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SYDNEY M. PETERSON
Secretary

RESOLUTION OF APPRECIATION AND COMMENDATION
TO
Raymond T. Coward

Raymond T. Coward, during your tenure as Executive Vice President and Provost, you have provided unparalleled leadership and direction to Utah State University.

You have devoted your time and talents to the betterment of the University, first and foremost as a champion for the students. Your enthusiastic support of students and their achievements was always a top priority. You have been a great friend of Aggie athletics and especially the student athletes. You have contributed significantly to the accomplishments of USU's faculty and students.

Throughout your tenure you have been a key member of the leadership team where you led and supported your colleagues in making USU a better university. In particular, you helped navigate extremely difficult financial challenges while making sure that the University was able to continue a positive and upward trajectory. Your preparation and your excellent relationship with the Board of Trustees allowed you to work effectively on issues of importance to Utah State University.

With your commitment to excellence, the academic rigor of the academy increased. You have developed training programs for department heads that have strengthened departmental leadership and a faculty teaching academy that has strengthened the teaching mission. You have continued to seek opportunities to better serve the residents of the state and further expand higher education opportunities. Your innovative leadership has helped extend and strengthen the USU Regional Campus System and has helped to successfully navigate the integration of USU Eastern into that system. You have remained committed to providing accessible, affordable and high-quality educational opportunities. You truly have extended the principle of one university, geographically dispersed.

You have spent countless hours working closely with Faculty Senate leadership on a variety of issues important to strengthening the principle of shared university governance. You have worked diligently to update and revise the USU faculty code. And you have made the effort to strengthen the promotion and tenure process while putting in place programs designed to prepare faculty to navigate that process successfully.

Utah State University is the beneficiary of the knowledge, perspective and experience that you have brought. Utah State University is a better academic institution because of the leadership and passion you brought to our institution. With deepest gratitude, the University and your colleagues on the Board of Trustees, recognize your contributions, express our heartfelt appreciation and extend to you our best wishes in your future endeavors. Your leadership will be missed.

Handwritten signature of Ronald W. Jibson in black ink.

Ronald W. Jibson
Chair, Board of Trustees

Handwritten signature of Stan L. Albrecht in black ink.

Stan L. Albrecht
President, Utah State University
June 21, 2013



RONALD W. JIBSON
Chair
SCOTT R. WATTERSON
Vice Chair
JODY K BURNETT
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SYDNEY M. PETERSON
Secretary

RESOLUTION OF APPRECIATION AND COMMENDATION
TO
Robert L. Foley

Robert L. Foley, Utah State University has been well served by your clear, steady, and effective voice as a member of the Board of Trustees. During your tenure on the Board, you have brought your integrity, intelligence, judgment, and unassuming manner to the deliberations of the Board. In spite of a demanding professional schedule, your personal sacrifices to attend to your Trustee duties demonstrated your dedication to your position on the Board. You traveled long distances to attend your meetings and to support the University on many occasions.

Your understanding and vast experience with finance, as well as your astuteness and exceptional grasp of financial concerns and issues related to the interests and needs of the institution, have highlighted your tenure and will continue to shape its progress in the years to come. As a member of the Audit Committee, and later as Chair, you provided extraordinary vision and leadership in a clear and direct manner to elevate USU to a new level of competency. You are highly respected and represented us well with the Utah State Board of Regents Audit Committee. You are to be commended for fostering open communication between the Audit Committee and administration and addressing issues in audit reports in a proactive manner.

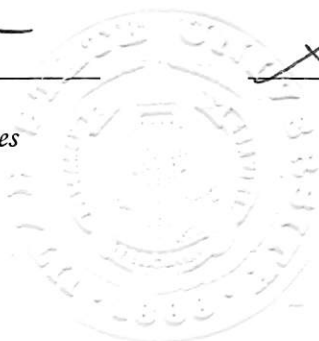
You have continued to seek opportunities to better serve the residents of the state and further expand higher education opportunities. As Chair of the Regional Campus and Distance Education Committee, your leadership has helped extend and strengthen the USU Regional Campus System not only in the Uintah Basin but throughout the state. You have remained committed to providing accessible, affordable and high-quality educational opportunities. You truly have extended the principle of one university, geographically dispersed.

The unique blend of pragmatism and thoroughness that you have brought to this voluntary assignment has influenced the course of Utah State University's future. You have approached your assignments on the governing board with a clear understanding of the issues, and have earned the esteem of your colleagues through your insightful analysis of the problems facing a modern and growing University.

