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FACULTY SENATE EXECUTIVE COMMITTEE

August 29, 2011
3:00 - 4:30 p.m.
Champ Hall

Agenda

3:00 Call to Order

Introductions.....Glenn McEvoy
Approval of Minutes April 11, 2011.....Glenn McEvoy

3:05 Announcements.....Glenn McEvoy

- Calendar
- Faculty Senate Members Roster
- Brown Bag Lunch Schedule 2011-2012 with the President/Provost
- Parliamentary needed
- Broadcasting all FSEC and FS meetings, things you need to know!

3:10 Executive Committee Orientation.....Glenn McEvoy

3:15 University Business.....Stan Albrecht, President Raymond Coward, Provost

3:40 Information Items

1. Graduate Council Report.....Mark McLellan
2. NWCCU Year-One Report.....Michael Torrens

4:05 New Business

1. Items for PRPC?
 - Finishing the sections of the Code that did not pass last year involving external review letters for tenure and promotion considerations [Sections 405.7.2(1), 405.8.3(1), and 405.11.4(1)].
 - FS attendance requirements to cover sabbaticals
 - Editing the code for the new VP Research/Dean Graduate School combine role
 - The term faculty issues brought up last year (Lecturers, clinical faculty, research faculty, federal cooperator faculty, federal research faculty, and professional practice faculty). The concerns arise because these faculty ranks are very different from one another, yet the current code treats them in very similar ways. (From Vines's Final USU-CEU report).
2. Further steps on Sections 406 and 407
 - The Kras Committee suggestions to Section 406 and 407 were not deliberated because they raised enough significant questions affecting both the faculty and the university that it might be prudent to form another committee to examine them carefully.
3. Investigate how we can get Faculty Senate issues down to the department level.

4:30 Adjournment.....Glenn McEvoy



FACULTY SENATE EXECUTIVE COMMITTEE MINUTES

APRIL 11, 2011 3:00 P.M.

Champ Hall Conference Room

Present: Vincent Wickwar (Chair), Scott Bates (excused), Byron Burnham, Steve Burr, Lyle Holmgren, Doug Jackson-Smith, Glenn McEvoy (President-elect), Nick Morrison, Mike Parent, Flora Shrode, Nathan Straight (excused), Blake Tullis (excused), Dave Wallace, Ralph Whitesides, President Stan Albrecht (Ex-Officio), Provost Ray Coward (Ex-Officio), Ed Heath (Past President), Joan Kleinke (Exec. Sec.), Marilyn Bloxham (Assistant) **Guests:** Jennifer Duncan, Yolanda Flores-Neiman, Christopher Neale, Jordan Olsen, David Ottley.

Vincent Wickwar called the meeting to order at 3:04 p.m.

Approval of Minutes

Steve Burr made a motion to approve the minutes of March 21, 2011. Motion was seconded by Doug Jackson-Smith and passed unanimously.

University Business –President Albrecht and Provost Coward.

President Albrecht updated the Executive Committee on the budget process. There will be no across the board raises. Salary increases will target extreme inequity, retention problems or exceptional merit. Deans will identify the individuals to receive increases and then the President will review the selections. This process must be completed by April 18, 2011.

The Presidents' office will be sending out the fourth in a series of emails to the campus community in the next couple of days. This email will contain a brief summary of issues that will be covered in the college presentations as well as an announcement of a health benefit dividend to be paid to all employees that were enrolled in the health insurance plan since July 1, 2010. A special payroll will be run before the end of April and payments of \$600 less appropriate IRS withholding will be paid to all eligible employees. This is possible because of lower than expected claims on our health insurance fund.

The search for the VP for Research and Dean of Graduate Studies continues. The final four candidates will be brought to campus beginning next week. All are external candidates.

Announcements

The next Brown Bag Lunch will be Monday April 18, 2011. President Albrecht will not be able to attend that day, but Provost Coward will be there.

Information Items

AA/EO Code Change in Policy 300 – David Ottley. David informed the FSEC committee that there are new laws in effect that affect policy 303, most changes are wording only. Glenn McEvoy noted several inconsistencies in the changes from the old to new codes and will discuss this with David at a later date. All mention of timetables have been removed from the code since all of these timetable dates are now included in the goal statements.

Ed Heath made a motion to place this item on the agenda as an information item and Nick Morrison seconded. The motion passed unanimously.

Common Hour implementation – Jordan Olsen. Options for implementation were previously discussed in prior meetings. Department heads and advisors were particularly concerned that the Common Hour would be too disruptive to the scheduling system. The new proposal is to implement the Common Hour on Wednesdays from 11:30 am to 1:00 pm. Classes currently taught on MWF from 11:30 am to 12:30 pm would be offered on MF from 11:30 am to 12:45 pm (100 classes' total). Afternoon classes on MWF would start on the hour, rather than the half-hour (400 classes' total, each to roll forward by 30 minutes). Classes that are over 90 minutes in length and use a specialty room (labs, studios, etc) or any class that is over 3 hours in length would be exempted from the Common Hour (54 classes total). Fewer than 20 classes would not be accommodated by the above implementation plan. These would be reviewed and individually relocated. These are primarily classes not currently on standard bell times. Glenn McEvoy congratulated the students on this recommendation saying it is far superior to the previous proposal and much better received. Dave Wallace indicated that two of his classes would be affected by this change and he would have to completely rework his lecture schedule to accommodate it. Provost Coward suggested that this would possibly be one of the courses exempted from the plan.

Mike Parent moved to place this item on the agenda as an information item and Ed Heath seconded. The motion passed unanimously.

FDDE Annual Report – Jennifer Duncan. Jennifer Duncan presented the FDDE Annual Report. The previously presented proposal has been withdrawn and the FDDE committee will work to refine it in the fall. Vince Wickwar suggested that the section of the report containing the proposal draft in progress be removed and only pages 1-28 and the hand out given out at the meeting be approved by the FSEC. A typical report to the committee report would consist of a summary and minutes of their meetings. The FSEC offered FDDE substantial feedback on what should be included.

Ed Heath moved to place the report on the consent agenda including the handout from the meeting with clarifications that was added and exclude the section in draft form. Glenn McEvoy seconded and the motion passed.

Committee on Committees Annual Report – Glenn McEvoy. Glenn presented an updated on the progress of senate elections and senate committee assignments. The College of Education is still looking to fill the FDDE position, CHaSS is looking for an FEC member and CNR is looking for a PRPC representative. RCDE needs a replacement for Nathan Straight and CEU needs 6 committee appointments.

