

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

Trustee Members:

Ms. Karla Bergeson
Mr. Marty Carpenter
Ms. Kearston Cutrubs (Vice Chair)
Ms. Danielle Croyle
Ms. Karen Fairbanks
Mr. Nolan Karras (Chair)
Mr. Scott Parson
Mr. Don Salazar
Mr. Jordan Slater
Mr. Jeff Stephens

Excused:

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

Welcome/Introductions

- I. The training convened at 9 a.m.
- 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

A New Vision for Stewart Library



Vision

We envision the Stewart Library as the intellectual commons of Weber State University, where we empower our diverse communities through equitable access to information and knowledge.

Mission

The Stewart Library is central to Weber State University's educational mission. We provide flexible spaces, dedicated service, personalized instruction, and unfettered access to information. We recognize our membership in diverse communities. We listen to, collaborate with, and invest in those communities in order to promote lifelong learning, advance knowledge, and empower people.



Learning

Empower learners and foster independent, critical thinking through high-impact and personalized educational experiences.

Strategies:

- Partner with faculty to integrate information literacy throughout the curriculum.
- Apply assessment results and insights to improve teaching and learning.
- Provide personalized assistance to learners, whoever and wherever they are.

Initiatives and Actions

- Integrate information literacy into the university curriculum.
- Develop a peer learning program.

Access

Promote equitable access to higher education and community learning opportunities.

Strategies:

- Provide access to information resources that our communities need, at no cost to them.
- Reduce barriers to degree completion through inclusive services, technology, and other resources.
- Promote a sustainable information landscape through our choices and leadership in open access and open educational resource initiatives.

Initiatives and Actions

- Develop an Open Educational Resources (OER) program.
- Expand equipment lending and provide more digital media tools.
- Increase student employment opportunities.

Community

Contribute to the well-being and strength of the campus and local communities in which we are embedded.

Strategies:

- Create spaces and services that promote campus-wide collaboration and connection.
- Create physical and online community spaces and programs that bring people together.
- Place diversity, inclusion, and equity at the center of all of our work.

Initiatives and Actions

- Diversify library collections.
- Expand library programming.
- Recruit and retain a more diverse library staff.

Stewardship

Maintain an effective and sustainable organization as the foundation of all of our work.

Strategies:

- Enrich the user experience by placing the user at the center of our work and decision-making.
- Invest in people by creating an environment of support, caring, and opportunity for all library workers.
- Transform work practices to better meet user needs.

Initiatives and Actions

- Conduct usability testing of the Library website and physical spaces.
- Address salary and equity issues and increase career advancement opportunities.

Questions?



WEBER STATE UNIVERSITY

Strategic Framework 2018-2023



WEBER STATE UNIVERSITY
Stewart Library



Our Vision

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Organizational Excellence and Stewardship

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- Enrich the user experience by placing the user at the center of our work and decision-making.
- Invest in people by creating an environment of support, caring, and opportunity for all library workers.
- Transform work practices to better meet user needs.

Our Values

We are **EQUITABLE** **OPEN** **PEOPLE-CENTERED** **INTENTIONAL** **CREATIVE** **TRANSPARENT**

Summary of Goddard School Strategic Planning Process Since 2011 for WSU Board of Trustees

August 13, 2018

Jeff Steagall, Dean

John B. Goddard School of Business & Economics



Strategic Goal

- Enhance Goddard School reputation nationally, regionally & locally
 - Actual quality
 - Perceived quality
- Method: Identify a small number of “strategic program” for which we can earn national recognition
 - Areas where we already have faculty/program strength
 - Niche enough that we can play
 - Important to local/regional business community where our students will live
 - Hope to have other programs benefit through halo effect

Method

- Identify a small number of “strategic program” for which we can earn national recognition
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 - Hope to have other programs benefit through halo effect

Format for Strategy Creation

- Format
 - Series of retreats (approximately once every two years)

First Retreat

- Fall 2011: Goal was ONLY to identify strategic program(s)
 - Supply Chain Management as college flagship program (85% of faculty & staff supported as #1 choice)
 - Master of Taxation as fairly close second
- Dean Steagall talked with many alumni & community leaders during 2011-12 and added three areas
 - Entrepreneurship (no program even existed at WSU)
 - Sustainability (a research area for 18/44 faculty)
 - Study Abroad (personal interest, but also Utah offers unique opportunities)

Follow-up Retreats

- Spring 2014 retreat covered many other areas of strategy, such as
 - Department/program goals
 - Budget & faculty/staff compensation
 - Accreditation
 - Physical plant
 - Marketing & public perception
- Spring 2016 retreat covered High Impact Practices (in advance of university initiative, now called HIEEs)
- Spring 2019 or Fall 2019 Retreat TBD
 - Significant faculty pressure to reconsider strategic programs, since few of the faculty that voted in 2011 are still on the faculty

Summary of 2017-2022 Strategic Plan

- See reverse side of handout for summary of current strategic plan & progress
 - Plan dates align with 5-year re-accreditation schedule for AACSB-International
 - We don't have a formal document other than this summary
 - Good tracking format, as compared to a 40-page document

Q&A

Goddard School Strategic Plan and Goals for 2017-2022

Revised & Approved by Faculty, January 22, 2017 (minor edits made in summer 2017 with the approval of the Executive Team and the Strategic Planning Committee; additional edits on Completion made by Dean in August 2018)

Topic	Department, if applicable	Subtopic	Goals for 2017-2022	Person(s) Responsible for Remaining Goal	Expected Date of Completion of Goal	
	School of Accounting & Taxation	School of Accounting & Taxation	Secure naming gift for department	Chair	2020	
			Solicit funds for increased discretionary funding	Dean, development director, and chair	2018	
			Locate financial support for annual student trip to Chicago/Seattle	Development director and dean	Summer 2018	
		Master of Accounting	Expand continuing education programs	MACC director	Continuous	
		Master of Taxation	Secure naming gift for program	Dean & development director	2020	
			Texts published by Goddard faculty and adopted by other universities	MTAX director	Continuous	
			Improve ranking across all quality rankings	MTAX director	Continuous	
			Expand continuing education programs	MTAX director	Continuous	
	Department of Business Administration	Business Admini-stration	Create Pre-MBA Minor	Chair, Bus. Admin. Dept.	Done	
			Split department into two smaller departments	Dean, Chair, BusAdm faculty	Done	
			Implement changes based on program review	IS&T faculty, BusAdm chair	8/18 Retreat	
			Strategic plan for IS&T major and collaboration with other programs	BSAD chair, IS&T faculty	Fall 2018	
		Entrepre-neurship	Increase enrollment in minor by 10%/year	Director	Continuous	
			Enhance quality of student business ideas	Director	Continuous	
			Raise profile of students' companies	Director, marketing manager	Continuous	
			Hall Global Entrepreneurship Center rebranding & marketing campaign	Director, marketing manager	Done	
		Supply Chain Management	Hire three additional faculty (would be 8 SCM faculty)	Dean & chair	Fall 2021	
			Recruit students nationally	SCM faculty, marketing manager	Continuous	
			Improve placement at top firms	SCM faculty	Continuous	
			Enhance national ranking	SCM faculty, marketing manager	Continuous	
		Department of Economics	Economics	Increase number of domestic majors to 33% of total majors	Chair, faculty, advisors	Continuous
				Increase international diversity of Int'l Econ 2+2 program (Argentina)	Chair, dean, faculty	Ag'r'm'nt done
	College-wide Programs	Sustain-ability	Complete paperwork to officially create center	Director	Done	
			Host successful speaker series in ethics & sustainability	Director & associate director	Continuous	
			Secure naming gift for Center	Dean & development director	On-going	
		Study Abroad	Dramatically increase student participation in programs of all durations	Assoc.Dean, SA advis., mktg. mgr	Improvement	
			Educate students & employers on value of study abroad	Assoc.Dean, SA advis., mktg. mgr	Continuous	
			Annual MBA study abroad course	MBA director & faculty	Annual	
			Increase number of faculty-led programs annually	Associate dean, faculty	Annual	
			Begin Faculty Liaison Program to support exchange partnerships	Associate dean	Fall 2018	
			Increase scholarship funding by \$30,000/year (recurring)	Dean, development director	On-going	
				Dean, marketing manager, study abroad advisor	2018-19	
			Recruit students nationally for double-degree programs	Dean, director & dev't director	On-going	
		MBA	Name MBA program (\$5m)	Dean, director & dev't director	On-going	
				Graduate enrollment director, MBA director	Done	
			Increase the percentage of female MBA students to 30%		12/31/2017	
			Annual MBA study abroad course		Continuous	
Budget and Fundraising			Name three departments/programs and three centers by 2020	Dean, development director	2020	
			Raise an average of \$5m annually for the next five years	Dean, development director	Annual	
			Secure funding from provost for 4-6 additional faculty by 2022	Dean	On-going	
Faculty			Add 3 SCM faculty	Dean, chairs	2022	
			Assimilate large number of new faculty members	Chairs, dean, senior faculty	On-going	
Physical Plant			Consider need for experimental lab and funding for experimental research	Economics chair and experimenalists	Fall 2018	
			Create innovation classroom (3D printing, holo-lenses, etc.)	Dean, IS&T faculty	Done 8/2018	
			Create new space for student clubs	Dean, student clubs	Done 8/2018	
			Renovate all remaining restrooms	Dean	Summer 2020	
			Completely replace interior Wattis Building signage	Marketing manager	Done, 8/18	
Continuing Professional Education Program			Rationalize revenue-sharing model with Continuing Education	Dean	On-going	
			Improve marketing and attendance at CPE tax courses	Dean, MTAX director, marketing m'ger, continuing education staff	Continuous	
			Add additional course in accounting, finance, leadership, etc.	Executive Team	Continuous	
Marketing			Continue to improve website and social media	Marketing manager	Continuous	
			Market business programs, study abroad and double degrees both on campus and in high schools	Marketing manager, SA advisor	2018-19	
AoL and Curricula Management						
			Revisit metrics and thresholds to determine whether changes are needed	AoL Committee, Executive Team	Summer 2018	
			Measure effects of curricular changes and make appropriate adjustments	AoL Committee, Executive Team	Summer 2018	
Compliance with New AACSB Standards						
			Continue conversations about and define clearly what we mean by and how we measure innovation, engagement and impact	Executive Team, faculty	2018-19	
Strategic Planning Committee (SPC)			Formulate High-Impact Practices (HIP) strategy and implementation timeline	SPC, Exec Team, faculty	2018-19	
			Assist in defining and executing Goddard School marketing and branding strategy	SPC, marketing manager	Continuous	



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Lindquist College of Arts & Humanities

Strategic Planning in Arts & Humanities:

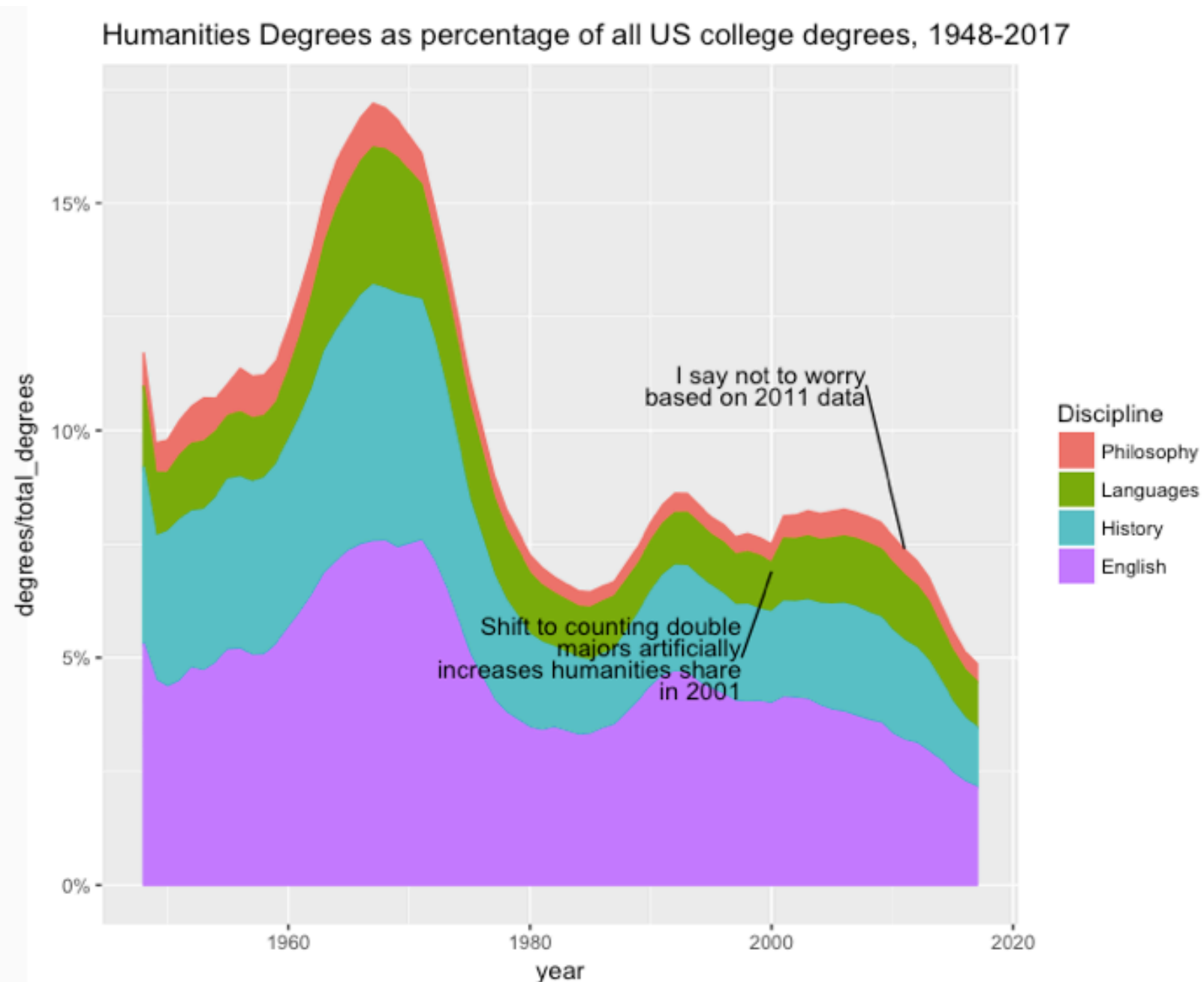
- I. Challenges
- II. Opportunities
- III. New Initiatives