Your dedication and commitment to the University is unwavering and is evident in the many ways you have given of your time. We are fortunate to have had someone as capable as you on our governing board, and we express our heartfelt appreciation for your effective and able service and leadership; and we extend to you our best wishes.

Ronald W. Jibson
Chair, Board of Trustees

Stan L. Albrecht
President, Utah State University
August 15, 2013



**Board of Trustees Committee Assignments
2013 - 2014**

November 2013

1. Executive Committee

Ronald W. Jibson, Chair
Scott R. Watterson, Vice Chair
3 additional members

2. Athletics Committee

Stephen F. Noel, Chair
Douglas K. Fiefia
J. Scott Nixon
Scott R. Watterson

(Staff Support–Scott Barnes)

3. Audit Committee

J. Scott Nixon, Chair
Jody K. Burnett
Mark K. Holland
Ronald W. Jibson

(Staff Support–David Cowley and
Jodi Bailey)

**4. Honorary Degrees and Awards
Screening Committee
(University Committee)**

Suzanne Pierce-Moore, Chair
Jody K. Burnett
Douglas K. Fiefia
Linda Clark Gillmor
Stephen F. Noel
Ronald W. Jibson (ex-officio)
Scott R. Watterson (ex-officio)

(Staff Support–Sydney Peterson)

5. Marketing/Public Relations Committee

Susan D. Johnson, Chair
Douglas K. Fiefia
Mark K. Holland
Suzanne Pierce-Moore

(Staff Support– Sydney Peterson,
Tim Vitale)

6. Regional Campus System Committee

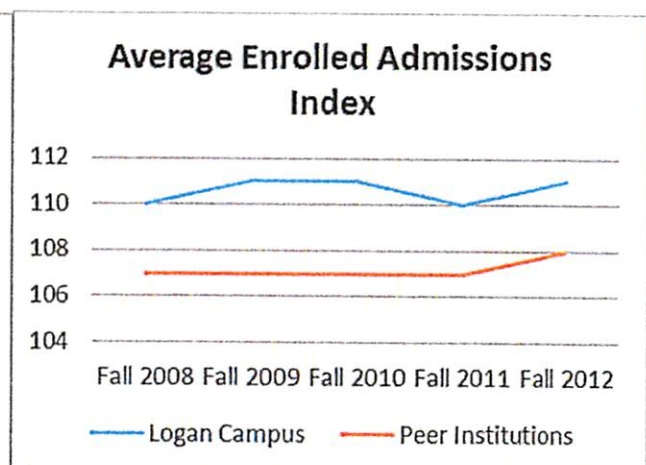
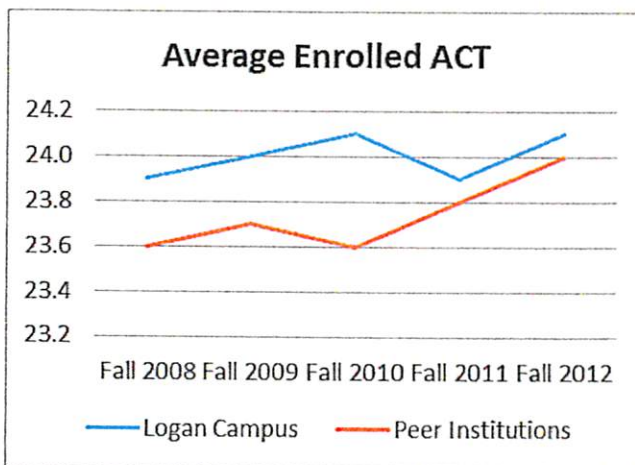
Frank Peczuh, Jr., Chair
Linda Clark Gillmor
Ronald W. Jibson

(Staff Support–Noelle Cockett and
Robert Wagner)



USU Enrollment Trends

<u>Logan Campus</u>	<u>Fall 2006</u>	<u>Fall 2013</u>	<u>Change (n/%)</u>
1 st Time Higher Ed	2,639	2,943	+304/+12%
Transfers	1,085	1,156	+71/+7%
All Undergraduate Students	12,799	14,683	+1,884/+15%
Graduate Students	1,665	1,728	+63/+4%
Minority Students	657	1,443	+786/+120%



First-year Retention Rate (4-year Average): 72%

- Peer Institutions Average: 79%

6-year Graduation Rate (2012): 52.4%

- Peer Institutions Average: 55%
- USU ranks 6th among 12 peer institutions.