Mike Parent moved to include the report on the consent agenda, Ed Heath seconded and the motion passed.

Calendar Committee Report – Yolanda Flores-Niemann. The Calendar Committee presented their final report. The recommendation brought forward for 2014-15 is to maintain the status quo, however it is recommended that the discussion that began this year be continued in the fall and the faculty and staff be surveyed regarding calendar changes in the future.

Glenn McEvoy moved to place this item on the consent agenda and Mike Parent seconded. The motion passed.

Faculty Senate Motion Tracking – Joan Kleinke. Motion tracking is up to date and posted on the Faculty Senate web site, <http://usu.edu/fsenate/>.

Final Report of Ad Hoc USU-CEU Code Committee – Vince Wickwar. It was decided that this item will be handled along with the second reading of the code changes.

New Business

EPC Items – Larry Smith. Larry Smith reported EPC actions and activities for the months of March and April. The Curriculum subcommittee had 136 course actions taken. The Academic Standards sub-committee had 4 actions, including an increase in the minimum credits required for an Associates of Applied Science degree; this change was made to align with the current CEU policy. The General Education Sub-committee was engaged in lengthy discussions on the implementation of the General Education system at CEU. The College of Agriculture presented a proposal for a new School of Applied Sciences and Education to be created in their college. The proposed school will have three academic units attached to it including the ASTE Department, a professional/technical division and a workforce technical division. The School will have an associate dean or director who will also serve as head of ASTE.

Mike Parent moved to place the report on the consent agenda, Glenn McEvoy seconded and the motion passed.

USU-CEU Code Changes (Second Reading) – Vince Wickwar. There was no further discussion. A motion to place it on the agenda as an action item was made by Glenn McEvoy and seconded by Ed Heath. The motion passed unanimously.

Adjournment

Vince Wickwar thanked everyone for their help in making the Executive Committee run smoothly during the year, He then asked for a motion to adjourn the meeting. The meeting adjourned at 4:40 p.m.

Minutes Submitted by: Joan Kleinke, Faculty Senate Executive Secretary, 797-1776

Calendar of Meetings and Committee Reports

Executive Committee Meeting Champ Hall, Main 136 3:00 – 4:30 p.m.	Senate Meeting Merrill-Cazier Library, Room 154 3:00 – 4:30 p.m.	Senate Committee Annual Reports	University Council and Committee Reports
August 29, 2011	September 12, 2011		Graduate Council – Mark McLellan
September 19, 2011	October 3, 2011	Educational Policies Committee (EPC) – Larry Smith	Honors Program – Christie Fox Libraries Advisory Council – Parking Committee – James Nye
October 17, 2011 Immediately following FSEC Mtg. - Faculty Forum Planning	December 5, 2011 (This is the next FS meeting after Faculty Forum when reports come to the Senate)	Faculty Evaluation Committee (FEC) – Pamela Martin	Athletic Council – Ken White
November 7, 2011 - FACULTY FORUM Taggart Student Center Auditorium 3:00 – 4:30 p.m.			
November 21, 2011	December 5, 2011		ASUSU – Erik Mikkelsen Retention and Student Success – John Mortensen
December 12, 2011	January 9, 2012		Council on Teacher Education – Francine Johnson Scholarship Advisory Board – Chelise Elwood
January 23, 2012	February 6, 2012		Bookstore Report – David Parkinson/Tami Pyfer
February 21, 2012 (Tuesday)	March 5, 2012	Budget and Faculty Welfare Committee (BFW) – Rhonda Miller Academic Freedom and Tenure Committee (AFT)- Richard Jenson	Research Council – Mark McLellan
March 19, 2012	April 2, 2012	Professional Responsibilities and Procedures Committee (PRPC) – Terry Peak	Honorary Degrees and Awards – Sydney Peterson
April 16, 2012	April 30, 2012	Faculty Diversity, Development, & Equity Committee (FDDE) – Christopher Neale Committee on Committees – Flora Shrode	Calendar Committee – Michelle Larson

