

**Meeting Minutes**  
Weber State University Board of Trustees Strategic Planning Meeting  
March 2, 2021 – 1:30 pm  
WSU Ogden Campus  
Online Forum – Zoom Meeting

**Trustee Members:**

Mr. Nolan Karras (Chair)

Ms. Karla Bergeson

Mr. Marty Carpenter

Ms. Louenda Downs

Ms. Karen Fairbanks

Mr. Curtis Funk

Mr. Don Salazar

**Excused:**

Ms. Amanda Covington

Ms. Kearston Cutrbus (Vice Chair)

Mr. Ben Ferney

**Weber State University Representatives:**

Dr. Brad Mortensen, President

Dr. Bret Ellis, Vice President for Information Technology

Dr. Ravi Krovi, Provost

Dr. Betsy Mennell, Vice President for University Advancement

Dr. Brett Perozzi, Vice President for Student Affairs

Dr. Norm Tarbox, Vice President for Administrative Affairs

Ms. Adrienne Andrews, Assistant Vice President for Diversity & Chief Diversity Officer

Ms. Sherri Cox, Secretary to the Board

Mr. Steven Richardson, Director of Strategic Initiatives

Dr. Tim Herzog, Faculty Senate Chair/Professor of Chemistry

Mr. Luke Jenkins, Chair, Staff Advisory Council / Senior Network Engineer

Ms. Amy Hajdas, Marketing Strategist

Dr. Wendy Holliday, Dean of Stewart Library

Dr. Brenda Kowalewski, Associate Provost and Professor of Sociology

Mr. Steve Nabor, Senior Associate Vice President for Financial Services & CFO

Mr. Chaz Steimel, Institutional Analyst II

Mr. Rich Hill, General Counsel

Mr. John Kowalewski, Executive Director, Marketing and Communications

**Public Attendees:**

J. Gardiner

**Press:**

No members of the press were present.

	<p>The Strategic Planning Meeting of the Board of Trustees convened at 1:30 p.m. originating at the Ogden campus via Zoom digital platform.</p>
Welcome	I. Chair, Mr. Nolan Karras, welcomed those in attendance.
Approval of January 19, 2021 Meeting Minutes	II. Upon a motion from Ms. Louenda Downs, with a second by Ms. Karen Fairbanks, the Board of Trustees unanimously approved the meeting minutes from January 19, 2021.
Review of University Strategic Plan	III. President Brad Mortensen gave a review of the University Strategic Plan for 2021-2026. Included in the review was the following:
Overview	<p>A. Overview - A recap of past meetings throughout the year with consultant, Mr. John Welty was discussed, including various meetings with students, staff, faculty, department chairs, deans, vice presidents, president, and University Planning Council (UPC). UPC meetings were held with discussions on the strategic plan involving presentations by task force members. Campus town hall meetings for faculty and staff were held to keep university employees informed. A survey was recently sent out to campus regarding the strategic plan.</p>
Foundational Statements	<p>B. Foundational Statements – Foundational Statements include the following: Vision statement, mission statement, values, core themes of access and learning, and enrollment growth assumption. An umbrella of equity, diversity and inclusion has been established over all statements that will permeate throughout all parts of the strategic plan.</p>
Preamble	<p>C. Preamble – The preamble is the foundation of what equity means to the plan. It aligns with what USHE is implementing with their equity framework. Equity needs to be included in all parts of the plan. This goal cannot be reached without everyone putting forth concerted effort to welcome all students. An equity plan benefits everyone. This work is about educating people to bring more voices to the table.</p>
Enrollment Growth Assumption	<p>D. Enrollment Growth Assumption – WSU needs to grow enrollment and resources, in addition to asking for legislative funding through USHE. A forecast of 1.5% per year growth for all students, with emphasis of 1.25% per year for matriculated degree seeking students was discussed. WSU needs to elevate its status as a Hispanic serving</p>

institution. A need to improve enrollment strategies for this purpose was discussed, including a goal to reach 15% as a step forward in the 5-year plan. This may include forming a group to conduct research and measure growth and reasons for it. Never before has this been an institution-wide goal.

Task Force and Goals

E. President Mortensen introduced the following Task Forces and Goals presentations:

Equity, Diversity and Inclusion

1. Equity, Diversity, & Inclusion - Adrienne Andrews and Wendy Holliday talked about having the objective to eliminate disparity and shared ideas for goals the institution can incorporate to achieve this such as: Aligning our goals, create conditions for all students to succeed, work on better retention and graduation rates, create structural systemic goals for a sense of belonging, be more intentional with marketing and branding while engaging all in the equity lens.

Retention and Completion

2. Retention & Completion - Brett Perozzi and Chaz Steimel outlined the following specific goals for retention: GPA markers for student success, concurrent and dual enrollment, completion goals, outcome of students, and closing the gap between retention rates and completion. There are many acronyms being used that are confusing to people who are not familiar with them. Clarification is needed.

Personal Connections & Academic Excellence

3. Personal Connections & Academic Excellence - Ravi Krovi and Tim Herzog discussed desired outcomes with mentoring, academic connection, and connection with the WSU community. Classroom engagement was also discussed including different aspects to help measure academic excellence.

Anchor Mission

4. Anchor Mission – Brenda Kowalewski and Steve Nabor discussed how WSU can leverage its assets. This includes engaging community members assisting with the strategic plan. Desired outcomes

were addressed along with the most important areas for the university to be addressing in the community. Departments can find their own resources to hire through an equity lens. Making purchases from under privileged businesses in the community, or holding vendor fairs are ways to assist in moving our community forward.

Marketing and Branding

5. Marketing and Branding - Betsy Mennell and Amy Hadjas gave a presentation on what marketing and branding is doing to tell the WSU story. Key marketing needs to appeal to students, underprivileged areas, high academic achievers, and target audiences moving forward. Discussion included ideas for incorporating these ideas.

Action on Strategic Plan

IV. Discussion following the presentations included notes President Mortensen has made for revising and tweaking of the six page document prior to approval at the March 16, 2021, Board of Trustees meeting. Using the goals and strategies of the task forces, divisions will work in these five specific areas across the university in a way that is consistent with an equity lens. Implementing this information back into the existing organizations of the university is paramount.

Approval of Commencement Speaker

V. President Mortensen presented for approval, the name of Mr. Ta'u Pupu'a as commencement speaker for the spring 2021 graduation ceremony.

Action

Upon a motion from Ms. Louenda Downs to approve Mr. Ta'u Pupu'a as the spring 2021 commencement speaker, with a second by Mr. Don Salazar, the Board of Trustees unanimously approved the motion.

Meeting Adjourned

VI. With no further items to discuss, the meeting came to a close at 3:10 pm.