Scott Sprenger, Dean
August 13, 2018





I. Challenges: national context



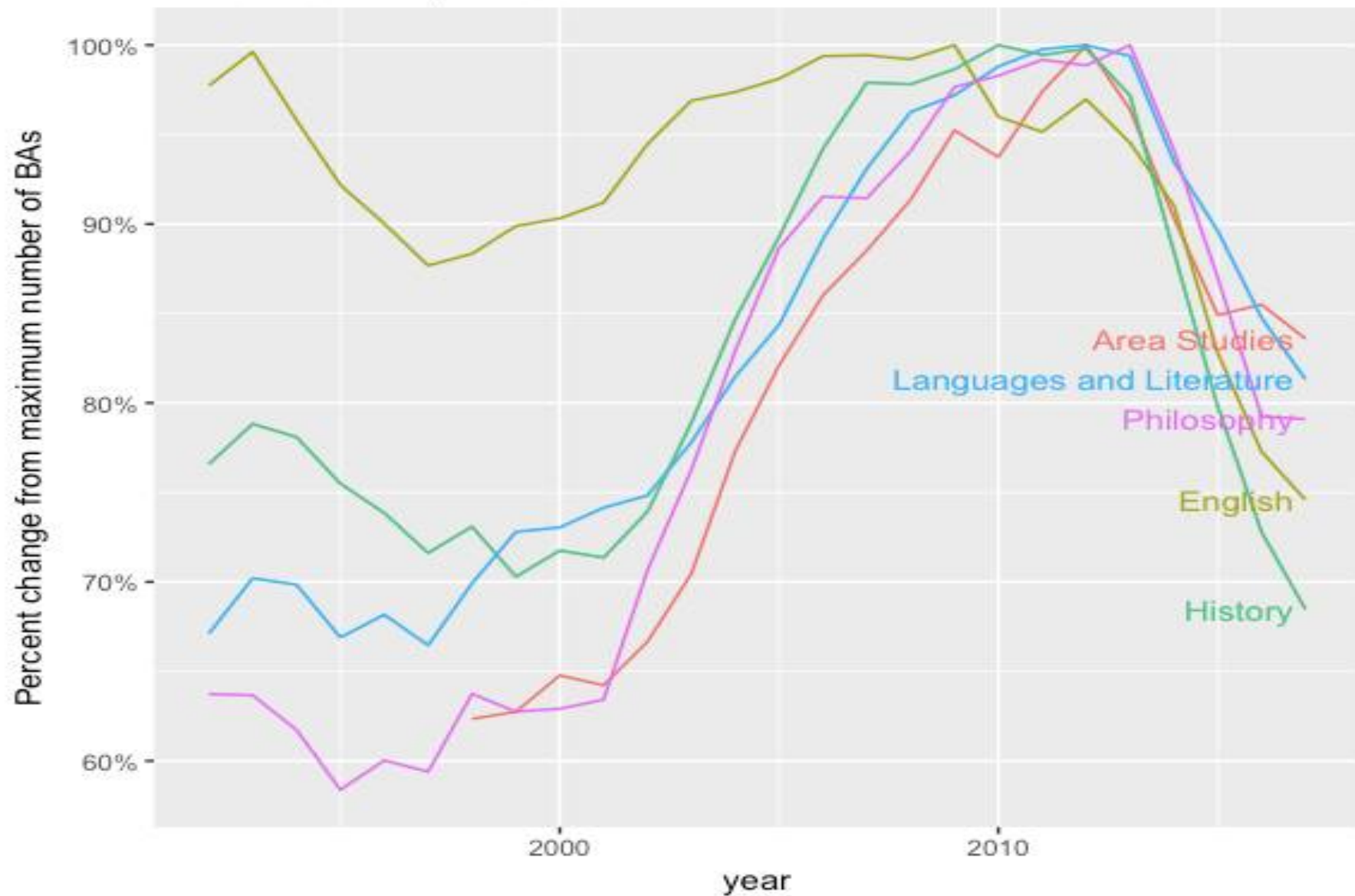


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Lindquist College of Arts & Humanities

The big humanities majors continue to decline

Raw number of BAs; all US institutions



IPEDS data (preliminary for 2017)
Chart by Ben Schmidt, 2018

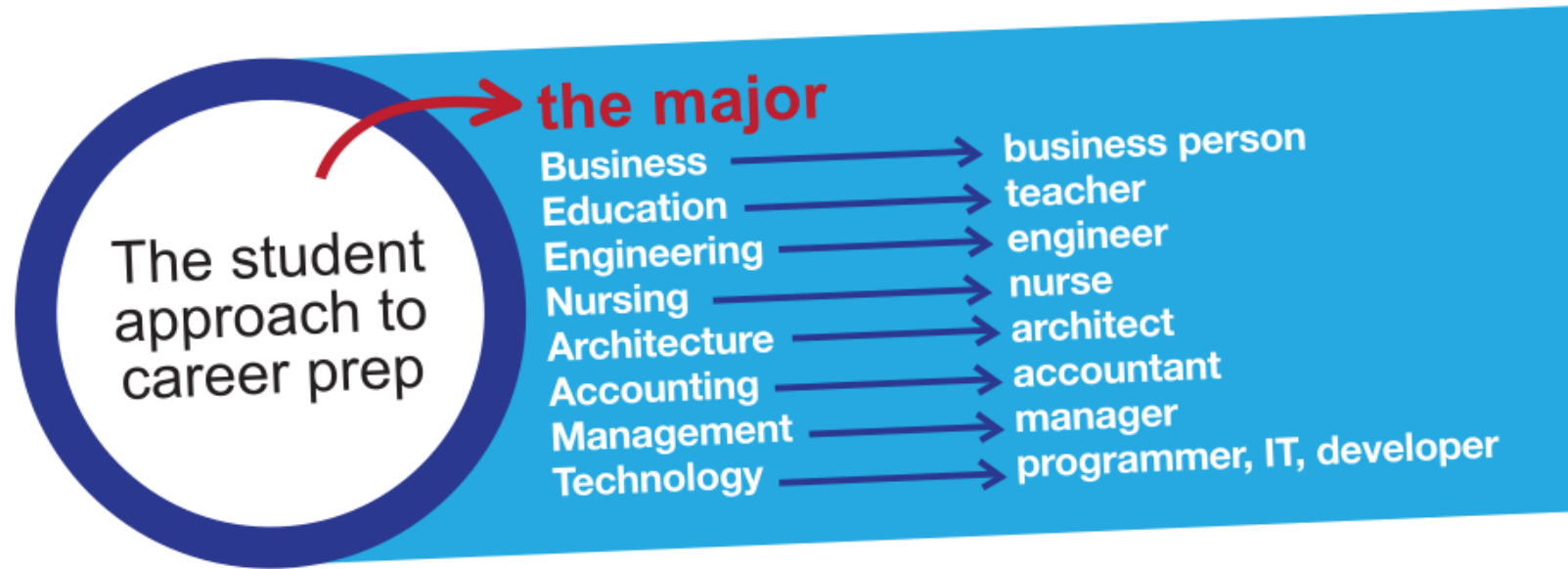
I. Challenges:
national context



I. Challenges:

"major-to-career"
thinking

#1 reason for college cited by 90% of students :
career preparation





I. Challenges:

“major-to-career”
thinking

How does this logic work for:

Philosophy

English

History

Literature

Foreign Language

Humanities ?



I. Challenges:

“major-to-career”
thinking

If the major is the path,
what about the other 60% of a
college degree?

- General Education
- Electives...



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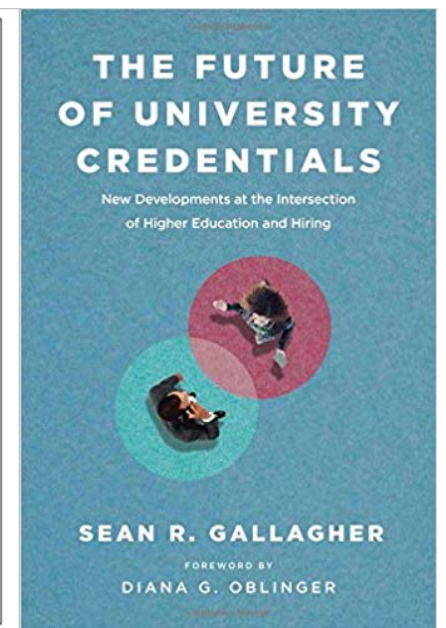
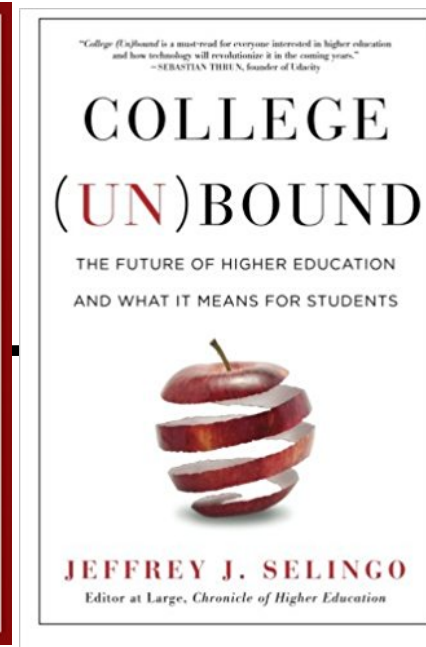
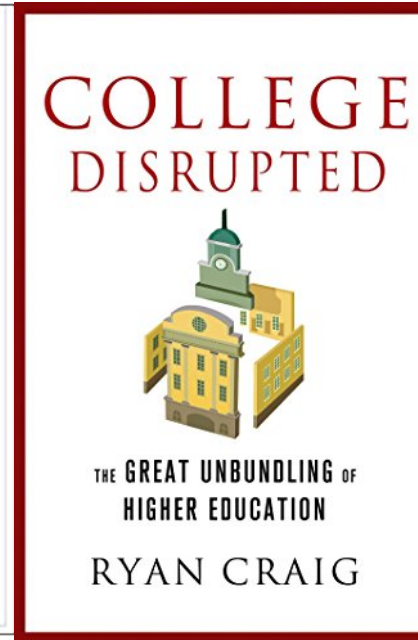
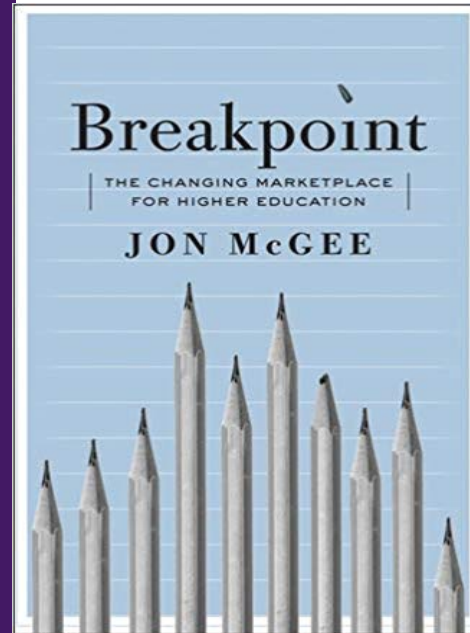
Lindquist College of Arts & Humanities

Have We Entered a New Era?