Utah State University

Faculty Senate Members Alpha Sort 2011 - 2012

Last Updated 15 July 2011

NAME	note	EMAIL	TERM ENDS	COLLEGE	UMC	PHONE
Albrecht, Stan L.	e	stan.albrecht@usu.edu	Ex Officio	USU President	1400	7-7172
Allen, John	p	john.allen@usu.edu	2012	Dean Humanities/Soc. Sci.	0700	7-1195
Barnard, Dale	2	dale.barnard@usu.edu	2014	Agriculture	5600	7-2696
Bates, Scott		scott.bates@usu.edu	2012	Ed. & Human Services	2810	7-2975
Beard, Karen		karen.beard@usu.edu	2014	Natural Resources	5230	7-8220
Beddes, Taun		taun.beddes@usu.edu	2013	Extension (Logan)	4900	(435) 752-6263
Bialkowski, Stephen		stephen.bialkowski@usu.edu	2013	Science	0300	7-1907
Blackstock, Alan	e	alan.blackstock@usu.edu	2012	RCDE (Uintah Basin)	5000	(435) 722-2294
Brewer, Shane		shane.brewer@sjc.ceu.edu	2012	USU-CEU (Blanding)		435-678-8185
Bullock, Cathy		cathy.bullock@usu.edu	2013	Humanities & Social Science	4605	7-1412
Cassidy, David		david.cassidy@ceu.edu	2012	USU-CEU (Price)		435-613-5420
Chen, YangQuan		yangquan.chen@usu.edu	2013	Engineering	4120	7-0148
Christensen, Keith		keith.christensen@usu.edu	2014	Agriculture	4005	7-0507
Clement, Richard	e, p	richard.clement@usu.edu	2012	Dean of Libraries	3000	7-2631
Corcoran, Chris	2	chris.corcoran@usu.edu	2013	Science	3900	7-4012
Coward, Raymond	e	raymond.coward@usu.edu	Ex Officio	USU Provost	1435	7-1167
Cowley, David	p	dave.cowley@usu.edu	2012	VP Business/Finance	2400	7-1146
Crowl, Todd		todd.crowl@usu.edu	2013	Natural Resources	5210	7-2498
Davidson, Brad		brad.davidson@usu.edu	2013	Science	0300	7-1628
Delgadillo, Lucy	2	lucy.delgadillo@usu.edu	2013	Ed. & Human Services	2905	7-7204
Dewey, Cindy		cindy.dewey@usu.edu	2014	Arts	4015	7-3055
Dobson, Dorothy	2	dorothy.dobson@usu.edu	2014	Ed. & Human Services	2805	7-0342
Duncan, Jennifer		jennifer.duncan@usu.edu	2014	Libraries	3000	7-8148
Dyreson, Curtis		curtis.dyreson@usu.edu	2014	Science	4205	7-0742
Evans, Ted	a, 2	ted.evans@usu.edu	2014	Science	5305	7-2552
Feuz, Dillon	2	dillon.feuz@usu.edu	2014	Agriculture/ Economics	3530	7-2296
Folkman, Steve		stevan.folkman@usu.edu	2012	Engineering	4130	7-2879
Fowley, Beth	p	beth.foley@usu.edu	2012	Dean Education & Human Serv.	2800	7-1470
Frazer, Nat	p	nat.frazer@usu.edu	2012	Dean of Natural Resources	5200	7-2452
Galliher, Renee	e,2	renee.galliher@usu.edu	2013	Ed. & Human Services, Pres. E	2810	7-3391
Gillam, Sandi	2	sandi.gillam@cc.usu.edu	2013	Ed. & Human Services	1000	7-7028
Graham, Shane		shane.graham@usu.edu	2012	Humanities & Social Science	3200	7-2719
Haderlie, Sheri		sheri.haderlie@usu.edu	2013	Ed. & Human Services	2830	7-7003
Hills, Nancy		nancy.hills@usu.edu	2013	Arts	4025	7-3049
Holmgren, Lyle	e, 2	lyle.holmgren@usu.edu	2014	Extension (Brigham City)	4900	(435)734-9945 x266
Israelsen, Dwight		dwight.israelsen@usu.edu	2014	Business	3565	7-2298
Jackson-Smith, Doug	e	doug.jackson-smith@usu.edu	2012	Humanities & Social Science	0730	7-0582
Jenson, Richard	c	richard.jenson@usu.edu	Ex Officio	Chair AFT	3540	7-2335
Jessop, Craig	p	craig.jessop@usu.edu	2012	Dean College of the Arts	4060	7-7942
Jones, Cami	s	camjones@aggiemail.usu.edu	2012	ASUSU Grad. Student Senate President	0105	(801) 971-2264
Kim, Yanghee		yanghee.kim@usu.edu	2013	Ed. & Human Services	2830	7-2653
Lowry, Tony		tony.lowry@usu.edu	2014	Science	4505	7-7096
Mansfield, Steven		steven.mansfield@usu.edu	2014	Arts	2910	7-1566
Martin, Pamela	c	pamela.martin@usu.edu	Ex Officio	Chair FEC	3000	7-2685
McEvoy, Glenn	e	glenn.mcevoy@usu.edu	2013	Senate, President	3535	7-2375
McNamara, Peter		peter.mcnamara@usu.edu	2012	Humanities & Social Science	0725	7-1318
Memmott, Margie		margie.memmott@usu.edu	2014	Extension (Juab Co., Nephi)	4900	(435) 623-3451
Mikkelsen, Erik	s	emik56@gmail.com	2012	ASUSU President	0105	(702) 677-9889
Miller, Pam	e	pam.miller@ceu.edu	2012	USU-CEU (Price)		435-613-5751
Miller, Rhonda	c	rhonda.miller@usu.edu	Ex Officio	Chair BFW	2300	7-3772
Morales, James	p	james.morales@usu.edu	2012	VP for Student Services	0175	7-0226
Murphy, Daniel		dan.murphy@usu.edu	2014	Arts	4000	7-3460
Neale, Christopher	c	christopher.neale@usu.edu	Ex Officio	Chair FDDE	4110	7-3689
Nemere, Ilka		ilka.nemere@usu.edu	2012	Agriculture	8700	7-3286
Pace, Michael		mike.pace@usu.edu	2013	Extension (Brigham City)	4900	(435) 734-9945
Pack, Bob		robert.pack@usu.edu	2013	Engineering	4110	7-7049
Parent, Michael	e,2	mike.parent@usu.edu	2012	Business	3510	7-1908
Patterson, Ron		ron.patterson@usu.edu	2014	Extension(Carbon Co. Ext.Off)	4900	(435) 636-3233
Peak, Terry	c	terry.peak@usu.edu	Ex Officio	Chair PRPC	0730	7-4080
Petersen, H. Craig		craig.petersen@usu.edu	2013	Business	3530	7-0004
Peterson, Shannon		shannon.peterson@usu.edu	2014	Business	3505	7-3966
Petrzelka, Peggy		peggy.petrzelka@usu.edu	2012	Humanities & Social Science	0730	7-0981

