad Mortensen	Vice President for University Advancement
Mr. Rich Hill	University Legal Counsel
Mr. Mark Halverson	Associate VP for Facilities and Campus Planning
Mr. Jerry Bovee	Director of Intercollegiate Athletics
Mr. Bryce Barker	Director of Internal Audit
Dr. Craig Oberg	Faculty Athletic Representative
Mrs. Anita Preece	Secretary

Visitors: None

Excused: Mr. Nolan Karras, Mr. Steve Nabor

Press: None

BUSINESS COMMITTEE MEETING

Minutes

1. The minutes of the meeting held on May 1, 2018, were approved on a motion by Ms. Cutrubus, and a second by Ms. Croyle.

FAR Report

2. Dr. Craig Oberg, Faculty Athletic Representative, presented the FAR Report. He reminded the board that APR scores lower than a minimum standard of (930) are subject to NCAA penalties. WSU has set the institutional APR goal at 950. Dr. Oberg mentioned that WSU has 6 sports with an APR score of 1000.

   Dr. Oberg also gave an update on Graduation Success Rates. He reported that the Graduation Initiative and the Math Initiative have made a significant difference. He also mentioned that athletics department has implemented a Grade Change Policy to investigate grade changes submitted for student-athletes when certain triggers are identified. A Class Check Policy has been implemented as well.

   Dr. Oberg reported that 287 student athletes attended summer school and had an 86% pass rate. He also mentioned that Weber State received a grant for over $600K.

New Trustees Format

3. Interim President Tarbox mentioned that the Business Committee Agenda has been modified by request of the Trustees. The Quarterly Construction and Quarterly Athletic Report, as well as

the Financial Reports, Monthly Investment and Quarterly Investment Reports and Campus Community Update Meeting Report will now appear as consent calendar items. If the trustees would like to discuss any of these items in detail, please let him know.

Meeting Minutes

4. The minutes of the meeting held on May 1, 2018 were approved on a motion by Ms. Cutrubus, and a second by Ms. Croyle.

FY20 Budget Request

5. Interim President Tarbox presented the FY20 Budget Request. He mentioned that WSU is working to do a better job of retaining and graduating students. The State Board of Regents has given an overall number and categories to work with in preparing the budget for FY20. The top 6 priorities are:
   - Retention and Student Success Initiatives
   - Strategic Recruiting and Scholarships
   - Institutional Salary Equity
   - Mandated Cost Increases and Infrastructure and Security
   - STEM
   - Health Care

   Interim President Tarbox reported that these priorities will be presented at the Legislative Session.

Motion

6. On a motion by Ms. Croyle, and a second by Mr. Carpenter, the FY20 Budget Request was approved.

FY20 Facility Request

7. Interim President Tarbox presented the FY20 Facility Request. He reported that in anticipation of the 2019 Legislative Session, WSU's top priority for state capital development funding is a renovation of the Noorda Engineering Building. WSU has no non-state funding projects this year. Interim President Tarbox reviewed the list of Capital Improvement projects that have been prioritized for FY20.

Motion

8. On a motion by Ms. Cutrubus, and a second by Ms. Croyle, the FY20 Facility Request was approved.

Audit Committee Report

9. Mr. Bryce Barker, Director of Internal Audit, presented the Audit Committee Report. He reported on the following:
   - Mr. Barker mentioned that Mr. David Pulsipher, Director of Audit and Financial Services for the Utah System of Higher Education, provided a training on Audit Committee Rules and Functions.
   - Mr. Barker presented the proposed audit schedule for FY19, and it was adopted by the Audit Committee.
   - Mr. Barker reported that the following three audits had

no findings and recommended that they be closed:
- Office of the President
- Office of the Vice President for Administrative Services
- Women's Center

Mr. Barker recommended the following scheduled audits remain open:
- IT Office of Infrastructure Services
- College of Health Professions

Mr. Barker also recommended that these follow-up audits be closed:
- Student Involvement
- Study Abroad Office
- Parking Services

Mr. Barker recommend that these follow-up audits remain open:
- Facilities Management
- Continuing Education Programs

Mr. Barker mentioned that there were 12 EthicsPoint complains received since the last audit committee meeting. It was noted that all complaints received were reviewed and addressed by the appropriate university personnel.

Motion

10. On a motion by Ms. Croyle, and a second by Ms. Cutrubus, the Audit Committee Report was approved.

Retirement Committee Annual Report

11. Interim President Tarbox presented the Retirement Committee Report. He reported on the 2017 - 2018 Accomplishments:
- Adopted the Vanguard Federal Money Market Fund to replace TIAA-CREF Money Market Fund
- Created a Charter for the Retirement Plan Executive Committee and received approval from the WSU Board of Trustees
- Created a draft of an Investment Policy Statement
- Prepared and conducted RFP for retirement consultant and selected Cammack Retirement
- Had first meeting with Cammack and received fiduciary training
- Developed initial needs report and prioritized list of action items

Interim President Tarbox also reported that in approximately three months, the Retirement Committee will bring an investment policy for the trustees to approve.