I. Challenges:

a new approach to college since 2008:

transactional
skill unbundling
return on investment





I. Challenges:

“minding the gap”

career readiness
requires 3 things
beyond the degree





I. Challenges:

How do we educate
for market
disruption?





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Lindquist College of Arts & Humanities

II. Opportunities:

broad liberal arts
prepares for
disruption

Sunday, Aug 12, 2018

The
evolution
A DESTINY SOLUTIONS ILLUMINATION

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PROGRAM PLANNING AND DESIGN

Published on 2014/05/05

A Case for Applied Liberal Arts: Adapting to Disruption

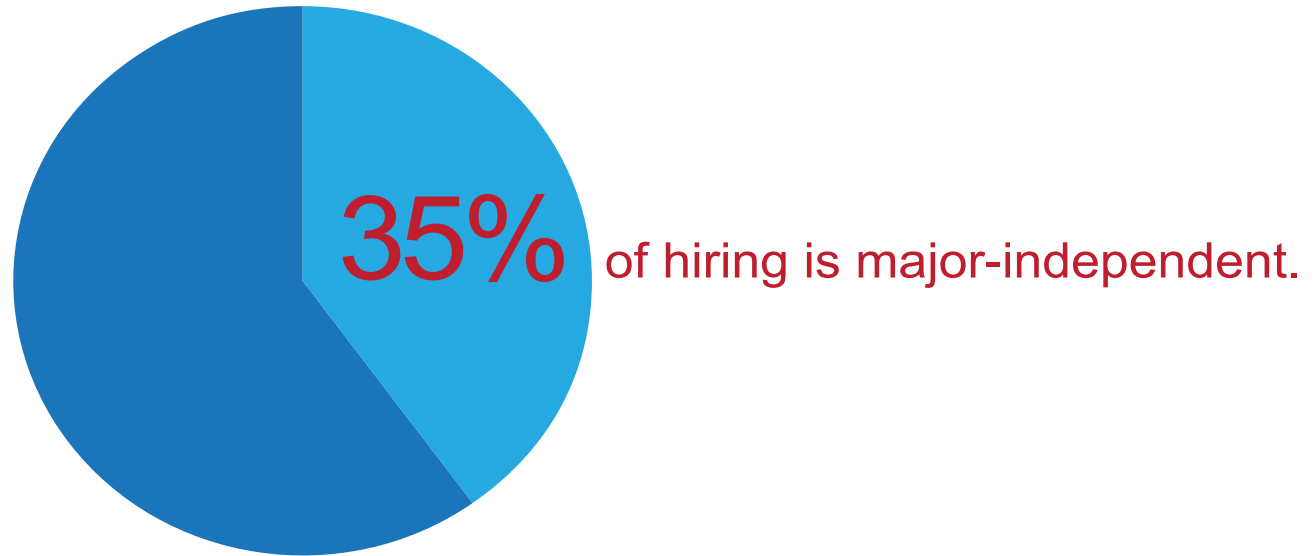
Michelle R. Weise | Chief Innovation Officer and Senior Vice President of Workforce Strategies, Strada Education Network





II. Opportunities:

many employers
focus on skills,
not the major

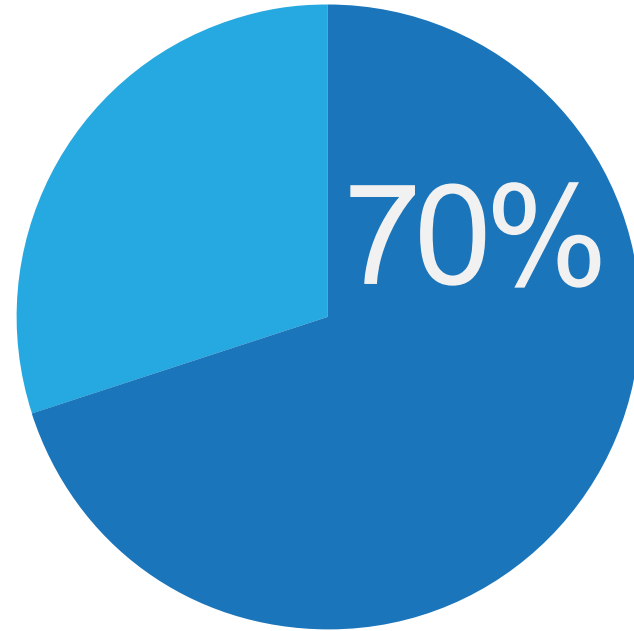


CERI, Michigan State University



II. Opportunities:

employers value
skill hybridity



of the labor market wants students with a combination of disciplines, capacities, experiences.

CERI, Michigan State University



II. Opportunities:

more hybridity
=
more options



Phil Gardner:

“There are really only two choices for graduates who want a lot of options:

to be a technically savvy liberal arts graduate or a liberally educated technical graduate.”

CERI, Michigan State University



II. Opportunities:

essential job skills

(NACE, 2017)

Most Sought-After Essential Skills, National Association of Colleges and Employers, 2017

Figure 1: Employers Rate the Essential Need of the Career Readiness Competencies

COMPETENCIES	WEIGHTED AVERAGE RATING*
Critical Thinking/Problem Solving	4.62
Teamwork/Collaboration	4.56
Professionalism/Work Ethic	4.46
Oral/Written Communications	4.30
Leadership	3.82
Digital Technology	3.73
Career Management	3.46
Global/Multi-cultural Fluency	3.01

Source: *Job Outlook 2018*, National Association of Colleges and Employers. *5-point scale, where 1=Not essential, 2=Not very essential, 3=Somewhat essential, 4=essential, 5=Absolutely essential.

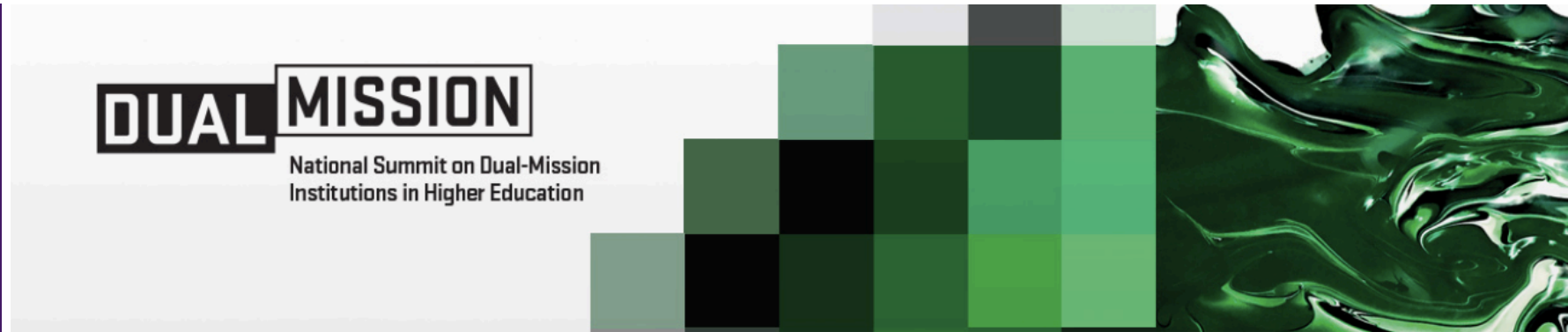


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Lindquist College of Arts & Humanities

II. Opportunities:

WSU's dual mission

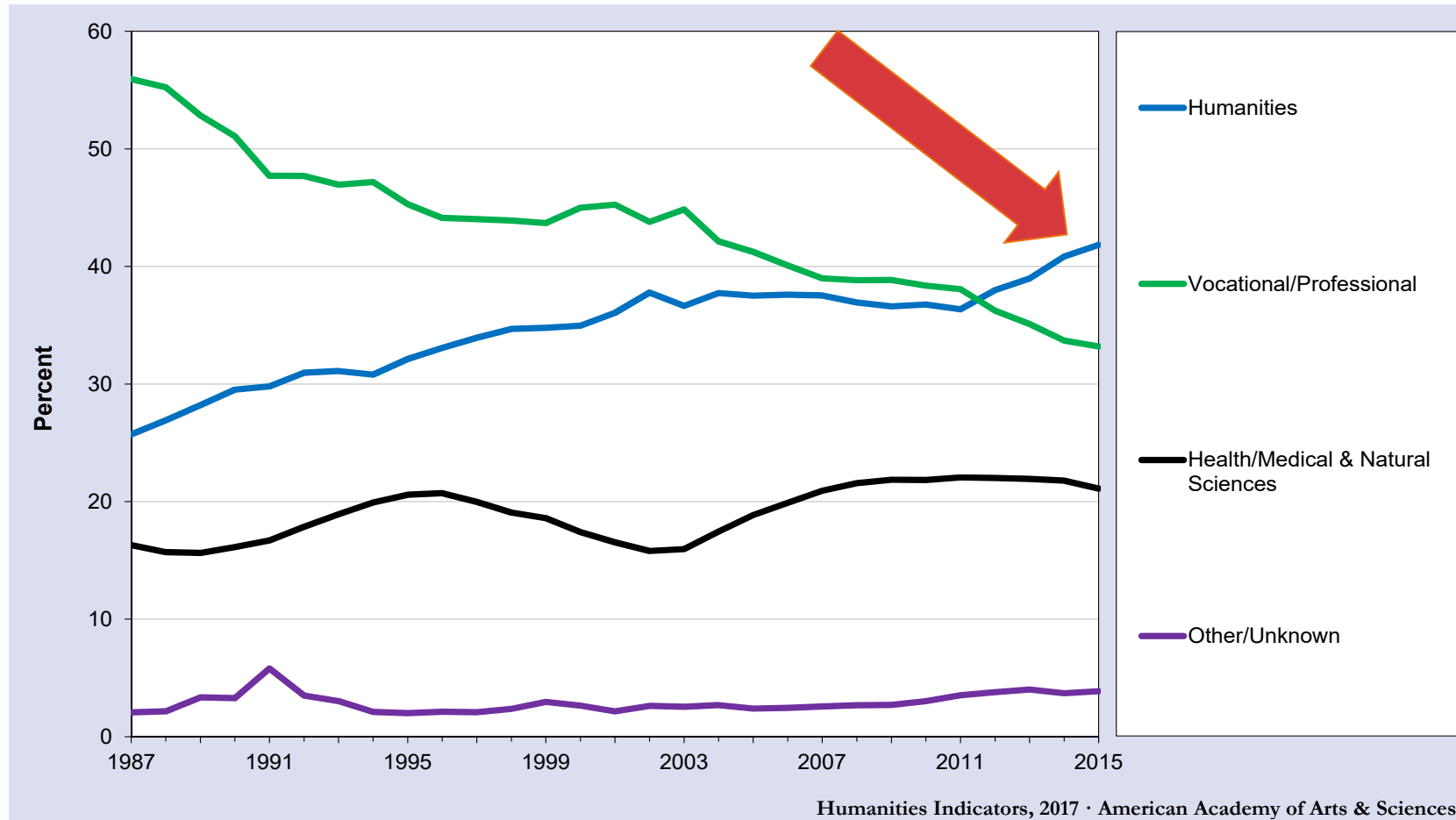


National Summit on Dual-Mission Institutions in Higher Education

Combining Community College and University Programming for Greater Access and Excellence in Higher Education

- *Certificates and Associates in an era of “unbundling”
- *Ethos for tech+arts crossover combinations
- *Career Technical Education (CTE Pathways)
- *AA/AS is Growth Area in Humanities (!)

Associate's Degree Completions in Selected Fields as a Percentage of All Associate's Degree Completions





II. Opportunities:

Utah's unique position
for a global market

Global Reach: Foreign Experience & Languages:

- *Language Service Industry
- *Localization
- *International Health, Business
- *Criminal Justice (FBI)
- *Defense / Intelligence / State Dept

**\$46,5 billion industry, projected to grow to
\$56 billion by 2021**

LANGUAGE INDUSTRY

FACTS AND DATA



Translation and Localization Industry Facts and Data

Language is Big Business

The language industry is big business. According to the report on "[The Language Services Market: 2018](#)" by [Common Sense Advisory](#) (CSA), the global market for outsourced language services and technology will reach US \$46.52 billion in 2018. As organizations both large and small make their products and services available in more languages, CSA predicts that the language services industry will continue to grow and that the market will increase to US\$56.18 billion by 2021.