NAME	note	EMAIL	TERM ENDS	COLLEGE	UMC	PHONE
Rego, Cacilda		cacilda.rego@usu.edu	2013	Humanities & Social Science	0720	7-7102
Sanders, James		james.sanders@usu.edu	2012	Humanities & Social Science	0710	7-1294
Schmidt, Robert	e	robert.schmidt@usu.edu	2014	Natural Resources	5215	7-7947
Shelton, Brett	2	brett.shelton@usu.edu	2012	Ed. & Human Services	2830	7-2393
Shrode, Flora	e,2	flora.shrode@usu.edu	2012	Libraries	3000	7-8033
Smitten, Jeff		jsmitten@english.usu.edu	2012	Humanities & Social Science	3200	7-3854
Tullis, Blake	e	blake.tullis@usu.edu	2012	Engineering	8200	7-3194
Wallace, Dave	e, 2	dwallace@biology.usu.edu	2014	Science	5305	7-7155
Walsh, Marie		marie.walsh@usu.edu	2013	Agriculture	8700	7-2177
Whitesides, Ralph	e	ralph.whitesides@usu.edu	2012	Agriculture	4820	7-8252
Wickwar, Vince	e	vincent.wickwar@usu.edu	2012	Science, Senate Past President	4405	7-3641
Winstead, Chris		chris.winstead@usu.edu	2013	Engineering	4120	7-2871
Wright, Tanner	s	t.l.w@aggiemail.usu.edu	2012	ASUSU Academic Senate President	0105	7-1726
				RCDE (Brigham)		
			2012	VP Research/Dean Grad. School		
Notes: 2 = serving a second term						
a = appointed to complete some else's term						
c = ex officio as a chair of either the AFT Committee, BFW Committee, or PRPC						
e = executive committee member						
p = presidential appointment (Shaded green)						
s = student representative (shaded blue)						
red = newly elected						
Faculty Senate Alternate Roster Alpha Sort 2011-2012						
NAME	note	EMAIL	TERM ENDS	COLLEGE	UMC	PHONE
Bame, Jim		jim.bame@usu.edu	2012	CHaSS	0715	7-3908
Barnhill, James	2	james.barnhill@usu.edu	2014	Extension (Ogden)	4900	(801) 399-8208
Camicia, Steve		steven.camicia@usu.edu	2012	Educ. & Human Services	2805	7-0390
Cornforth, Daren		daren.cornforth@usu.edu	2014	Agriculture	8700	7-2114
Davis, Dan		daniel.davis@usu.edu	2014	Libraries	3000	7-0890
Deer, Howard		howard.deer@usu.edu	2012	Agriculture	4620	7-1602
Fang, Ning		ning.fang@usu.edu	2012	Engineering	6000	7-2948
Hashimoto, Alan		alan.hashimoto@usu.edu	2013	Arts	4000	7-3460
Mills, Robert		bob.mills@usu.edu	2013	Business	3515	7-7480
Mock, Karen		karen.mock@usu.edu	2013	Natural Resources	5230	7-7870
Olsen, David		david.olsen@usu.edu	2013	Business	3515	7-2349
Olsen, Shawn		shawn.olsen@usu.edu	2013	Extension (Farmington)	4900	(801) 451-3402
O'Neill, Colleen		colleen.oneill@usu.edu	2014	CHaSS	0710	7-1297
Proctor, Debbie		debra.proctor@usu.edu	2014	Extension (Wasatch Co. Ext.)	4900	(435) 657-3234
Roggman, Lori		lori.roggman@yahoo.com	2012	Educ. & Human Services	2905	7-1545
Schroeder, Tom		tom.schroeder@usu.edu	2012	CHaSS	0715	7-1237
Stewardson, Gary		gary.stewardson@usu.edu	2013	Engineering	6000	7-1802
Tainter, Joe		joseph.tainter@usu.edu	2013	Natural Resources	5215	7-0842
Tollefson, Derrik		derrik.tollefson@usu.edu	2013	RCDE (Uintah Basin)	4900	(435) 722-1752
Walker, Andy	2	andy.walker@usu.edu	2012	Educ. & Human Services	2830	7-2614
Weil, Nolan		nolan.weil@usu.edu	2012	CHaSS	0715	7-1237
White, Ken (2)		ken.white@usu.edu	2013	Agriculture	4815	7-2149
Wilczynski, Dariusz		dariusz.wilczynski@usu.edu	2012	Science	3900	7-0747
TBN				Parliamentarian		

Utah State University

Faculty Senate Member Roster by College 2011-2012

Last Updated 15 July 2011

NAME	note	EMAIL	TERM ENDS	COLLEGE	UMC	PHONE
Christensen, Keith		keith.christensen@usu.edu	2014	Agriculture	4005	7-0507
Barnard, Dale	2	dale.barnard@usu.edu	2014	Agriculture	5600	7-2696
Feuz, Dillon	2	dillon.feuz@usu.edu	2014	Agriculture/ Economics	3530	7-2296
Nemere, Ilka		ilka.nemere@usu.edu	2012	Agriculture	8700	7-3286
Walsh, Marie		marie.walsh@usu.edu	2013	Agriculture	8700	7-2177
Whitesides, Ralph	e	ralph.whitesides@usu.edu	2012	Agriculture	4820	7-8252
Dewey, Cindy		cindy.dewey@usu.edu	2014	Arts	4015	7-3055
Hills, Nancy		nancy.hills@usu.edu	2013	Arts	4025	7-3049
Mansfield, Steven		steven.mansfield@usu.edu	2014	Arts	2910	7-1566
Murphy, Daniel		dan.murphy@usu.edu	2014	Arts	4000	7-3460
Wright, Tanner	s	t.l.w@aggiemail.usu.edu	2012	ASUSU Academic Senate President	0105	7-1726
Jones, Cami	s	camjones@aggiemail.usu.edu	2012	ASUSU Grad. Student Senate President	0105	(801) 971-2264
Mikkelsen, Erik	s	emik56@gmail.com	2012	ASUSU President	0105	(702) 677-9889
Israelsen, Dwight		dwight.israelsen@usu.edu	2014	Business	3565	7-2298
Peterson, Shannon		shannon.peterson@usu.edu	2014	Business	3505	7-3966
Parent, Michael	e,2	mike.parent@usu.edu	2012	Business	3510	7-1908
Petersen, H. Craig		craig.petersen@usu.edu	2013	Business	3530	7-0004
Neale, Christopher	c	christopher.neale@usu.edu	Ex Officio	Chair FDDE	4110	7-3689
Jenson, Richard	c	richard.jenson@usu.edu	Ex Officio	Chair AFT	3540	7-2335
Miller, Rhonda	c	rhonda.miller@usu.edu	Ex Officio	Chair BFW	2300	7-3772
Peak, Terry	c	terry.peak@usu.edu	Ex Officio	Chair PRPC	0730	7-4080
Martin, Pamela	c	pamela.martin@usu.edu	Ex Officio	Chair FEC	3000	7-2685
Bates, Scott		scott.bates@usu.edu	2012	Ed. & Human Services	2810	7-2975
Delgadillo, Lucy	2	lucy.delgadillo@usu.edu	2013	Ed. & Human Services	2905	7-7204
Dobson, Dorothy	2	dorothy.dobson@usu.edu	2014	Ed. & Human Services	2805	7-0342
Galliher, Renee	e,2	renee.galliher@usu.edu	2013	Ed. & Human Services, Pres. Elect	2810	7-3391
Gillam, Sandi	2	sandi.gillam@cc.usu.edu	2013	Ed. & Human Services	1000	7-7028
Haderlie, Sheri		sheri.haderlie@usu.edu	2013	Ed. & Human Services	2830	7-7003
Kim, Yanghee		yanghee.kim@usu.edu	2013	Ed. & Human Services	2830	7-2653
Shelton, Brett	2	brett.shelton@usu.edu	2012	Ed. & Human Services	2830	7-2393
Chen, YangQuan		yangquan.chen@usu.edu	2013	Engineering	4120	7-0148
Folkman, Steve		steven.folkman@usu.edu	2012	Engineering	4130	7-2879
Pack, Bob		robert.pack@usu.edu	2013	Engineering	4110	7-7049
Tullis, Blake	e	blake.tullis@usu.edu	2012	Engineering	8200	7-3194
Winstead, Chris		chris.winstead@usu.edu	2013	Engineering	4120	7-2871
Beddes, Taun		taun.beddes@usu.edu	2013	Extension (Logan)	4900	(435) 752-6263
Holmgren, Lyle	e, 2	lyle.holmgren@usu.edu	2014	Extension (Brigham City)	4900	(435) 734-9945 x266
Memmott, Margie		margie.memmott@usu.edu	2014	Extension (Juab Co., Nephi)	4900	(435) 623-3451
Pace, Michael		mike.pace@usu.edu	2013	Extension (Brigham City)	4900	(435) 734-9945
Patterson, Ron		ron.patterson@usu.edu	2014	Extension (Carbon Co. Ext. Off)	4900	(435) 636-3233
Bullock, Cathy		cathy.bullock@usu.edu	2013	Humanities & Social Science	4605	7-1412
Graham, Shane		shane.graham@usu.edu	2012	Humanities & Social Science	3200	7-2719
Jackson-Smith, Doug	e	doug.jackson-smith@usu.edu	2012	Humanities & Social Science	0730	7-0582
McNamara, Peter		peter.mcnamara@usu.edu	2012	Humanities & Social Science	0725	7-1318
Petrzelka, Peggy		peggy.petrzelka@usu.edu	2012	Humanities & Social Science	0730	7-0981
Rego, Cacilda		cacilda.rego@usu.edu	2013	Humanities & Social Science	0720	7-7102
Sanders, James		james.sanders@usu.edu	2012	Humanities & Social Science	0710	7-1294
Smitten, Jeff		jsmitten@english.usu.edu	2012	Humanities & Social Science	3200	7-3854
Duncan, Jennifer		jennifer.duncan@usu.edu	2014	Libraries	3000	7-8148
Shrode, Flora	e,2	flora.shrode@usu.edu	2012	Libraries	3000	7-8033
Beard, Karen		karen.beard@usu.edu	2014	Natural Resources	5230	7-8220
Crowl, Todd		todd.crowl@usu.edu	2013	Natural Resources	5210	7-2498
Schmidt, Robert	e	robert.schmidt@usu.edu	2014	Natural Resources	5215	7-7947
Blackstock, Alan	e	alan.blackstock@usu.edu	2012	RCDE (Uintah Basin)	5000	(435) 722-2294
				RCDE (Brigham)		
Bialkowski, Stephen		stephen.bialkowski@usu.edu	2013	Science	0300	7-1907
Corcoran, Chris	2	chris.corcoran@usu.edu	2013	Science	3900	7-4012
Davidson, Brad		brad.davidson@usu.edu	2013	Science	0300	7-1628
Dyreson, Curtis		curtis.dyreson@usu.edu	2014	Science	4205	7-0742
Evans, Ted	a, 2	ted.evans@usu.edu	2014	Science	5305	7-2552