Regional Campuses

<u>& Distance Education</u>	<u>Fall 2006</u>	<u>Fall 2013</u>	<u>Change (n/%)</u>
Undergraduate Students	7,889	9,479	+1,590/+20%
All Students	10,109	11,471	+1,362/+13%

<u>USU-Eastern</u>	<u>Fall 2006</u>	<u>Fall 2013</u>	<u>Change (n/%)</u>
All Students	2,220	2,130	-90/-4%

USU NONRESIDENT WAIVER

	Fall 2013	Fall 2012	Increase
Offered	556	34	+522
Deferred	65	No Data	
Enrolled	192	20	+172
Yield*	34.5%	58.8%	

Average Index	122
Average ACT	25.1

Ethnicity

Multicultural	14	4	+10
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Gender

Male	55	10	+45
Female	137	10	+127

Financial Aid

Applied for Fin Aid	135
Pell Grant Eligible	48

Enrolled by State	Fall 2013	Fall 2012	Increase
Idaho**	65	5	+60
Colorado	19	5	+14
California	17	1	+16
Washington	10	4	+6
Arizona	9	1	+8
Montana	7	0	+7
Nevada	7	3	+4
Wyoming	7	0	+7
Texas	5	0	+5
Florida	4	0	+4
Pennsylvania	4	0	+4
Minnesota	3	0	+3
Oregon	3	0	+3
Other States	33	0	+33

*Nonresident Waivers were not awarded until April 2013 after the legislative session. Many of these students had to change their decision to attend USU. Scholarships will be awarded starting September for Fall 2014 and are expected to increase.

**Idaho students were changed from ISU/USU and 100 Mile radius awards to Nonresident Waivers for Fall 2013 which accounts for the dramatic increase.

Nonresident Waiver Recipient- Emily Avila



Hometown: Anaheim, CA

High School: Valencia HS

GPA: 3.64

SAT: 1150

Index: 115

Major: Biology

To Senator Urquhart:

I am one of the lucky candidates chosen to receive the Non-Resident Waiver to Utah State University. This actually became my main reason for choosing Utah State University. I am from California and it was hard to find an affordable education. I lived with my mom, dad, and 6 other siblings all of which were a great influence on my decision to come here. Thanks to this waiver I plan on being the first of my entire family to graduate from college with a degree. I have an interest in science and I'm majoring in Biology but I may change to Biochemistry. Utah itself is a very unique place compared to California, everything is new and completely different; however all the people here and the school's public services have done nothing but helped me in the short amount of time I've been here. I plan on becoming a successful Pharmacist one day and I know that I need to work hard on my studies and learn to develop myself more as a person as well as a student. Due to the financial help of the Non-Resident Waiver I know that I have already started to head in this direction and will continue to do so, so that my plans and hard work continue to push me forward through life. Thank you so much for this opportunity and for all the trouble you went through to allow me an education that I could both afford and learn to love, because I truly do love it. I love my roommates, for their crazy and fun night activities. I love my teachers, for their understanding and clear explanations of the course content, and I love my school, for the pride and spirit it brings me and my fellow Aggies. Go Aggies!

Thank You,

Emily Avila

USU LEGACY WAIVER

	Fall 2013	Fall 2012	Increase
Offered	460	314	+146
Deferred	52	No Data	
Enrolled	327	236	+91
Yield	80%	75%	

Average Index	111.2	111.8
Average ACT	24.2	24.4

Grandparent Numbers

Parent Legacy	247	236	+11
Grandparent Legacy	80	NA	+80

Ethnicity

Multicultural	21	16	+5
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Gender

Male	133	102	+31
Female	194	134	+60

Financial Aid

Applied Fin Aid	204
Pell Grant Eligible	81

Academic Scholarships	Fall 2013	Fall 2012	Increase
Legacy Presidential	13	9	+4
Legacy Dean's	22	7	+15
Legacy Scholar	20	20	0
Average Index	129.9	129.4	
Average ACT	30.6	30.2	

Enrolled by State

Idaho	122	84	+38
Colorado	26	22	+4
California	22	16	+6
Nevada	18	11	+7
Texas	17	9	+8
Wyoming	16	21	-5
Oregon	9	4	+5
Virginia	7	2	+5
Minnesota	5	4	+1
New York	5	2	+3
Pennsylvania	4	3	+1
Tennessee	4	2	+2
Georgia	3	2	+1
Illinois	3	0	+3
Other States	35	32	+3

USU Legacy Waiver Recipient – Devin Gibson



Hometown: Antelope, CA
College: Transfer from UC Davis
Transfer GPA: 3.42
Major: Mechanical Engineering

Dear Senator Urquhart,

It would be my pleasure to share a little bit of why the Legacy Waiver has helped me.