III. Strategic Initiatives:

7 faculty-generated
priorities

The Lindquist College Commitment: Strategic Plan: 2017-2020

1. Student recruitment, access
2. Student retention
3. A&H-specific advising and career strategies
4. Align A&H curriculum with labor market
5. Faculty & staff retention
6. PR/marketing of A&H: telling our story
7. Integrate new technologies



III. Strategic Initiatives:

today's focus:
#3, #4, #6

The Lindquist College Commitment: Strategic Plan: 2017-2020

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III. Strategic Initiatives: 2017-2020

1. advising/career strategies:

integration of
academic/career
advising

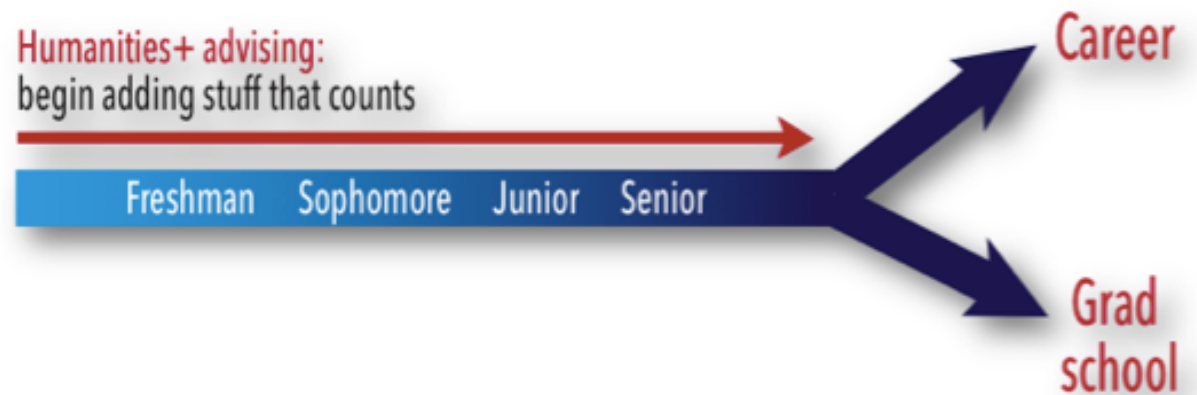
Old-school advising

- separate offices
- wait until senior year

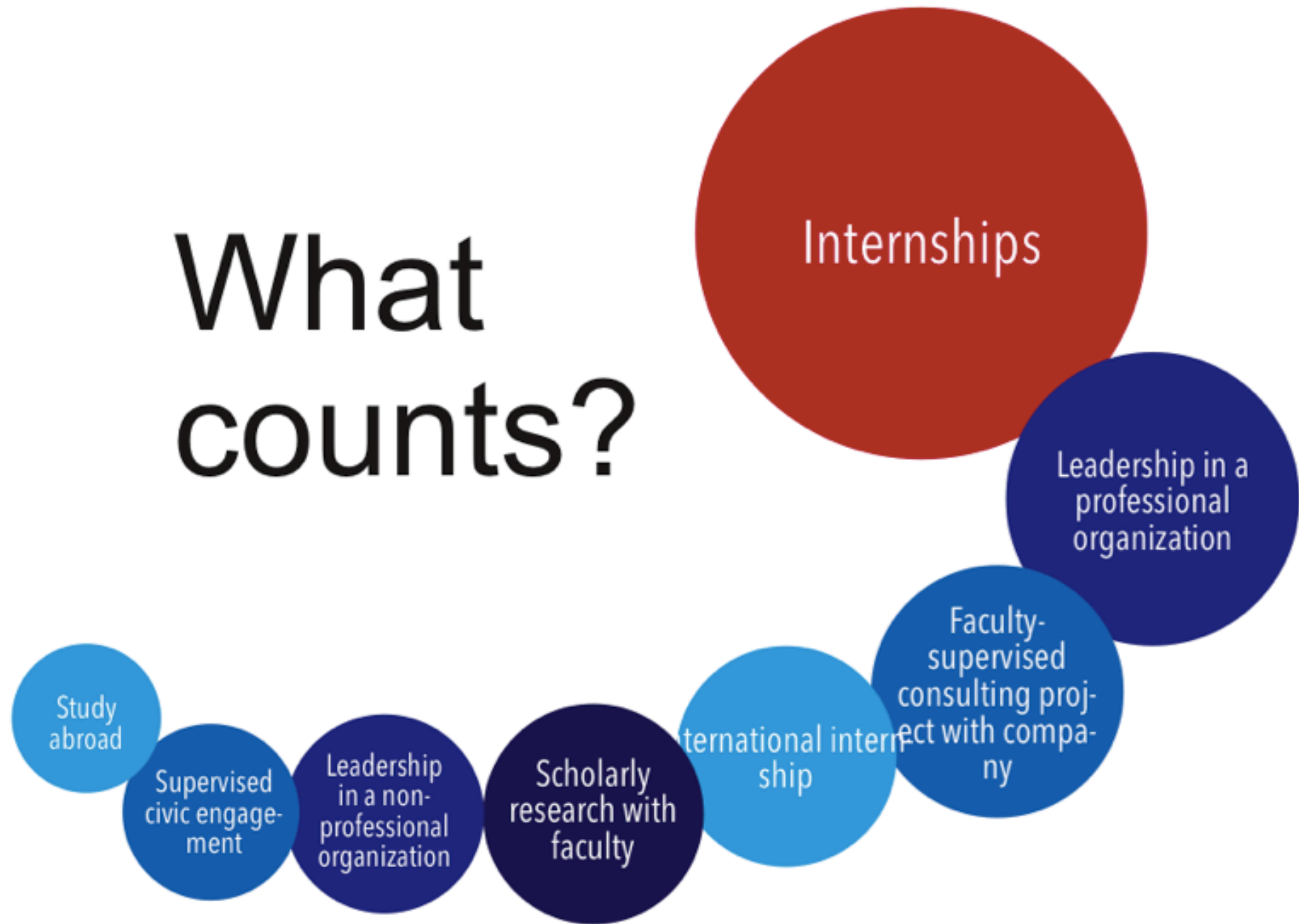


New-school advising:

- integrate academic/career advising
- add experiences and skills early



What counts?





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Lindquist College of Arts & Humanities

III. Strategic Initiatives: 2017-2020

1. advising/career strategies

Internship Experiences

Traditional
Self-Designed
On Campus

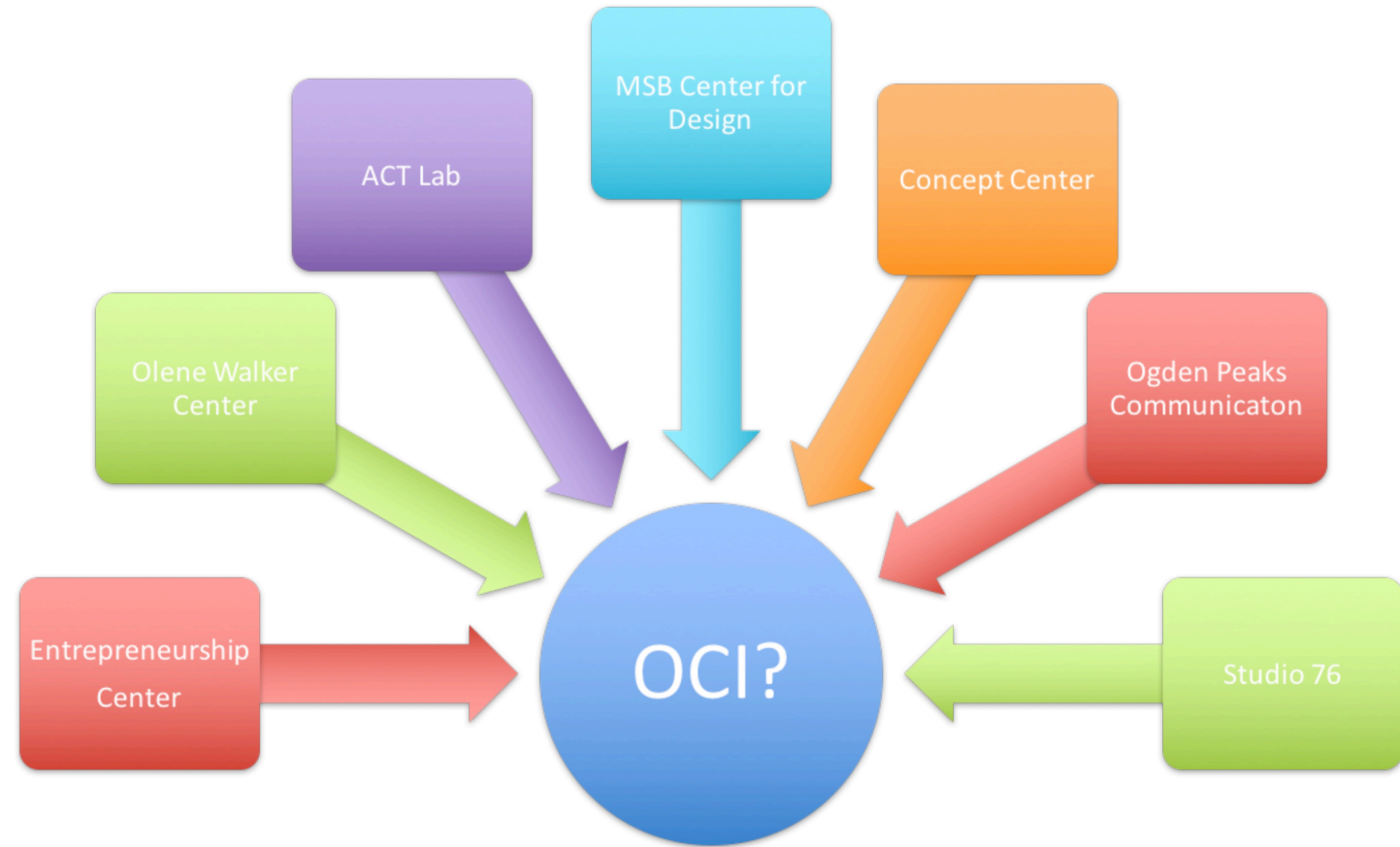


III. Strategic Initiatives: 2017-2020

1. advising/career
strategies

build internship
infrastructure

On-Campus Internship Idea





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Lindquist College of Arts & Humanities

III. Strategic Initiatives: 2017-2020

2. develop market-
oriented curriculum

Market-aligned Programs Created, 2017-18

Translation Studies, BS
Sound Recording, minor
Workplace Comm & Writing, AA, AS



III. Strategic Initiatives: 2017-2020

2. develop market-oriented curriculum

Market-aligned Programs Slated for 2018-19

Filmmaking, AS, BS
Localization, AS, BS
Sound Recording, AS
Arts Administration, AS, minor (?)



III. Strategic Initiatives: 2017-2020

2. develop market- oriented curriculum

CTE Pathways (Under Consideration)

Localization
Sound Recording
Graphic Design
Photography
Videography
Theatre Stagecraft
Technical Writing/Comm



III. Strategic Initiatives: 2017-2020

2. market-oriented curriculum

Other Emerging Programs:

Adobe Tools in Freshman Composition

Coding Camps for A&H

Art & Science of Metalworking

Partnerships in Design and UX with EAST

Digital Design & 3-D printing

BOOTCAMP

ART MEETS CODING

Arts and Humanities students will discover ways to use empathy, accessibility, creativity and coding to build effective websites and learn the building blocks of designing for digital media in this 3-day intensive course.

August 9 -11 | 10:00 am - 8:00 pm | weber.edu/cs/bootcamp

Cost: \$10* for Arts & Humanities Students Only!

*non WSU Arts & Humanities students \$195 | Contact danadellinger@weber.edu for grant code

WHAT YOU WILL LEARN



Learn coding fundamentals in a creative learning environment



Explore ways to solve problems and accelerate social change using creativity and coding



Learn practical web design skills



Use JavaScript and JQuery to build interactive user experiences

NO EXPERIENCE NEEDED. COME, LEARN, ENJOY!