NAME	note	EMAIL	TERM ENDS	COLLEGE	UMC	PHONE
Lowry, Tony		tony.lowry@usu.edu	2014	Science	4505	7-7096
Wallace, Dave	e, 2	dwallace@biology.usu.edu	2014	Science	5305	7-7155
Wickwar, Vince	e	vincent.wickwar@usu.edu	2012	Science, Senate Past President	4405	7-3641
Brewer, Shane		shane.brewer@sjc.ceu.edu	2012	USU-CEU (Blanding)		435-678-8185
Cassidy, David		david.cassidy@ceu.edu	2012	USU-CEU (Price)		435-613-5420
Miller, Pam	e	pam.miller@ceu.edu	2012	USU-CEU (Price)		435-613-5751
McEvoy, Glenn	e	glenn.mcevoy@usu.edu	2013	Senate, President	3535	7-2375
Albrecht, Stan L.	e	stan.albrecht@usu.edu	Ex Officio	USU President	1400	7-7172
Coward, Raymond	e	raymond.coward@usu.edu	Ex Officio	USU Provost	1435	7-1167
Allen, John	p	john.allen@usu.edu	2012	Dean Humanities/Soc. Sci.	0700	7-1195
Clement, Richard	e, p	richard.clement@usu.edu	2012	Dean of Libraries	3000	7-2631
Cowley, David	p	dave.cowley@usu.edu	2012	VP Business/Finance	2400	7-1146
Fowley, Beth	p	beth.foley@usu.edu	2012	Dean Education & Human Serv.	2800	7-1470
Frazer, Nat	p	nat.frazer@usu.edu	2012	Dean of Natural Resources	5200	7-2452
Jessop, Craig	p	craig.jessop@usu.edu	2012	Dean College of the Arts	4060	7-7942
			2012	VP Research/Dean Grad. School		
Morales, James	p	james.morales@usu.edu	2012	VP for Student Services	0175	7-0226

Notes: 2 = serving a second term

a = appointed to complete some else's term

c = ex officio as a chair of either the AFT Committee, BFW Committee, or PRPC

e = executive committee member

p = presidential appointment (Shaded green)

s = student representative (shaded blue)

red = newly elected

Faculty Senate Alternate Roster by College 2011-2012

NAME	note	EMAIL	TERM ENDS	COLLEGE	UMC	PHONE
Cornforth, Daren		daren.cornforth@usu.edu	2014	Agriculture	8700	7-2114
Deer, Howard		howard.deer@usu.edu	2012	Agriculture	4620	7-1602
White, Ken (2)		ken.white@usu.edu	2013	Agriculture	4815	7-2149
Hashimoto, Alan		alan.hashimoto@usu.edu	2013	Arts	4000	7-3460
Mills, Robert		bob.mills@usu.edu	2013	Business	3515	7-7480
Olsen, David		david.olsen@usu.edu	2013	Business	3515	7-2349
Camicia, Steve		steven.camicia@usu.edu	2012	Educ. & Human Services	2805	7-0390
Roggman, Lori		loriroggman@yahoo.com	2012	Educ. & Human Services	2905	7-1545
Walker, Andy	2	andy.walker@usu.edu	2012	Educ. & Human Services	2830	7-2614
Fang, Ning		ning.fang@usu.edu	2012	Engineering	6000	7-2948
Stewardson, Gary		gary.stewardson@usu.edu	2013	Engineering	6000	7-1802
Barnhill, James	2	james.barnhill@usu.edu	2014	Extension (Ogden)	4900	(801) 399-8208
Olsen, Shawn		shawn.olsen@usu.edu	2013	Extension (Farmington)	4900	(801) 451-3402
Proctor, Debbie		debra.proctor@usu.edu	2014	Extension (Wasatch Co. Ext.)	4900	(435) 657-3234
Bame, Jim		jim.bame@usu.edu	2012	CHaSS	0715	7-3908
Schroeder, Tom		tom.schroeder@usu.edu	2012	CHaSS	0715	7-1237
Weil, Nolan		nolan.weil@usu.edu	2012	CHaSS	0715	7-1237
O'Neill, Colleen		colleen.oneill@usu.edu	2014	CHaSS	0710	7-1297
Davis, Dan		daniel.davis@usu.edu	2014	Libraries	3000	7-0890
Mock, Karen		karen.mock@usu.edu	2013	Natural Resources	5230	7-7870
Tainter, Joe		joseph.tainter@usu.edu	2013	Natural Resources	5215	7-0842
Tollefson, Derrik		derrik.tollefson@usu.edu	2013	RCDE (Uintah Basin)	4900	(435) 722-1752
Wilczynski, Dariusz		dariusz.wilczynski@usu.edu	2012	Science	3900	7-0747
TBN				Parliamentarian		