Motion

12. On a motion by Mr. Carpenter, and a second by Ms. Croyle, the Retirement Committee Annual Report was approved.

Legislative Audit - HE Security

13. Interim President Tarbox reported that the Legislative Auditors were on Campus conducting a Higher Education Security Audit. Weber State is the gold standard for non-capital asset control. We are the only institution that had in place a non-capital asset tracking system. This tracking system was developed in-house and is functional throughout the campus. Weber State also had already deployed the "best practices" regarding inventory compliance.

Interim President Tarbox mentioned that Weber State has already made the necessary changes that were recommended by the auditors. This was an information only item.

Consent Items

14. On a motion by Ms. Cutrubus, and a second by Mr. Carpenter, the following consent items were approved:
- Financial Reports (June, July)
- Quarterly Investment Report
- Quarterly Construction Report
- Quarterly Athletic Report
- Campus Community Update Meeting
- Monthly Investment Reports (April, May, June, July)

Adjournment

15. The meeting adjourned at 9:35 a.m.

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Board of Regents Building, The Gateway
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May 23, 2018

Nolan Karras, Board of Trustees Chair
c/o Shane D. Farver, Board of Trustees' Secretary
Weber State University
Office of the President
3850 Dixon Parkway Dept 1001
Ogden, UT 84408

Dear Chair Karras,

Pursuant to Utah Code Annotated 53B-16-102(5)(b)(ii), attached is the Peer Review Report for the following program, which the Weber State University Board of Trustees is to consider in reviewing this program for approval:

- Bachelor of Science in Computational Statistics & Data Science

Please let me know if you have any questions regarding this report. If your Board approves the programs, the institution's Chief Academic Officer will notify our office of your action so we can keep an accurate record of the programs available in the Utah System of Higher Education.

Thank you for giving this your attention.

Sincerely,

David L. Buhler
Commissioner of Higher Education

CC: Charles A. Wight, President – Weber State University
Madonne Miner, Provost and Vice President of Academic Affairs

Peer Review Report

Institution	Weber State University
Name of Proposal	Bachelor of Science in Computational Statistics & Data Science
Date of Peer Review Report	May 23, 2018

Weber State University's proposal for a new Bachelor of Science in Computational Statistics & Data Science received comments from Salt Lake Community College and Southern Utah University. Both institutions provided positive feedback. Salt Lake Community College mentioned the program would align well with its MATH AS program while Southern Utah University noted that the program aligns with recommendations from the American Statistical Society. Additionally, the program was discussed during a meeting with Chief Academic Officers on May 15, 2018. Overall, the peer review process revealed no significant issues. There appeared to be consensus that the program would be a complementary addition to related programs offered by other USHE institutions.

Attachment: Transcript of Comments

MAY IP VIDEO - Weber State University - BS in Computational Statistics & Data Science

Trina Weller

All Sections

2 3

Please use this page for comments.

WSU BS in Comp Stats & Data Science

Letters of Support (BS Comp Stats and Data Science)

1. Does the proposed curriculum meet the standards of the degree area as assessed by your relevant faculty- specify specific concerns based on your accepted curriculum or national standards, and/or accreditation standards?
2. Do the resources exist to adequately offer a quality program of study and are future resource needs adequately specified? Provide examples of how the resources available in your program look so as to give context on where and why you feel deficiencies exist.
3. Are there any structural or programmatic concerns with the degree? Will students be able to transfer without difficulty (3000 and 4000 level curriculum in the first 2 years, etc.), etc., etc.- Be specific in your examples
4. Are there any other concerns not addressed above?

Search entries or author | Unread | Subscribed

Reply

Blair Carruth
(https://uen.instructure.com/courses/44955/users/555886)

Wednesday

The Commissioner's staff has reviewed the WSU proposal for a BS in Computational Statistics and Data Science and has no questions that were not already addressed in the proposal. The proposal appears to be responsive to current needs in the field and responsive to the needs within WSU's service region.

Reply

Rachel Lewis
(https://uen.instructure.com/courses/44955/users/697075)
11:46am

The courses proposed in the 1000 and 2000 level seem appropriate. SLCC teaches all of the math requirements for courses less than 3000 and they all articulate to all USHE schools, so I don't see a problem with the preparation of the first two years being completed at SLCC.