First off, I think it is of importance for me to mention that three years ago when I first was applying to universities as a senior in high school, coming to any institution in Utah was not something that really ever crossed my mind. Growing up I always thought that I would attend BYU, but when the time came to apply it just did not feel like the right place for me to be. So I applied to a few schools in California and ended up attending a year of school at the University of California Davis. There I enjoyed my time, but it was obvious to me that I would not be going back after my freshman year.

In February 2013, a few weeks after being home from an LDS mission in Washington, I heard from a family friend that USU was doing open houses all over Northern California and even offering academic scholarships. I attended and was accepted on the spot and offered a small scholarship. I was feeling really good about my decision at this point because things started to fit together. My grandmother, who attended USU, heard of my application and acceptance to USU and began looking for additional scholarships that I could potentially receive. She found out that the Legacy Waiver was being discussed as an extension to grandparents. I applied and was fortunate enough to receive this aid.

I feel extremely blessed to have been able to be a recipient of the Legacy Waiver because I would not have been able to attend USU without it. My parents have two children in college now and two more within the next few years. In order for my attendance at this wonderful University I needed to be as financially independent as possible. This waiver was a huge help in that and I do not believe that I can fully express my gratitude, but what I can do is say, "Thank You!" I am proud to be an AGGIE!

Thanks again!

Sincerely,

Devin Gibson

Utah State University Aggie Legacy Fields



INTRAMURALS PARTICIPATION

2011-2012: Pre-Legacy Fields – 939 students

2012-2013: 1st Year Legacy Fields – 1,764 students

An 88% increase or 825 additional intramurals team members used the fields.

CLUB SPORTS PARTICIPATION

2011-2012: Pre-Legacy Fields (2011-2012) – 331 clubs

2012-2013: 1st Year Legacy Fields (2012-2013) – 432 clubs

A 31% increase or 101 additional club sports team members used the fields.

OPEN RECREATION USE BY STUDENTS

2012-2013: 1st Year Legacy Fields – 15,807 students

USU STUDENT RECREATION & WELLNESS CENTER



Utah State
University



ajc architects

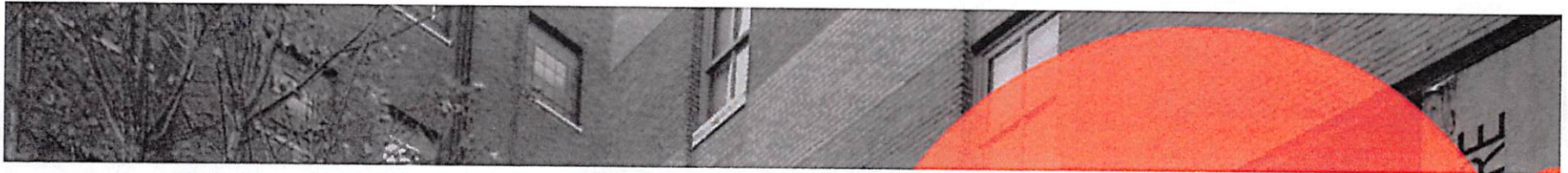
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Salt Lake City, Utah 84105
801.466.8818 fx. 801.466.4411