2011 - 2012
Faculty Senate Executive Committee
Brown Bag Lunches with the President
Noon - Champ Hall Conference Room, Main 136

Plan on the following dates:

Monday, September 19, 2011

Tuesday, October 11, 2011

Wednesday, November 9, 2011

Thursday, December 8, 2011

Tuesday, January 24, 2012

Wednesday, February 22, 2012

Thursday, March 22, 2012

Friday, April 20, 2012

REPORT TO THE FACULTY SENATE
THE SCHOOL OF GRADUATE STUDIES
2010-2011

The report is organized into three sections. Part I outlines changes, activities and achievements for 2010-2011. Part II provides general information about the mission of SGS and information concerning last year's actions by the Graduate Council. Part III consists of statistics about applications, enrollments, and degrees awarded.

PART I: CHANGES, ACHIEVEMENTS, AND INITIATIVES

A number of changes, achievements, and initiatives have taken place over the past year. Not all have had positive impacts on graduate education at Utah State University.

Our goal of rapidly processing applications for graduate studies was temporarily achieved this past year. However, budget cuts reduced the number of fulltime processors with the anticipated result of lengthening the time for processing applications. We plan to supplement the remaining processors with seasonal support staff.

As we enter the fourth year of the Subsidized Graduate Student Health Insurance program, we continue to improve the management of the program with FirstRisk. Approximately 78% (1,058 eligible; 191 waiving out of the insurance) of eligible graduate students are taking advantage of this benefit. Perhaps the most striking thing to report is that health insurance premiums have not increased for the fourth straight year. When the program was initiated, departments received an increase in operating budgets to cover the majority of graduate assistant insurance costs. Those funds have not been affected by the budgetary crisis. (Currently students pay \$237 or 20% of the premium and departments pay \$941 or 80% per year.)

The Graduate Intermountain Research Symposium, which is managed by the Graduate Student Senate and supported by the School of Graduate Studies, reached new heights this year with 201 presentations and poster sessions from USU graduate students, as well as students from a number of other intermountain universities. The Symposium provides a platform for our students to present findings from their research as well as receive feedback about their work and presentation abilities. We are very appreciative of the departmental support that our graduate students receive in this endeavor.

Graduate Student Recruitment

Dr. Shelley Lindauer continued to make major efforts to advance and improve graduate student recruitment during 2010-2011. For example, Dr. Lindauer organized visits to 20 regional and national graduate student recruitment events and involved USU faculty and graduate students from every college in recruiting; 21 programs received \$1,000 each to improve unit recruitment efforts, continued to expand regional advertising of USU graduate programs, and implemented GRE screenings to identify and acquire contact information for prospective students. The Graduate School also continued to visit departments to discuss recruitment strategies and provided monetary support for departments to access recruitment training opportunities. SGS has worked closely with Annalisa Purser from Public Relations and Marketing to develop a variety of recruiting publications and marketing materials.

Graduate Student Funding

The Graduate School was able to continue financial support of graduate students with a variety of mechanisms, including six Seely-Hinckley Scholarships, two Martin Luther King Fellowships, one Patel Fellowship, and seven dissertation fellowships. We also provided substantial numbers of tuition awards. We continued support for an American Indian Support Program fellow, and a fellow for the Western Historical Quarterly.

In addition to funding support offered through the Graduate Student Senate for travel by graduate students who present at professional meetings and conferences, the Graduate School continued to offer travel funding for students to advance other scholarly efforts. We increased the amount available for student travel through help from the Vice President for Research.

With some changes in residency requirements, additional funds for nonresident tuition awards became available and were distributed to departments for use in fall 2010. Due to the critical shortfall in tuition award money, summer tuition awards were restricted to students who were holding defenses or incoming/outgoing international students.

An important issue regarding tuition awards specifically and graduate student support generally, needs to be addressed by the faculty. As budgets either remain static or decrease, the ability of the School of Graduate Studies to offer tuition awards continues to be constrained. With each increase in the cost of tuition and a continuing flat budget for tuition awards, the number of awards actually decreases. The School of Graduate Studies has made several changes to policies that have allowed us to extend the number of tuition awards; however, we will soon be forced to limit even further the awards given. The following table demonstrates the decreasing number of financial awards over time. Scholarships and fellowships are becoming fewer in number, and these have not increased in the amounts awarded. In spite of combining assistantship stipends with tuition awards and subsidized health insurance, our package of financial support for graduate students continues to erode (see Table 1). The current practices for tuition awards are not sustainable. Now is the time to work with the college deans to arrive at a new distribution mechanism to place tuition awards with each college dean as a defined financial amount to be expended within the college.

Table 1: Fellowships, Scholarships, and Tuition Awards 2007-2012

Year	Presidential Fellowships	Vice-President for Research Fellowships	Resident Tuition Scholarships*	Nonresident Tuition Scholarships*	Master's Resident Tuition Awards**
06-07	15	13	49	21	238
07-08	15	11	31	16	220
08-09	15	13	31	16	200
09-10	15	11	26	13	173
10-11	15	11	32	17	183
11-12	15	11	29	15	161

*Awards are for one semester, for up to 12 credits, no graduate assistantship is required, and students are chosen competitively based upon GPA and GRE/MAT/GMAT scores.

**Awards are for one semester, and are awarded to students with graduate assistantships, for up to 9 credits.

PART II: MISSION OF THE SCHOOL OF GRADUATE STUDIES

Graduate Council

The Graduate Council reviews and approves the policies and regulations for graduate studies at USU and advises the dean on their application. Listed below are the Graduate Council Members who served in 2010-2011.