It seems that WSU has the talent and resources to offer this program. And SLCC will be able to support students transferring to WSU to map into this program. Specifically, the Math AS would align nicely with the lower division course requirements.

I do not see any structural problems with this program.

Suzanne Mozdy
Associate Dean – Mathematics
Salt Lake Community College

Reply

James Sage
(https://uen.instructure.com/courses/44955/users/1548922)
2:02pm

Colleagues at SUU reviewed **Weber State University's** proposal to create a new **BS** in **Computational Statistics & Data Science**. My colleagues here at SUU did not raise any questions or concerns, and expressed their enthusiastic support for the proposal. In fact, one colleague noted: "The list of required courses is perfectly appropriate and aligns with the courses recommended by the American Statistical Society. Further, the electives give students with a variety of interests a wide range of useful options."

We wish **WSU** the very best as they implement this new program.

--james
James Sage, Associate Provost
Southern Utah University

Reply

Board of Trustees
Personnel and Academic Policy Committee
September 13, 2018

Members present: Karen Fairbanks, Jeff Stephens, Madonne Miner, Eric Amsel, Jordan Slater, Brett Perozzi
Guests: Brad Mortensen, Norm Tarbox

1. Personnel Changes were presented to the committee.

2. The following Administrative Leave Request was approved to move forward to the full committee:

   Jack Rasmussen

3. The following Program Proposal was approved to move forward to the full committee:

   Computational Statistics and Data Sciences

4. The following PPM Changes were approved to move forward to the full committee:

   PPM 1-13, B-11-7
   PPM 1-13, B-V.4.6
   PPM 1-18 Department Chairs
   PPM 4-11 Study Abroad
   PPM 6-22
   PPM 3-67
   PPM 3-32
   PPM 5-36a
   Removal of PPM 6-16 and 3-1

5. The University Due Process changes were approved to move forward to the full committee.

6. The University Due Process changes were approved to move forward to the full committee.

Memo

To: Provost Miner

From: Jack L. Rasmussen, Dean

Date: July 2, 2018

RE: Administrative Leave Request

Please accept this memo as my formal request for a full-year administrative leave, as outlined in PPM 3-27, for the 2019/2020 academic year. At the end of the current year I will have served as Dean of the Jerry and Vickie Moyes College of Education for seventeen years, and previously as a department chair for an addition four years. Twenty-one years of administrative service in the College of Education has been both a delight and very rewarding. The quality of people that I have been able to work with in the college and across campus has been simply amazing. I cannot imagine that there could have been a better institution to spend one's professional career.

Following my administrative leave, I would plan to return for the 2020/2021 academic year as a faculty member and would then retire June 30th, 2021. I have visited with the appropriate department chairs, Dr. Wei & Dr. Hadley, and have their agreement regarding my teaching load for the 2020/2021 academic year, which would include two sections of MED 6220 (6 credits), two sections of EDUC 1010 (6 credits), two sections of CHF 1500 (6 credits) with assigned student teacher supervision to reach 24 credit hours for the year. All of the courses listed are ones that I have taught in the past but I will admit that I have not supervised a student teacher for some time.

If my administrative leave is granted I have the following professional development plan for that year:

1) Work with Teacher Education to help them achieve initial AAQEP (Association for Advancing Quality in Education Preparation) National Accreditation. As you may be aware we have discontinued our association and accreditation with CAEPS and are in the candidacy stage with AAQEP. It is very important that we

retain national accreditation and that there is no significant lag time between our recognition with CAEPS and full accreditation with AAQEP.

2) Work with Teacher Education in their fledgling study abroad student teaching experience by both vetting potential destinations sites, beginning at a conference this summer, and then by providing supervision during the 2020 scheduled trip in Finland.

3) Serve on a UCED (Utah Council of Education Deans) task force in collaboration with the Board of Regents on teacher recruitment and retention. The task force has four key areas of focus as outlined below, but I have particular interest in Teacher Recruitment and Teacher Induction, and am hoping to identify and apply for a grant that would support statewide efforts in both of those areas. WSU has been the state-wide leader in teacher recruitment efforts over the past several years and I would provide leadership in continuing that effort as well as to bring teacher induction to the fore-front as well.

UCED Key Focus Areas

- **Building a Career and Technical Education (CTE) pathway to recruit future teachers, beginning in high school.**

- **Teacher Recruitment.**

Retaining Market Share (Traditional Aged Students). The number of incoming college freshman who declare an education major is reduced by almost half by the time they enter the teaching major (in the last two years of college). Designing a more intentional and efficient pathway for teachers (beginning with the freshman year), and engaging them in meaningful K-12 education settings and coursework early in their college career will help "cement" the commitment to the teaching profession and retain more students in the teacher preparation pipeline.