360°

PORTFOLIO

PROFILE

NEWS

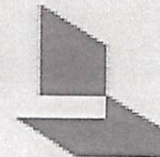


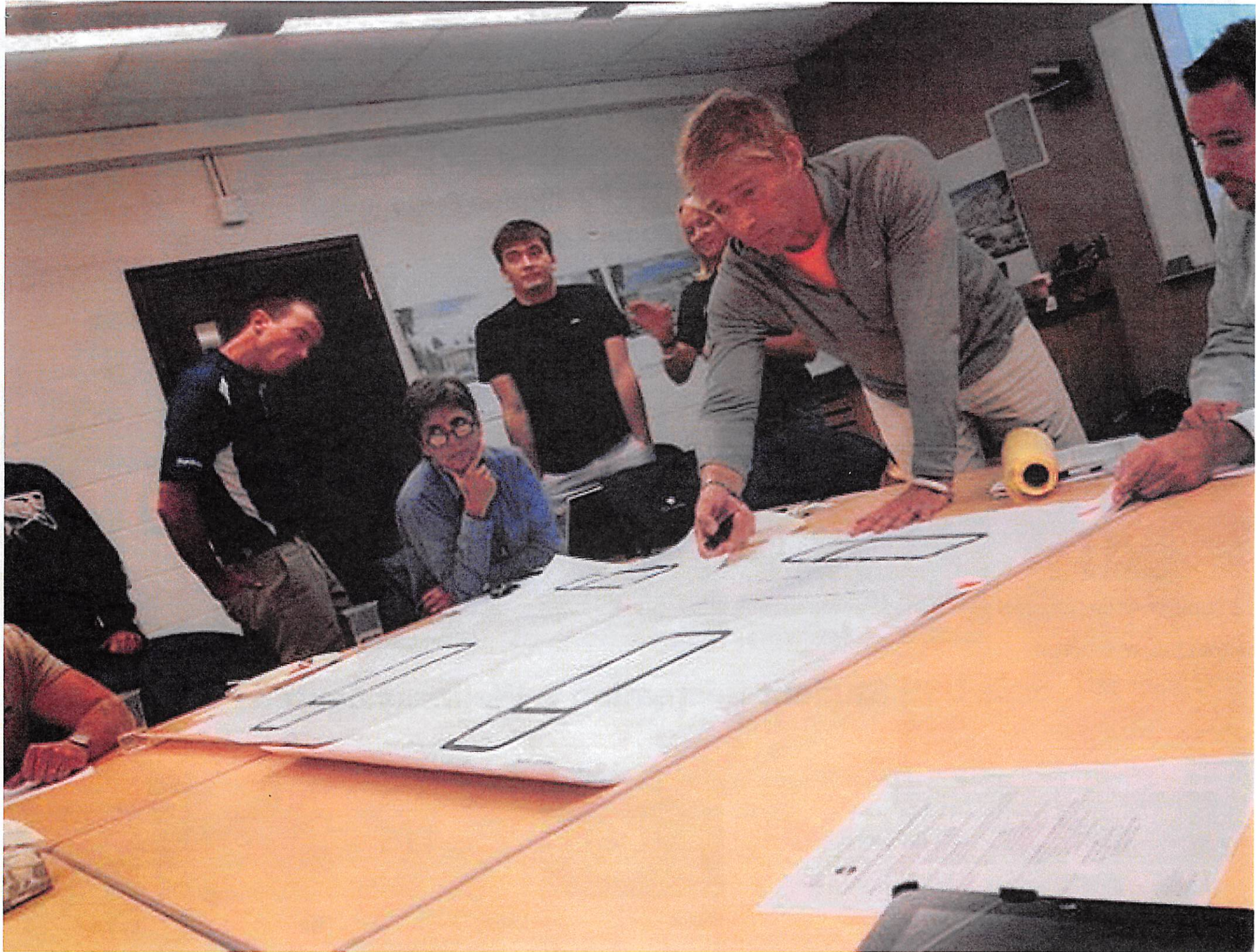
KANSAS CITY

300 WEST 22ND STREET
KANSAS CITY, MO 64108
816.472.3360

Layton

CONSTRUCTING WITH INTEGRITY





Email or Phone

Password

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USU Student Recreation & Wellness Center is on Facebook.

To connect with USU Student Recreation & Wellness Center, sign up for Facebook to

[Sign Up](#)

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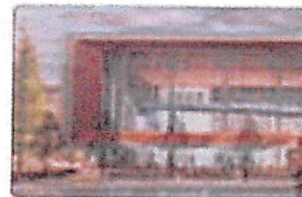
**STUDENT RECREATION
&
WELLNESS CENTER**