MEET YOUR INSTRUCTORS



Dr. Richard Fry
WSU Web and UX
Professor
rfry@weber.edu



Kim Murphy
WSU Computer Science
Assistant Professor
kmurphy@weber.edu



Micah Bauer
WSU Assistant Professor of
Graphic Design
micahbauer@weber.edu



Art & Science of Metalwork
(aka Welding Camp, July 2018)

Art & Tech Crossover Skills



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III. Strategic Initiatives: 2017-2020

2. market-oriented
curriculum:

Design



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Funding Proposal

The Matthew S. Browning Center for Design

Weber State University

Telitha E. Lindquist
College of Arts & Humanities



III. Strategic Initiatives: 2017-2020

3. PR/marketing:

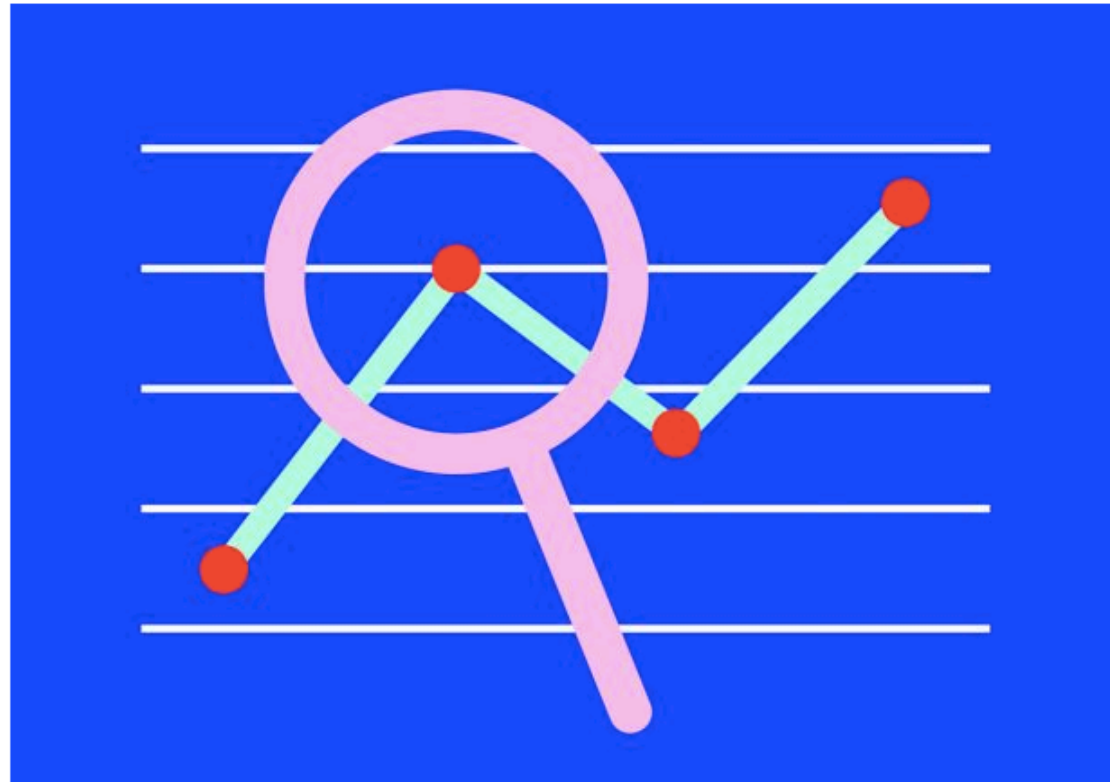
Arts are big business

Contributions to the National Economy

NEWS

The Arts Contribute More Than \$760 Billion to the U.S. Economy

New Findings Released on Economic Impact of Arts



March 6, 2018

Washington, DC New data released today by the U.S. Bureau of Economic Analysis (BEA) and the

CONTACT

Victoria Hutter, hutterv@arts.gov , 202-682-5692

RELATED CONTENT

Art Works Blog Posts

- [The Film Industry's Contributions to National and State Economies](#)
- [New Arts and Cultural Stats Zoom In on States](#)

[State Highlights Fact Sheet](#)



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Lindquist College of Arts & Humanities

III. Strategic Initiatives: 2017-2020

3. PR/marketing:
projecting story
beyond campus

Browning Presents!

BROWNING Presents!

RONAN FARROW

NEW YORKER
journalist
who took on the
ESTABLISHMENT
and triggered
#METOO

WAR ON PEACE
THE
END OF
DIPLOMACY
AND THE
DECLINE
OF
AMERICAN
INFLUENCE
RONAN FARROW

JANUARY 19, 2019
7 PM | Val A. Browning Center
\$15 Adults | \$8 Students

Ronan Farrow is the author of *War on Peace: The End of Diplomacy and the Decline of American Influence*.

weberstatetickets.com | 801-626-8500



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BROWNING Presents!

SEAN JONES QUARTET

Celebrating the 60-year anniversary of Miles Davis's *Kind of Blue*

SEPTEMBER 14, 2018

7:30 P.M. | Val A. Browning Center
\$20 Adults | \$8 WSU Students with I.D.

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III. Strategic Initiatives: 2017-2020

3. PR/marketing:

A&H = adaptability

Workforce Development: Where Do Arts & Humanities Students Go?





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III. Strategic Initiatives: 2017-2020

PR/marketing:

“expect the unexpected”

Workforce Development: Where Do Arts & Humanities Students Go?

EXPECT THE

UNEXPECTED



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of Arts & Humanities

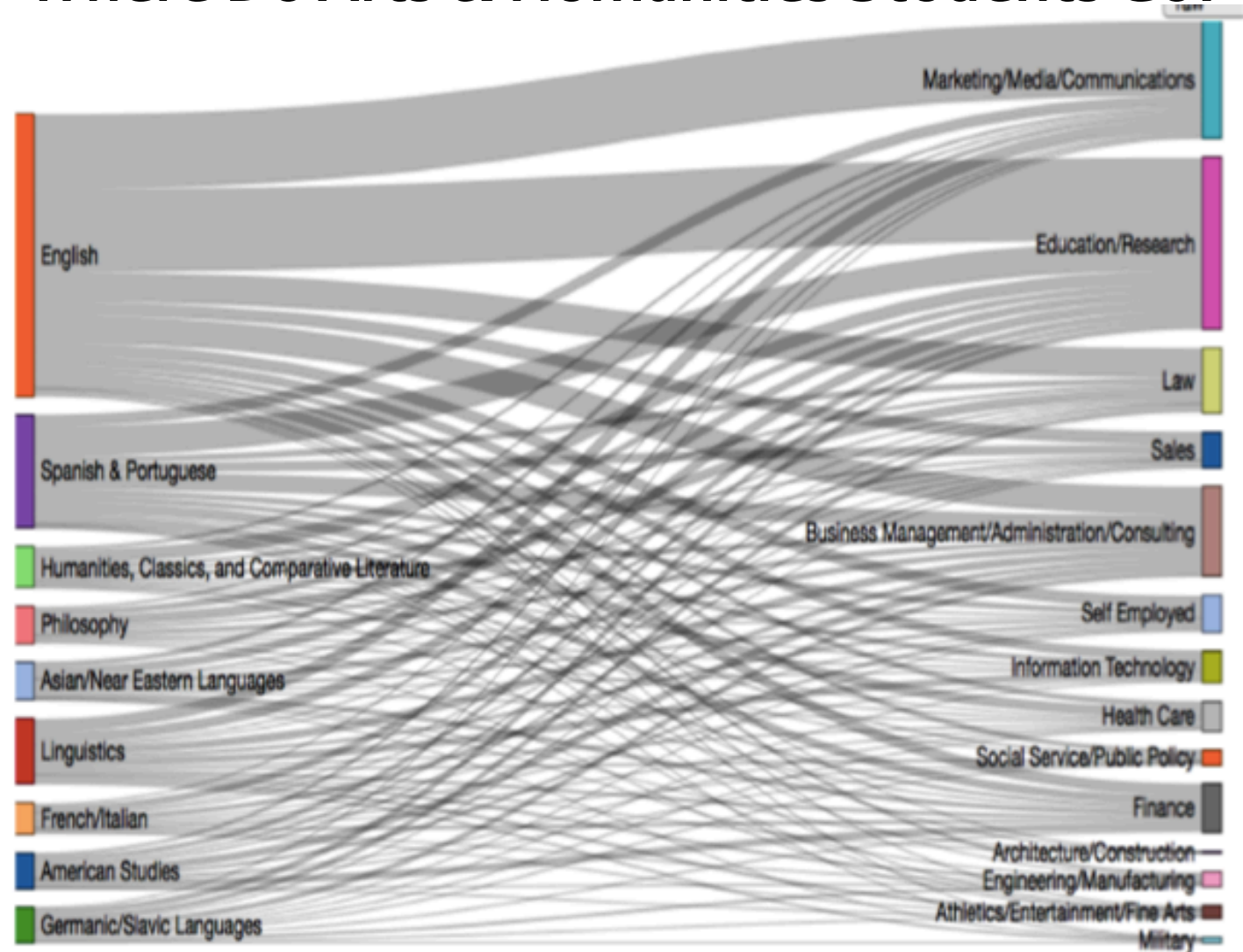


III. Strategic Initiatives: 2017-2020

PR/marketing:

A&H students really
do go
everywhere

Workforce Development: Where Do Arts & Humanities Students Go?





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III. Strategic Initiatives: 2017-2020

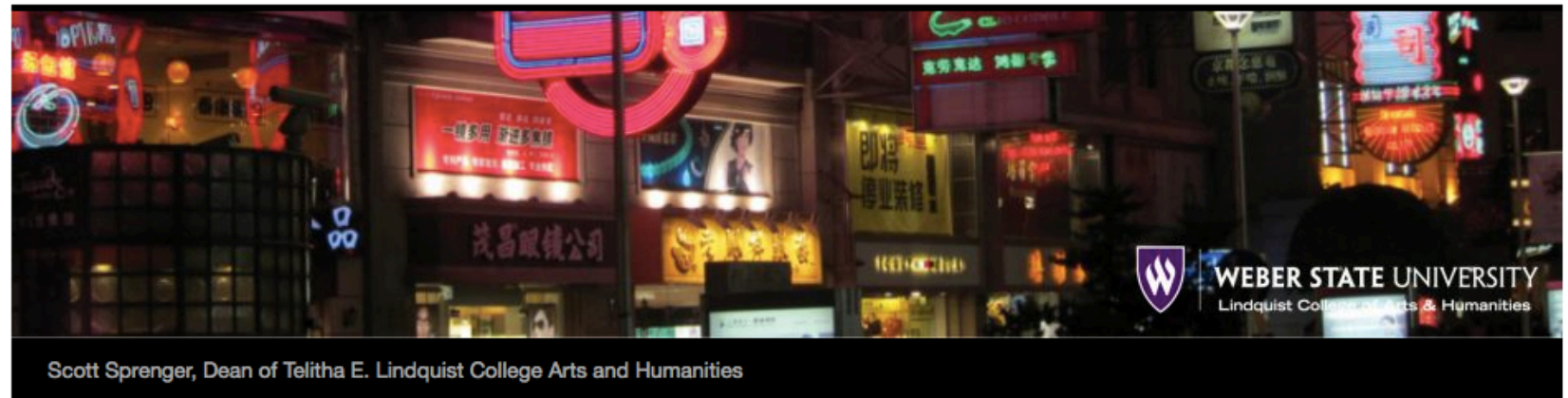
PR/marketing:

market intel on value
of A&H

College Career Blog:
<https://telithaelindquistcollege.wordpress.com/>

Arts & Humanities Paths 2 Careers

Lindquist College of Arts & Humanities



Scott Sprenger, Dean of Telitha E. Lindquist College Arts and Humanities

National Academies of Science, Engineering and Medicine Report that Graduates Are Missing Essential Training in the Humanities

Posted on [August 6, 2018](#)

Excerpt: The Board on Higher Education and Workforce of the U.S. National Academies of Sciences, Engineering, and Medicine (NASEM) released a report recommending that humanities, arts, crafts, and design (HACD) practices be integrated with science, technology, engineering, mathematics, and medicine (STEMM) in college and post-graduate curricula (1). The motivation for the study is the growing divide in American educational systems between traditional liberal arts curricula and job-related specialization. "Ironically," the report notes, "as this movement toward narrower,

Social



Advertisements

Earn
money



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III. Strategic Initiatives: 2017-2020

3. PR/Marketing: Telling Our Story

JUL 29, 2015 @ 09:45 AM 1,183,389

The Little Black Book of Billionaire Secrets

That 'Useless' Liberal Arts Degree Has Become Tech's Hottest Ticket



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III. Strategic Initiatives: 2017-2020