<u>College Representative</u>	<u>College</u>
Dennis Hassan	Caine College of the Arts
Paul Johnson	Agriculture
Frank Caliendo	Jon M. Huntsman School of Business
Scott DeBerard	Emma Eccles Jones College of Education and Human Services
Bart Smith	Engineering
Richard Cutler	Science
Keith Grant-Davie	Humanities and Social Sciences
Eugene Schupp	Natural Resources
Glenn McEvoy	Faculty Senate
John Elsweiler	Library
Byron Burnham	School of Graduate Studies
Mike Todd	Graduate Senate President

Major Graduate Council Actions

A proposal to change the policy for doctoral degree residency was approved (08-10-10).

The R401 proposal for a Doctor of Veterinary Medicine between Washington State University and Utah State University was approved (08-10-10).

[10-11 Faculty Senate Report]

The Master of Arts foreign language requirement policy was revised and approved (10-20-10).

The proposal to change ELED/SECED Education Specialist degree to Curriculum and Instruction was approved (10-20-10).

The Master of Science in Health and Human Movement proposal to add a Plan B option was approved (10-20-10).

The Master of Science in Financial Economics proposal was approved (10-20-10).

The Master of Science in Economics and Statistics proposal was approved (10-20-10).

A request for specialization modifications to the Sociology doctoral program was approved (01-12-11).

The request for a MEd in Instruction Leadership in TEAL was approved (02-09-11).

The Graduate Council selected Fall Semester 2011 as the start date to require Public Abstracts to be included in theses/dissertations (03-16-11).

The Graduate Council approved the Graduate School proposal to establish a grace semester for international students (03-16-11).

The English Department proposal to restructure the existing English Technical Writing Program (from Plan B to Plan C) was approved (04-13-11).

Tuition Awards for Graduate Students

The following amounts were made available for student support through the School of Graduate Studies in 2010-2011:

\$180,000	Presidential Fellowships (15)
165,000	Research VP Fellowships (11)
28,896	Seely-Hinckley Scholarships (6)
319,900	Master's Resident Tuition Awards
68,300	In-state Tuition Award Nominations
1,234,900	Doctoral Resident Tuition Awards
2,563,800	Nonresident Tuition Awards
380,000	Graduate HB 75
\$4,940,796	TOTAL FUNDS

Graduate Student Travel

The Graduate Student Senate (GSS) administers funds from the School of Graduate Studies and from the Vice President for Research for travel costs for graduate students who present papers at professional meetings. Master's students are eligible for two \$300 awards and doctoral students are eligible for three \$300 awards during their degree programs. Students can

receive funding for USU-generated papers presented up to three months after graduation, with appropriate recognition of USU on the paper.

Of the 168 graduate students who applied for travel funds in 2010-2011, 165 actually traveled, with a total expenditure of \$49,500.00. There were three fewer awards than in 2009-2010.

PART III: APPLICATIONS RECEIVED FOR FALL SEMESTER

Table 2: New Applications Fall Semester 2010

Year	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Applications	2,116	1,966	2,137	2,007	2,046	2,060

Enrollments

The School of Graduate Studies reports overall graduate student enrollments for the 2010-2011 academic year are slightly up compared to the previous year (3.6%). There was an increase in master's-level students (3.3%) as well as doctoral-level students (4.4%).

Table 3: Graduate Admission Headcount by Level, Fall Semester, 2006-2010

Year	Master's Enrollment			Doctoral Enrollment			Total		
	Enrollment	Change	% Change	Enrollment	Change	% Change	Enrollment	Change	% Change
2006	2,892	204	7.6	637	14	2.2	3,529	218	6.6
2007	*2,821	-71	-2.5	665	28	4.4	3,486	-43	-1.2
2008	*1,726	-1,095	-38.8	619	-46	-6.9	2,345	-1,141	-32.7
2009	1,941	215	12.5	592	-27	-4.4	2,533	188	8.0
2010	2,006	65	3.3	618	26	4.4	2,624	91	3.6

Sources: 2006-2010 Enrollment Summary Reports

* In 2007-2008 and 2008-2009 adjustments were made in the way programs within the Banner system were coded. A campus-wide enrollment management committee was organized to evaluate and correct miscoded programs. It was discovered that a large number of post-baccalaureate students registered for classes (primarily via RCDE) and were coded as "Master's Level" in the system. Actually, they were nonmatriculated students. These students were re-coded to reflect that they were not in fact in a graduate program. Data, while remaining consistent with prior data, reflect only the number of students who were enrolled in actual graduate programs.

Table 4: Fall 2010 International Graduate Admission Applications and Enrollment

Total	Fall 2010 Applications	Fall 2010 Enrollments
Non-US Citizens	622	102
Countries/Regions of Origin	Applications	Enrollments
China	155	21
India	201	26
South Korea	19	1
Middle East & Turkey	47	3
Total non-US Citizens by Field of Study	Applications	Enrollments
Arts & Humanities	39	2
Business	77	20
Education	30	1
Engineering	243	33
Life Sciences	62	19
Physical Earth Sciences (including Math & Computer Science)	143	24
Social Sciences & Psychology	15	2
Other Fields	13	1

Degrees Awarded

There were 308 master's, 2 Educational Specialists, and 44 doctoral degrees posted summer 2010, totaling 354. In fall 2010 there were 262 master's, 3 Educational Specialists, and 38 doctoral degrees, totaling 303. An additional 292 master's degrees, 3 Educational Specialists, and 35 doctoral degrees were posted spring 2011, totaling 330. For the 2010-2011 academic year there was a grand total of 987 degrees awarded (see Table 5).

Table 5: Degrees Awarded by Type and Semester

Degree	2008-2009			Total	2009-2010			Total	2010-2011			Total
	Su08	Fa08	Sp09		Su09	Fa09	Sp10		Su10	Fa10	Sp11	
Master's	254	188	250	692	254	247	334	835	308	262	292	862
Ed. Spec.	5	1	4	10	4	2	2	8	2	3	3	8
Doctoral	27	27	33	87	33	19	40	92	44	38	35	117
Total				789				935				987



From: Michael Torrens
Re: Year One Accreditation Report

Utah State University's *Year One Self-Evaluation Report* will be due to NWCCU on September 15, 2011. This report, the first in NWCCU's new accreditation sequence, includes the following items:

- Institutional overview, changes/updates, and responses to topics previously requested by NWCCU
- Mission, core themes, and expectations
- Mission fulfillment, to include articulation of acceptable threshold, extent or degree of fulfillment
- Indicators or achievement of the "core theme objectives," and rationale for their selection

Process:

In preparation for this report, the University Assessment Coordination Council (UACC) met in fall 2010 and spring 2011 to review and discuss past accreditation work and self-studies, and to debate and propose a structure: **mission > core themes > objectives > indicators** – that would conform with NWCCU's new requirements while maintaining continuity with USU's mission, vision, strategic priorities, prior accreditation work, and current goals and objectives. The result of the UACC's final work is attached. The work of the UACC itself was fully documented through minutes, notes and pictures that capture the active and participatory nature of the discussions and the process that generated a consensus structure.