Attracting Second Career Teachers/Raising the Respect for the Teaching Profession. The UCED "Be a Teacher" campaign (Example: https://www.youtube.com/watch?v=mreBpeW5B5w) was a first step in reaching out to non-traditional aged students. Some of these students may already have a baccalaureate degree and work in a non-teaching career; some would be students who never earned the baccalaureate, but are ready to do so now. Enhancing this campaign and broadening its reach are next steps.

Metrics:

a) Increase the percentage of students who declare interest in an education major who: (1) are successfully admitted to the program, and (2) successfully complete the program.

b) Increase the percentage of students in each education program who are "second career" teachers.

c) Increase the number and types of outlets featuring "Be a Teacher" campaign materials.

- **Enhanced Clinical Experiences.**

- **K-12/Higher Education Teacher Preparation Program Partnership for Quality Teacher Induction.** Research by the Utah Education Policy Center (UEPC) A partnership induction program between LEAs and teacher preparation programs could assist those LEAs unable to launch robust induction programs on their own…and help keep teachers in the pipeline. If Utah could keep in classrooms only 3-5% of beginning teachers who now choose to leave the profession, Utah's teacher shortage would be over. Given the "quick win" that keeping new teachers in classrooms, its relative low cost, and good models for such programs from other states, this final initiative to keep good beginning teachers in classrooms by providing support and mentoring around Utah's identified high standards for teaching is the top priority for the UCED this year and next.

Metrics:

- Establish a model teacher induction program in which all LEAs can participate and recruit 50% of LEAs to partner in 2019-2020.
- Expand K-12/Higher Education Induction Program to all LEAs willing to partner in 2020-2021.
- Decrease the number of teachers leaving the teaching profession in Utah in the first five years by 3%.

Finally, I do appreciate your consideration of my request for administrative leave, and trust that both my professional development plans as outlined, and my lengthy service to the university will be viewed positively in this regard.

Report
Weber State University
Board of Trustees Audit Committee
May 1, 2018

Members:
Mr. Nolan Karras, Chair
Mr. Scott Parson
Mr. Steve Avis
Ms. Julie Park

Excused
Mr. Don Salazar

Weber State University Representatives:
Dr. Bret Ellis, VP for Information Technology
Mr. Rich Hill, Legal Counsel
Mr. Bryce Barker, Director of Internal Audit
Mr. Shane Farver, Chief of Staff, WSU President's Office

USHE Representatives
Mr. David Pulsipher, Director of Audit and Financial Services, Utah System of

Welcome

1. Chair Nolan Karras welcomed those present.

Minutes

2. Upon a motion from Steve Avis seconded by Julie Park, the committee approved minutes from Dec. 5, 2017.

Audit Training

3. David Pulsipher, director of audit and financial services for the Utah System of Higher Education, provided a training on audit committee rules and functions. Nolan Karras, chair of the Audit Committee, thanked Pulsipher and USHE for their support.

Legal Briefing

4. Rich Hill, legal counsel for WSU, provided a briefing to committee members.

Audit Schedule: FY ’19

ACTION

5. Bryce Barker, director of Internal Audit, presented the proposed audit schedule for FY ’19.

   Upon a motion from Julie Park seconded by Scott Parson, the committee approved the proposed audit schedule.

Scheduled Audits (Recommendation to Close)

ACTION

6. Barker recommended that these scheduled audits be closed:
   - Office of the President
   - Office of the Vice President for Administrative Services
   - Women’s Center

   Upon a motion from Park seconded by Parson, the committee approved the closure of those audits.

Scheduled Audits (Recommendation to Remain Open)

ACTION

7. Barker recommended the following scheduled audits remain open:
   - IT Office of Infrastructure Services
   - Dr. Ezekiel R. Dumke College of Health Professions

Follow-up Audits

Upon a motion from Steve Avis seconded by Park, the committee agreed to leave those audits open.

8. Barker recommended that these follow-up audits be closed
   - Student Involvement
   - Study Abroad Office
   - Parking Services

ACTION Upon a motion from Avis seconded by Park, the committee approved the closure of those three follow-up audits.

Follow-up Audits (Recommendation to Remain Open) 9. Barker recommended that these follow-up audits remain open:
- Facilities Management
- Continuing Education Programs

Upon a motion from Parson seconded by Avis, the committee agreed to leave those follow-up audits open.

EthicsPoint 10. Barker reported on the anonymous EthicsPoint complaints that were received since the last audit committee meeting. It was noted all complaints received were reviewed and addressed by the appropriate university personnel.

Other 11. The committee expressed interest in hearing from Barry Gomberg, director of affirmative action and equal opportunity, at a later date.

Meeting Adjourned 12. With no further business, the meeting adjourned.