3. PR/marketing:
telling our story

Silicon Valley Tech Firms Need Humanities Students

-Stanford News

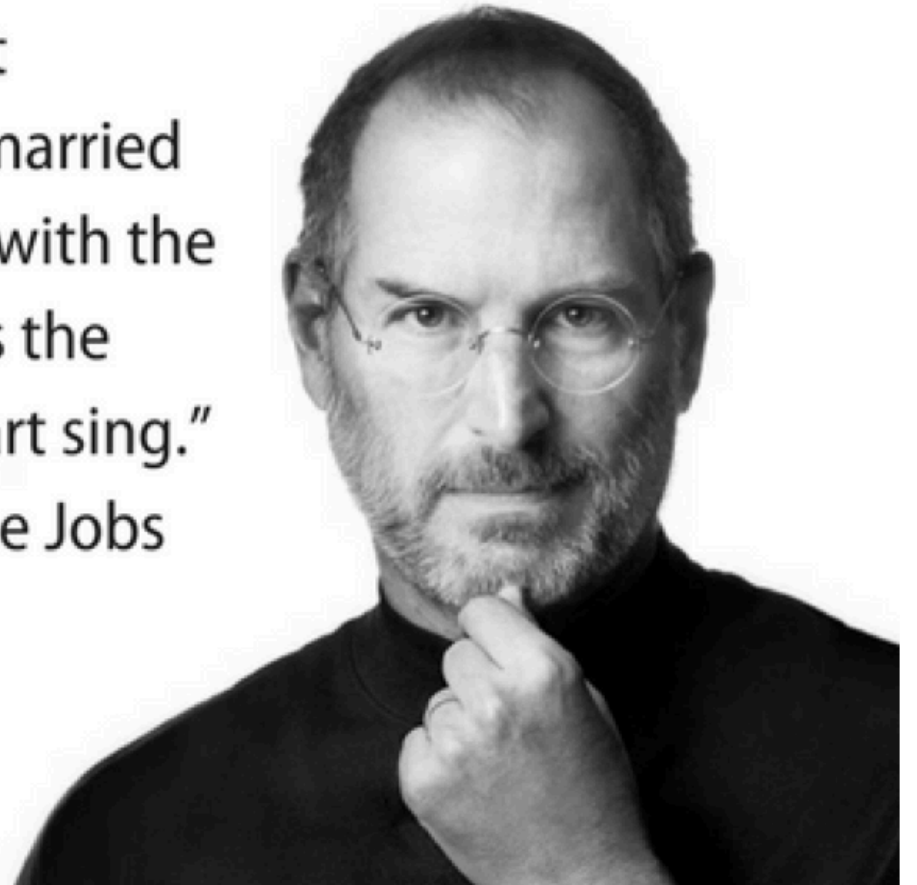


III. Strategic Initiatives: 2017-2020

3. PR/marketing: telling our story

'...technology alone is not enough. It's technology married with liberal arts, married with the humanities, that yields us the results that make our heart sing.'

Steve Jobs





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III. Strategic Initiatives: 2017-2020

3. PR/marketing:
buses
frontrunner
electronic billboards
radio
print journalism

Expect the Unexpected in 2018/19



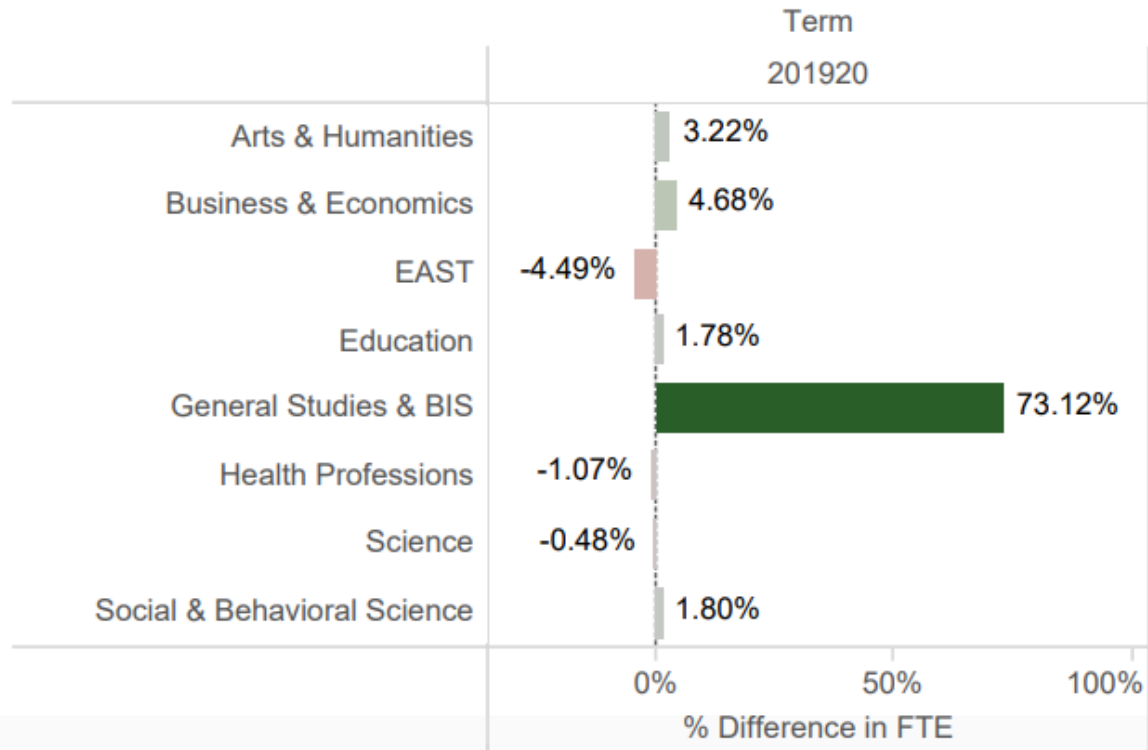
Budget Related Enrollments by Department Fall 2018 vs. Fall 2017

Semester
Fall

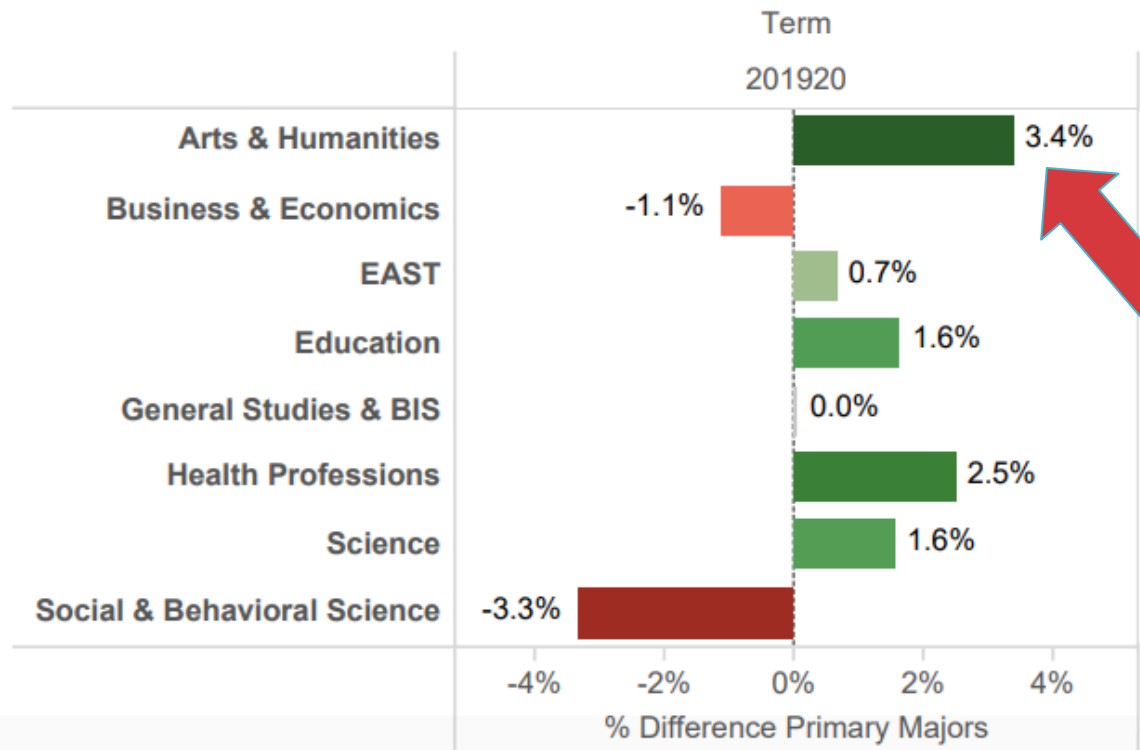
Select Reporting Level
WSU Overall

Select Point-in-Time for Comparison
-4

% Change in FTE



% Change in Major Counts





**WEBER STATE
UNIVERSITY**

WSU's Trustees -- Brief A History

AKA Bedtime Stories w/ Uncle Normie

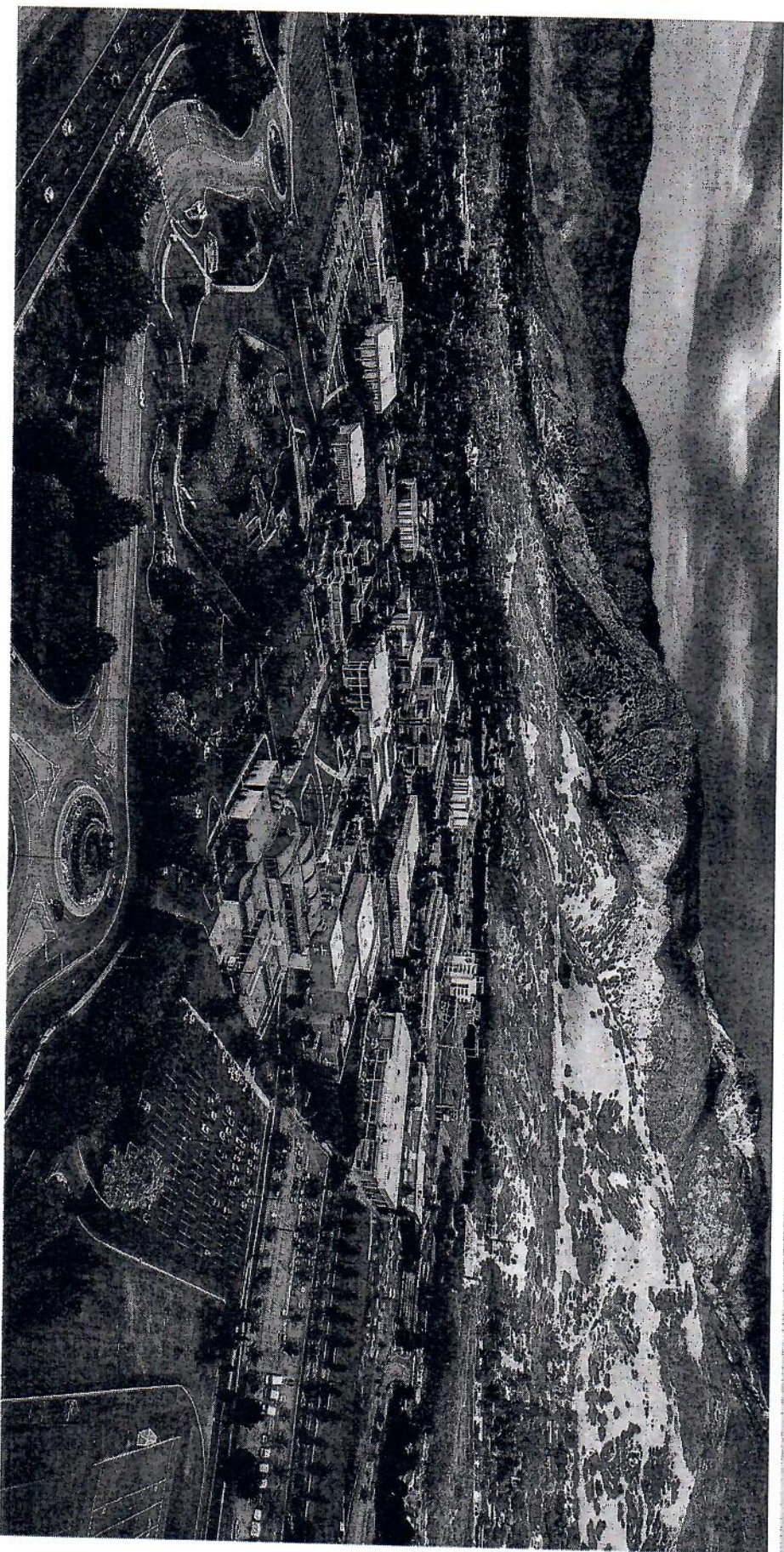
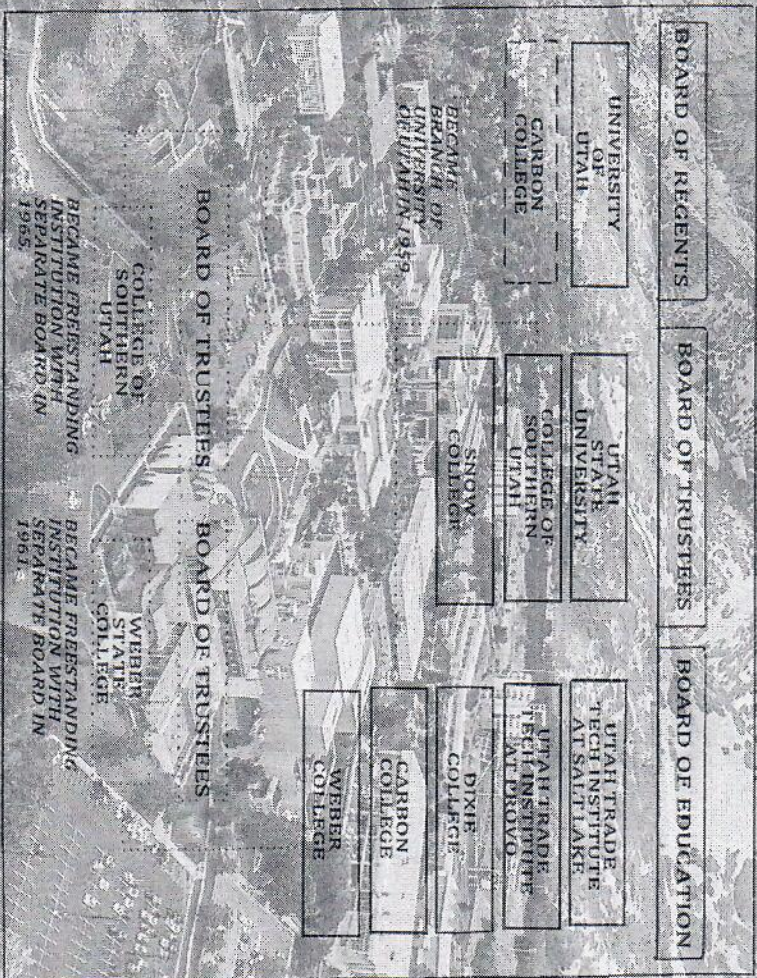