The UACC's composition and charge, as set forth in USU's code, Section 105.2 (9), is intended to be inclusive of all parts of the institution, and it includes leaders from all colleges; the graduate school; the offices of: research, student services, extension, administrative services, and university studies; two members appointed by the faculty senate; RCDE (including CEU); as well as ex officio members from the provost's office and AAA who serve as resource members and facilitators.

Summary of UACC's Work

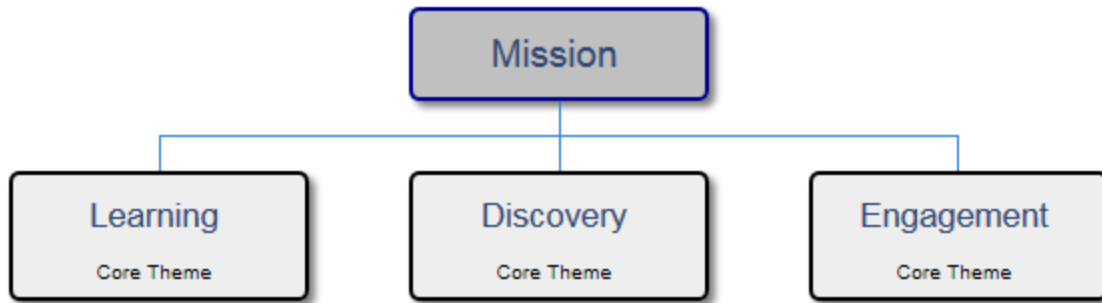
USU's *mission* is well established. It was reviewed and discussed, but largely taken as given by the UACC. *Core Themes* are a new concept that was not part of the previous accreditation process. *Objectives* and *indicators* are self-explanatory. After carefully review the UACC selected three core themes directly from the mission statement:

- Learning
- Discovery
- Engagement

Once these had been identified, the group proposed and debated a set of objectives that flow logically from the three themes. Objectives were narrowed to nine. Work then moved to the set of indicators that would be used to assess progress on each objective.

Next Steps

Attached, please find a summary of the UACC's work. Key stakeholder groups and leaders are asked to review and ratify these results. This work has been reviewed and approved by the President's Council, and will be presented for discussion and approval by the Faculty Senate and the USU Board of Trustees.



OBJECTIVES

- Teaching
- Student Success
- Access
- Cultivating Citizen Scholars/Diversity
- Faculty Productivity & Excellence
- Student Research & Creative Endeavors
- Economic Development
- Quality of Life
- Human Capital

INDICATORS/MEASURES

Teaching

- Faculty teach well and grow as effective teachers
- Assessment is used to improve outcomes

Student Success

- Student retention rates are strong and improving
- Completion/graduation rates are strong and improving
- Post-graduation success: jobs, post-graduate education, certifications, professional exams, GREs, awards, honors, etc.

Access

- Broad access, reaching across communities and offering opportunities to citizens throughout Utah, the broader United States, and the world
- Increase in state-wide infrastructure/learning opportunities

Cultivating Citizen-Scholars/Diversity

- Creation of citizen-scholars with global awareness and knowledge as demonstrated by course selection, student activities, language study, study abroad, events and programs.
 - Pursuit of diversity in multiple domains: cultural, economic, geographic, and intellectual
-

Faculty Productivity & Excellence

- Grow a high-quality, engaged faculty with productive programs of research and creative endeavors
- USU faculty demonstrates a strong record of peer-reviewed work, with critical recognition of scholarship through service, leadership, awards, and honors.
- Strong and growing portfolio of external support for faculty and student research; percent of faculty with external research support

Student Research & Creative Endeavors

- Strong research and creative programs that demonstrate growing student participation and success (e.g. publications, awards, honors, etc.)
 - Creative output by students (evidence of scholarly activities created or co-created by students that lead to the advancement of knowledge and/or to contributions in the arts and humanities)
 - Increasing number of plan A/B graduate students, especially PhD's
-

Economic Development

- Create business partnerships and applied research collaborations that leverage university assets
- Grow income through licensing agreements and businesses “spin-ins” and “spin-outs”
- Measure the financial impact of USU as an employer and economic engine

Quality of Life

- Improve health, the environment, and sustainability
- Increase social and cultural experiences through arts, culture, athletics, and international activities
- Develop community programs and partnerships

Human Capital

- Encourage lifelong learning through public classes, conferences, workshops, performances and lectures
- Provide an educated and skilled workforce
- Build human capital through Utah Extension work

For an interactive version of the NWCCU Year One reporting structure, please link to:

http://usu.edu/aaa/Accreditation_Working_Group.cfm

MISSION:

Utah State University is one of the nation's premier student-centered land-grant and space-grant universities. We foster the principle that academics come first; we cultivate diversity of thought and culture; and we serve the public through learning, discovery, and engagement.

VISION:

Utah State University, as a state-wide multi-campus system, will be internationally recognized for its exceptional learning opportunities and world-class research. We strive to achieve the highest level of excellence in learning, discovery, and engagement in an environment of trust and respect.

We believe that innovations in research provide students with opportunities for developing critical thinking skills and outstanding scholastic and creative achievement that will help ensure future success.

VALUES:

We are a thriving intellectual community achieving excellence in the pursuit of knowledge both through learning and inquiry. Utah State University will be internationally recognized for our exceptional teaching and learning opportunities, while expanding educational access to diverse communities.

We believe that innovations in teaching provide students with opportunities for developing critical thinking skills and outstanding scholastic and creative achievement that will help ensure future success. We accept each learner as unique and full of promise for intellectual and personal growth. We foster individual success and self-determination, and believe that educating the whole person builds character, promotes active involvement in the world, and produces better citizens. USU graduates are able to read widely, think deeply, and articulate their thinking.

VALUES:

As the State's land-grant university, we are committed to reaching across the state and offering opportunities to its citizens. We value connections that benefit and improve the quality of life for individuals, families, and communities and that invigorate the university.

We seek to enhance the quality of life for individuals and communities, by promoting arts and cultural programming, by building capacity in public welfare and education, by promoting environmental sustainability, and by developing the technologies of tomorrow to drive economic development in Utah and in the global marketplace.