Table 1
Utah Higher
Education Governance
as of 1957



WEBER STATE UNIVERSITY

WSU Board of Trustees 1961-1969

- The Governing Board for WSU
- Authority to Hire/Supervise President
- Authority to Approve Mission w/in Statute
- Authority to Approve Programs
- Authority to Approve Policies w/in Statute
- Authority to Own Campus Real Property



WEBER STATE UNIVERSITY

Higher Education Act of 1969

- Established Statewide Board of Regents
- All Authority of Institutional Boards vested in Regents
- WSU Trustees Effectively Eliminated
- Local “Institutional Council’s” Established
- Established Principle of Delegation



WEBER STATE UNIVERSITY

WSU Institutional Council 1969-1991

- Facilitate Fundraising, Communication, Community Relations
- Select Honorary Degree Recipients
- Little if any role in Hiring/Supervising President
- Very Little Regent Authority Delegated to Institutional Councils



WEBER STATE UNIVERSITY

Trustees Rebirth 1991-2018

- Name Returns to Trustees
- Regents Share Significant Authority with BOT's (Presidential Hiring/Supervision, Audit, Real Estate)
- 2017 Legislature Gives Back to BOT's Program Approval (within Mission)
- Additional Steps Toward De-evolving Under Consideration



WEBER STATE UNIVERSITY

An aerial photograph of a university campus, likely Weber State University, showing various buildings, parking lots, and surrounding greenery. In the background, a range of snow-capped mountains is visible under a cloudy sky. The image is in grayscale.

Who is WSU's Governing Board Today?

- The State Board of Regents
- The WSU Board of Trustees
- And the Ever-more Involved State Legislature



WEBER STATE UNIVERSITY



So Why The Bed-time Story

- The Role of President is Uniquely Difficult in the USHE
- “It’s Helpful for Trustees to Know the Context of Their Expanding Roles and also the Continuing Constraints on their Authority”



WEBER STATE UNIVERSITY

FIDUCIARY DUTIES OF UNIVERSITY TRUSTEES

Introduction

A. What is a Fiduciary?

1. A fiduciary is a person who holds a special position of trust and confidence in connection with performance certain duties on behalf of another person or organization.
2. Based upon expectation of trust
3. Expectation of trust is basis of fiduciary duties

B. What are the Legal Sources of Fiduciary Duties?

1. Higher Education Act
 - a. Board of Trustees
 - b. Appointed by Governor
 - c. Acts on behalf of University
 - d. Performs certain duties, responsibilities and functions
 - e. Delegated authority from State of Utah and State Board of Regents
2. Oath of office
 - a. Discharge duties with
 - b. Fidelity
 1. Fealty (Allegiance)
 2. Loyalty
3. Common Law of Trusts
 - a. Duty of Loyalty
 - b. Duty of Care (Prudence)

C. To Whom are Fiduciary Duties Owed?

The Two Fiduciary Duties

A. The Duty of Loyalty

1. Faithfulness or Allegiance to Institution
2. Elements
 - a. Good Faith
 1. Honesty in belief or purpose
 2. Faithfulness in performing one's duty or obligation
 3. Observance of reasonable standards of fair dealing
 4. Absence of intent to defraud or to seek unconscionable advantage
 - b. Independent Judgment
 - c. Best Interest of Institution

B. The Duty of Care

1. Serious Attention

2. Elements

- a. Reasonable care – that degree of diligence care, and skill which ordinarily prudent person would reasonably exercise under similar circumstances (Prudence)
- b. Informed Decisions – reliable information and advice
- c. Confidentiality.

Core Principles for Effective Board Conduct in Fulfilling Fiduciary's Duties¹

A. Fulfill the Fiduciary Duty of Care By:

- Acting at all times in good faith and with the appropriate diligence, care, and skill required under the circumstances.
- Acting in a manner reasonably believed to be in the best interests of the institution
- Actively attending and participating in all board and committee meetings, reading and evaluating the materials presented, and asking questions about unexplained results and unfamiliar issues
- Retiring from board service (or declining nominations) if one is no longer able to satisfy the time, effort, and attendance expectations for the institution's governing body members
- Relying when appropriate on experts who serve the board by evaluating complex matters, while questioning their reports when their advice is inconsistent with expectations.

B. Fulfill the Fiduciary Duty of Loyalty By:

- Faithfully pursuing the interests of the college or University and its charitable or public purposes rather than one's own interests or the interests of another person or organization.
- Actively disclosing existing or potential financial conflicts of interest and dual interests, and recusing oneself from board discussions and votes on transactions or policy matters, in accordance with the institution's conflict-of-interest policy.
- Maintaining complete confidentiality about any matters presented to the governing board at all times, unless otherwise directed by the board and subject to state transparency laws applicable to public institutions.

¹ AGB Board of Directors Statement on Fiduciary Duties of Governing Board Members (2015)

- Retaining the governing board's independence from external and internal stake holders in the conduct of its oversight and policy responsibilities.

Liability Concerns

A. Business Judgment Rule

1. Legal Presumption – Rational Decisions
 - a. Good Faith
 - b. Informed Basis
 - c. Scope of Authority
 - d. Best Interest of Institution
2. Shields Trustees from Liability for Undesirable Outcomes

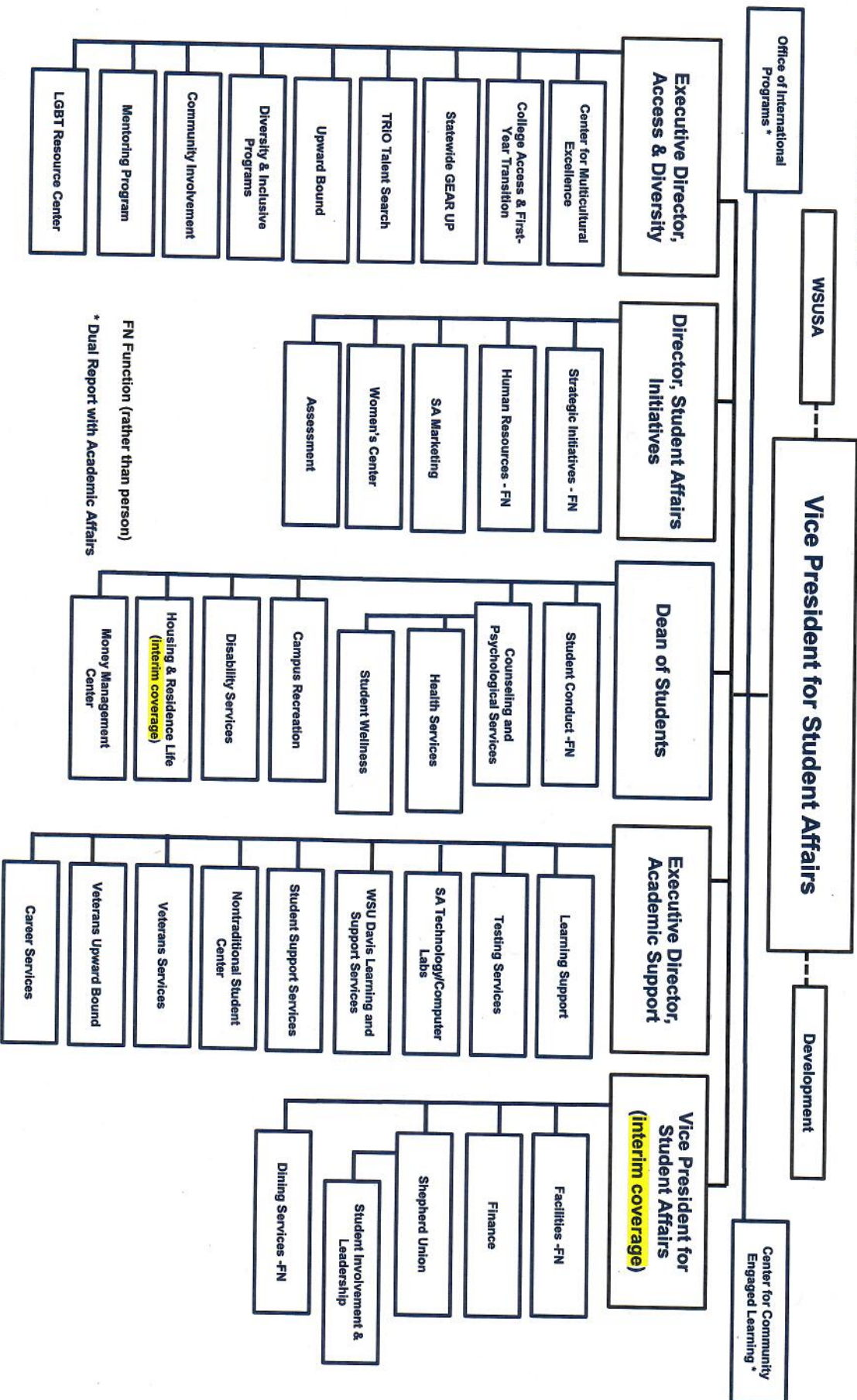
B. Utah Government Immunity Act

1. Immunity from Liability
 - a. Acts or omissions occurring during
 1. Performance of one's duties
 2. Within the scope of employment or
 3. Under color of authority
 - b. Exception – act or failure to act through fraud or willful misconduct
2. Safe Harbor
 - a. Honesty
 - b. Good Faith
 - c. Sobriety



WEBER STATE UNIVERSITY
Student Affairs

DIVISION OF STUDENT AFFAIRS ORGANIZATIONAL CHART – Current



FN Function (rather than person)
* Dual Report with Academic Affairs

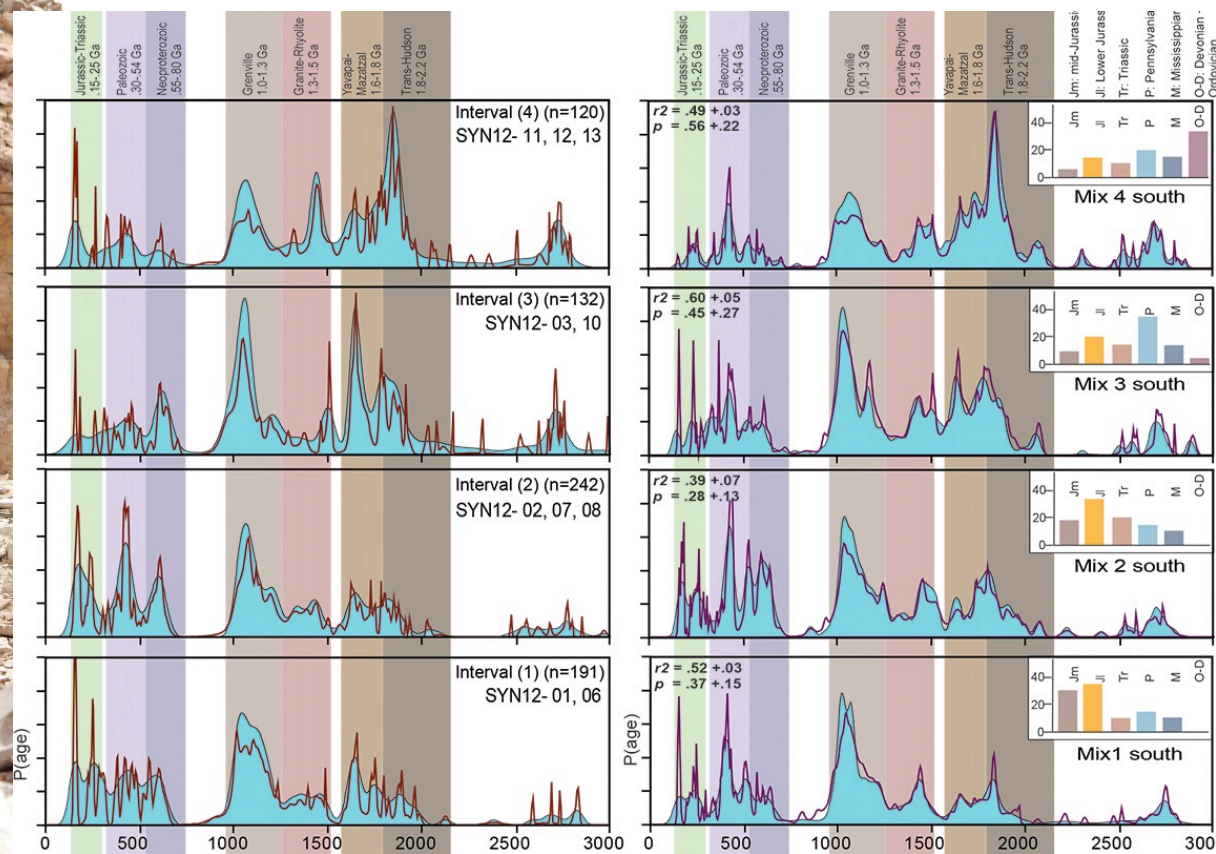
Faculty and Student Research- Argentina



Faculty and Student Research- Western USA

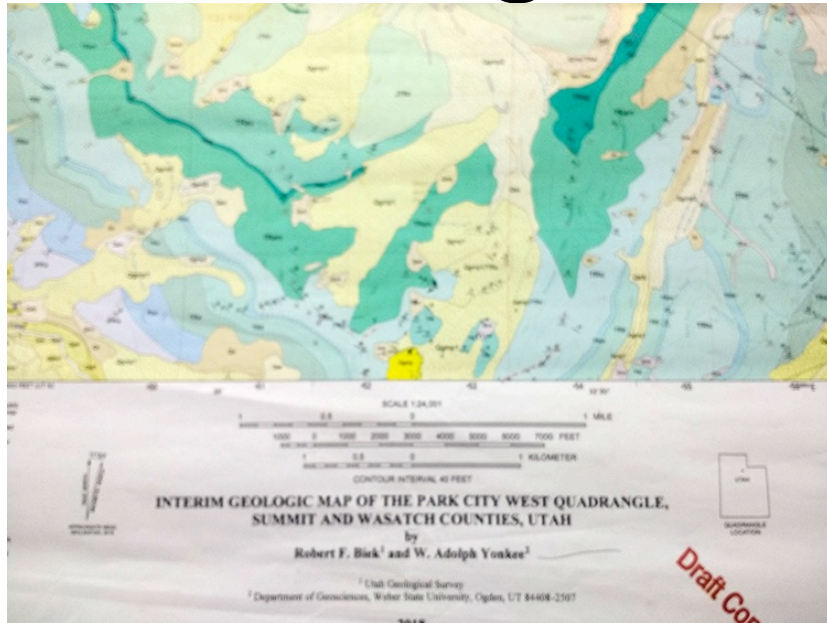


Gentry, A., Yonkee, W.A., Wells, M.L., and Balgord, E.A., 2018, Resolving the history of early fault slip and foreland basin evolution along the Wyoming salient of the Sevier fold-and-thrust belt: Integrating detrital zircon geochronology, provenance modeling, and subsidence analysis, *in* Tectonics, Sedimentary Basins, and Provenance: A Celebration of William R. Dickinson's Career: Geological Society of America Special Paper 540, [https://doi.org/10.1130/2018.2540\(23\)](https://doi.org/10.1130/2018.2540(23)).



Geologic Mapping

Utah Geological Survey Collaboration



GEOLOGIC MAP OF THE WILLARD QUADRANGLE, BOX ELDER COUNTY, UTAH

by Adam P. McKean, Elizabeth A. Balgord, W. Adolph Yonkee, and Adam I. Hiscock

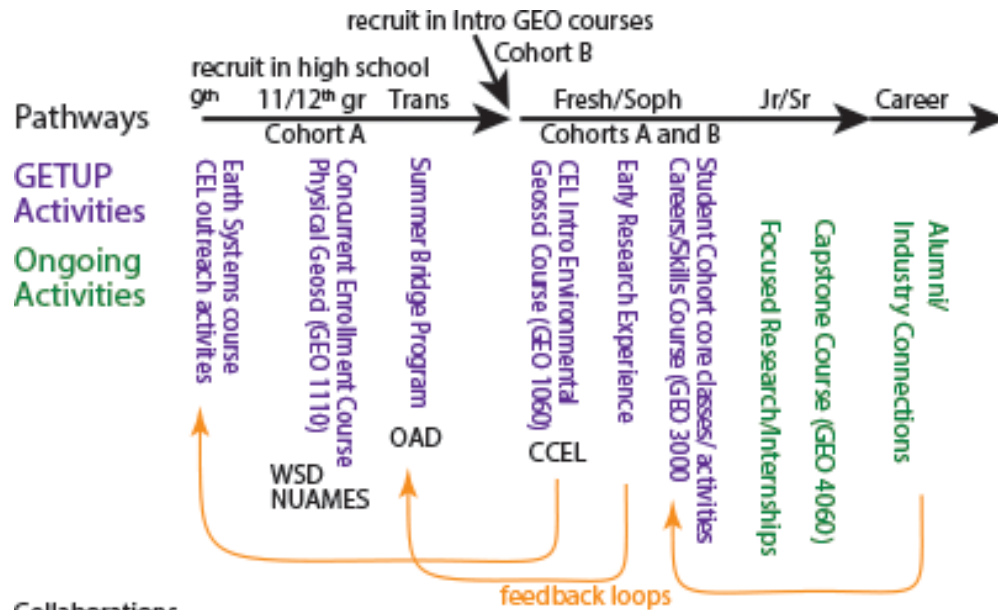


MAP 278DM
UTAH GEOLOGICAL SURVEY
a division of
UTAH DEPARTMENT OF NATURAL RESOURCES
2018

New Techniques- Fault Studies



STEM Education National Science Foundation Proposal

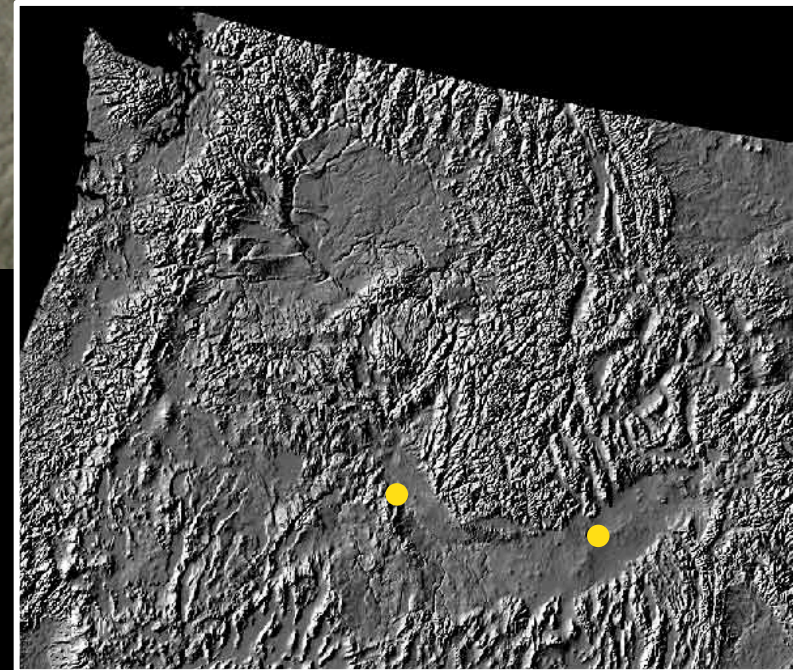




"I'm taking some time off to get away from the stress. See you in ten years."



Climate Research in Southern Idaho





Field Work – Bruneau Dunes



Sediment analysis





Utah State University Luminescence Lab



Bruneau Dunes field research with WSU students

Global Education Opportunity (GEO) Program – Geneva, Switzerland

2





WSU students attending UN meetings in Geneva, Switzerland





Project Peru



El Comedor Popular
"Virgen de la Paz" hoy
es una realidad. Gracias
Ing. David Cornejo Chingon
Alcalde de Chiclayo

Gracias Weber State
University y Universidad
Mejía Baca por la
realización de nuestro
comedor Pop

Con David Cornejo
Alcalde de Chiclayo
Bolívar sale
adelante!





WSU students, faculty, and staff serving in Peru

Without
Sabbaticals



With
Sabbaticals



2018 Board of Trustees

Shared Governance

PPM 1-13 Section 4. Faculty Senate - Standing Committees (abbreviated)

4.1 Committee on Academic Resources and Computing

The Committee on Academic Resources and Computing shall recommend policies and operational procedures on the acquisition and utilization of computers and academic resource material.

4.2 Committee on Admissions, Standards and Student Affairs

The Admissions, Standards and Student Affairs Committee shall be concerned with standards for admission, retention and graduation from the University and policies pertaining to student affairs.

4.3 Committee on Appointment, Promotion, Academic Freedom and Tenure

The Committee on Appointment, Promotion, Academic Freedom and Tenure shall formulate policies and operational procedures on these matters and on due process and merit.

4.4 Committee on Constitutional Review, Apportionment and Organization

The Committee on Constitutional Review, Apportionment and Organization shall review, update and preserve the integrity of the Constitution and Bylaws of the Weber State University faculty government. This Committee shall study ratios of college representation on the Senate and recommend procedures for electing its members. The Committee shall also be responsible for recommending policies on the organization and operational procedures of the University.

4.5 Committee on Curriculum

The Curriculum Committee (CC) shall study and evaluate the curriculum needs of the University by reviewing program, certificate, and course proposals (including courses proposed to fulfill specific General Education designations as defined in the CC manual), which have been approved by college curriculum committees or programs that report directly to the Office of Academic Affairs.

4.6 Committee on Environmental Issues

The Environmental Issues Committee shall help facilitate the integration of environmental initiatives into academic affairs, student affairs, and facilities management. The committee shall serve as a local and statewide source for scientifically-based information and for leadership on environmental issues affecting Utah, the Wasatch Front and WSU campus communities.

4.8 Committee on Honorary Degrees

Faculty members on the Honorary Degrees Committee shall review the recommendations presented to them and shall act as the faculty representatives on the Committee on Commencement and Honorary Degrees.

4.9 Committee on Research, Scholarship and Professional Growth

The Committee on Research, Scholarship and Professional Growth shall recommend policies on research, scholarship, teaching loads, instructional and faculty development and faculty productivity. It shall facilitate faculty in obtaining grants, travel funds, physical facilities, etc., to pursue research and scholarly activities.

4.10 Committee on Salary, Benefits, Budget and Fiscal Planning

The Committee on Salary, Benefits, Budget and Fiscal planning shall study, evaluate and make recommendations on faculty salaries, benefits, budgets and fiscal planning issues.

4.11 Committee on Teaching, Learning and Assessment

The Committee on Teaching, Learning and Assessment endeavors to enhance the learning environment at Weber State University.