Utah State University
CAMPUS RECREATION

USU Student Recreation & Wellness Center

115 likes · 4 talking about this · 0 were here

Recreation Center
700 N 800 E, Logan, Utah 84322
(435) 797-7529



Photos

115

Likes



Map



Events

About

A ARCHITECTS ON THE SPOT

**WEDNESDAY SEPT. 4
TSC AUDITORIUM
11:30 A.M. - 12:30 P.M.
STUDENTS ONLY**

**MEET THE ARCHITECTS DESIGNING THE NEW
USU STUDENT RECREATION & WELLNESS CENTER.**

**ADD YOUR INPUT TO THIS NEW STUDENT ONLY
RECREATION FACILITY. WHAT DO YOU WANT TO SEE**

BUILDING OPENS FALL SEMESTER 2015

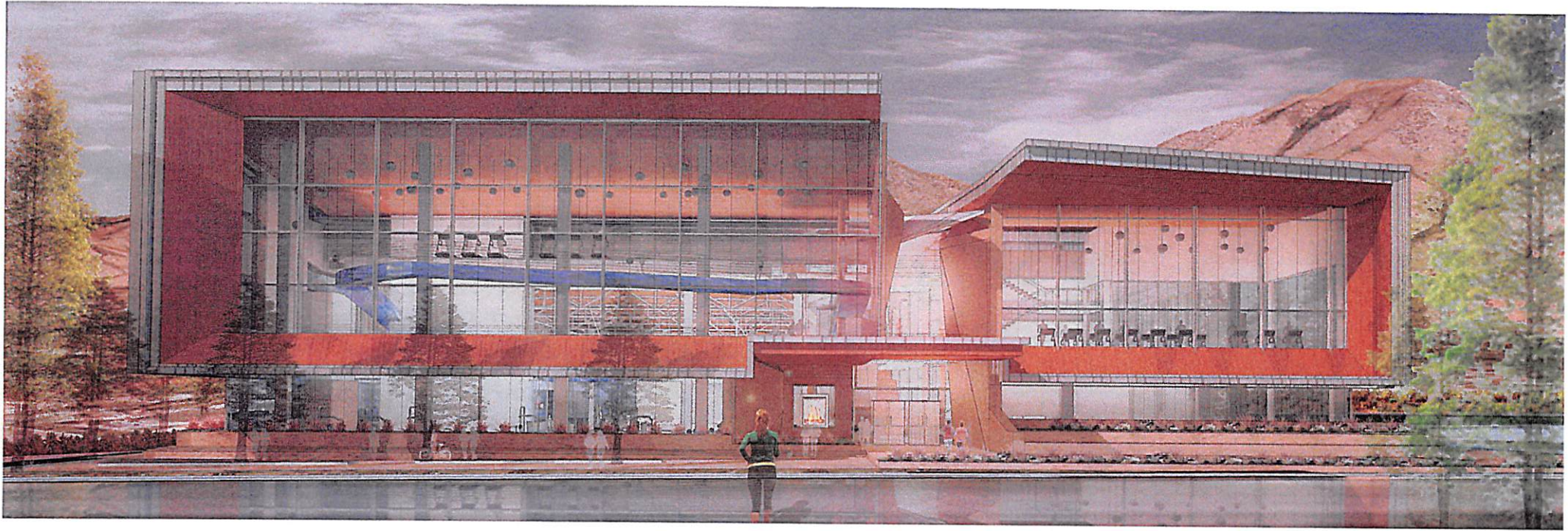


THREESIXTY ARCHITECTURE

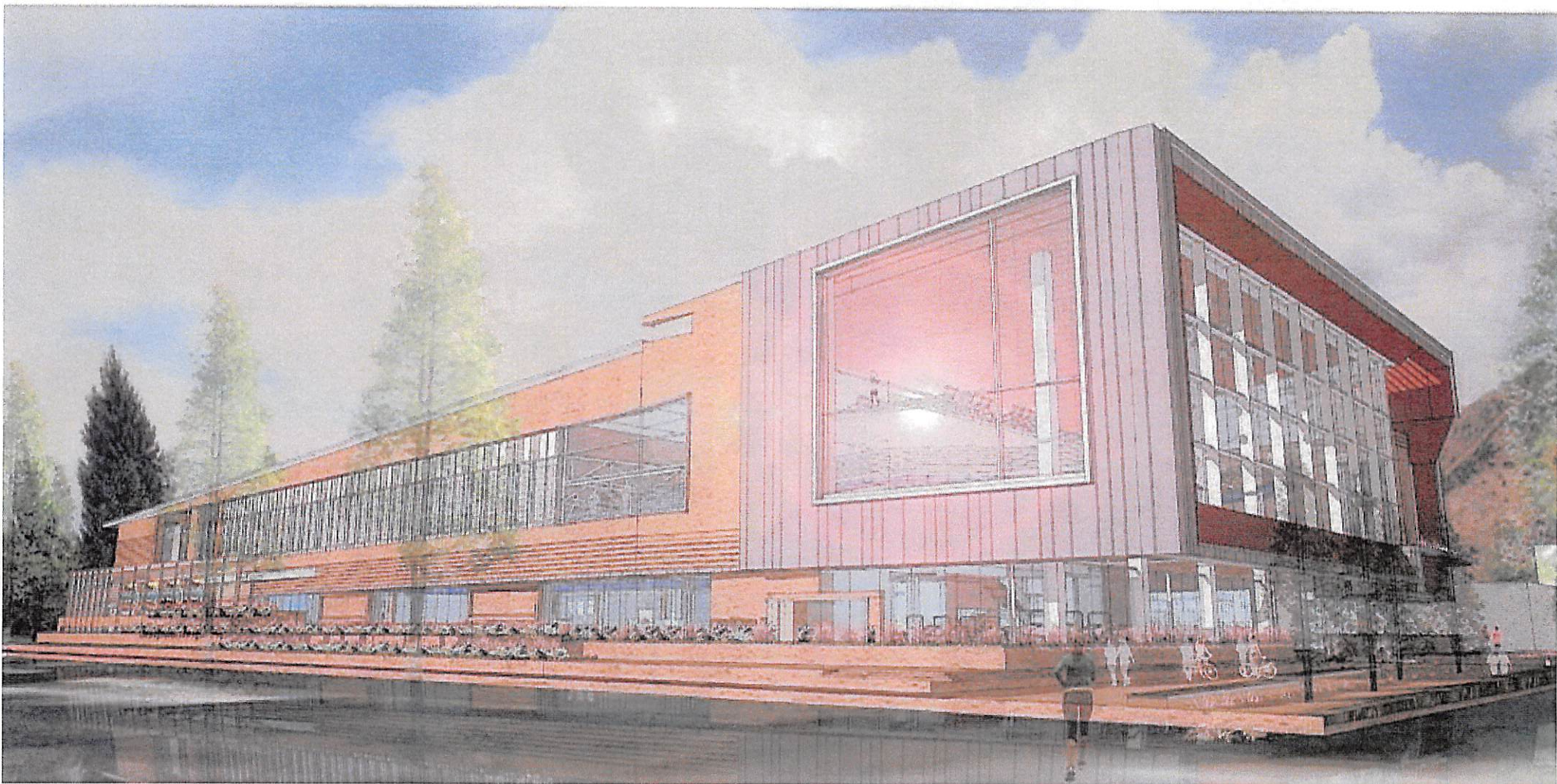


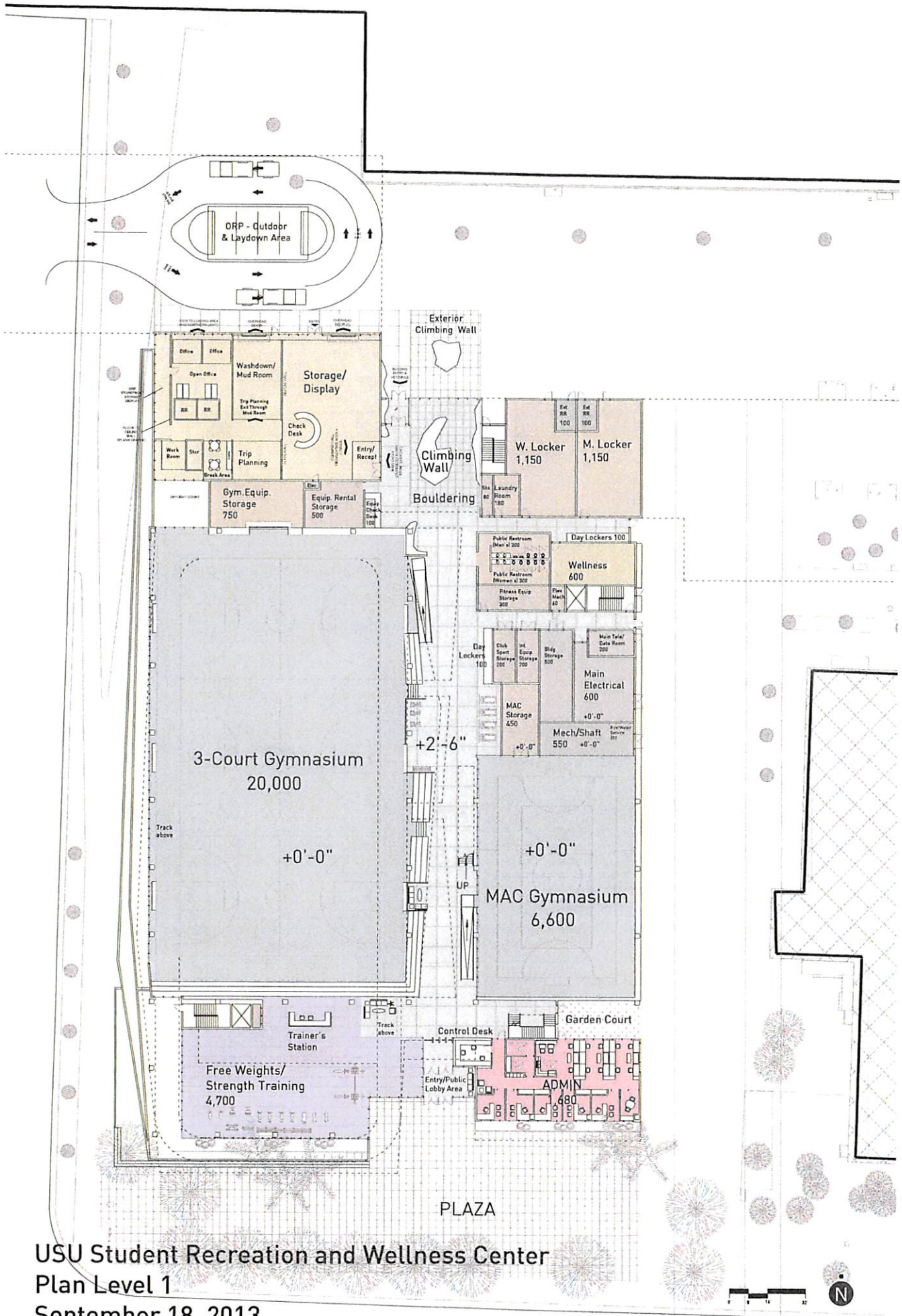
a|c architects

UtahStateUniversity
CAMPUS RECREATION

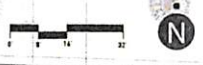


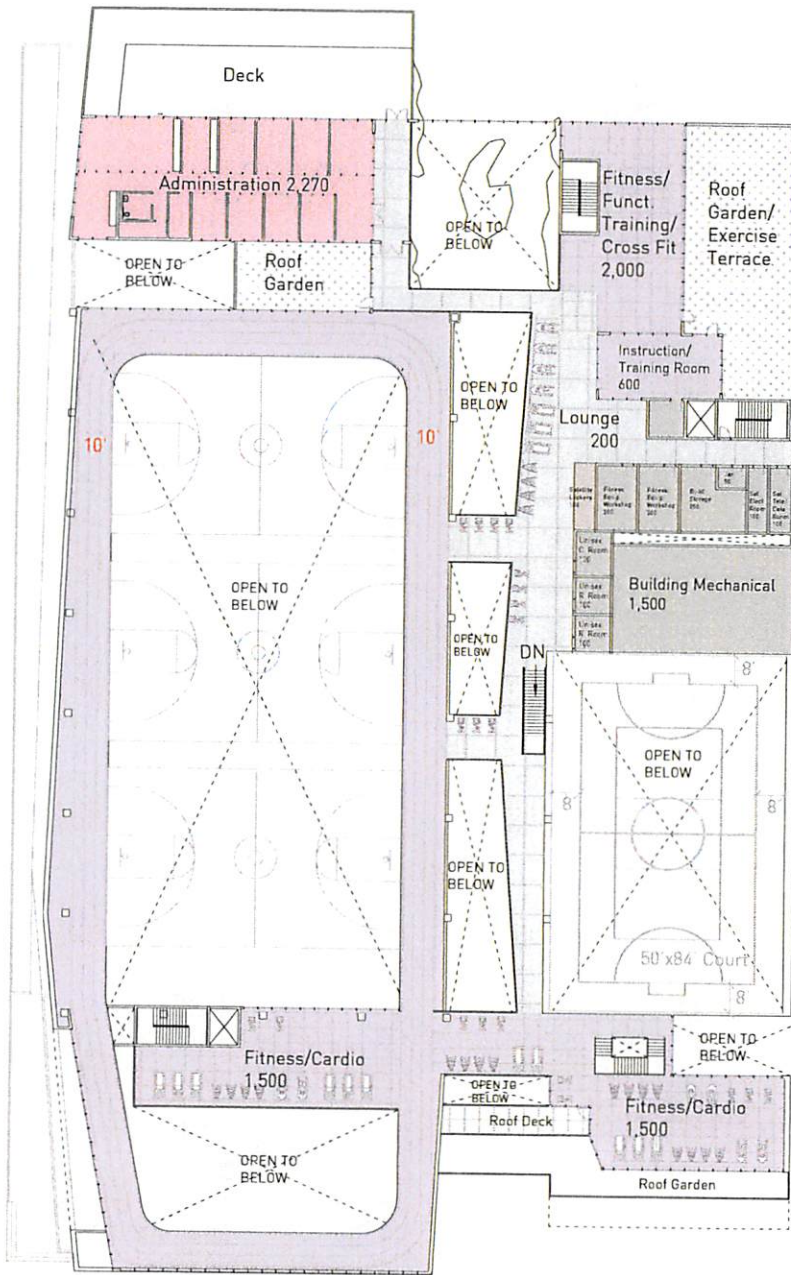






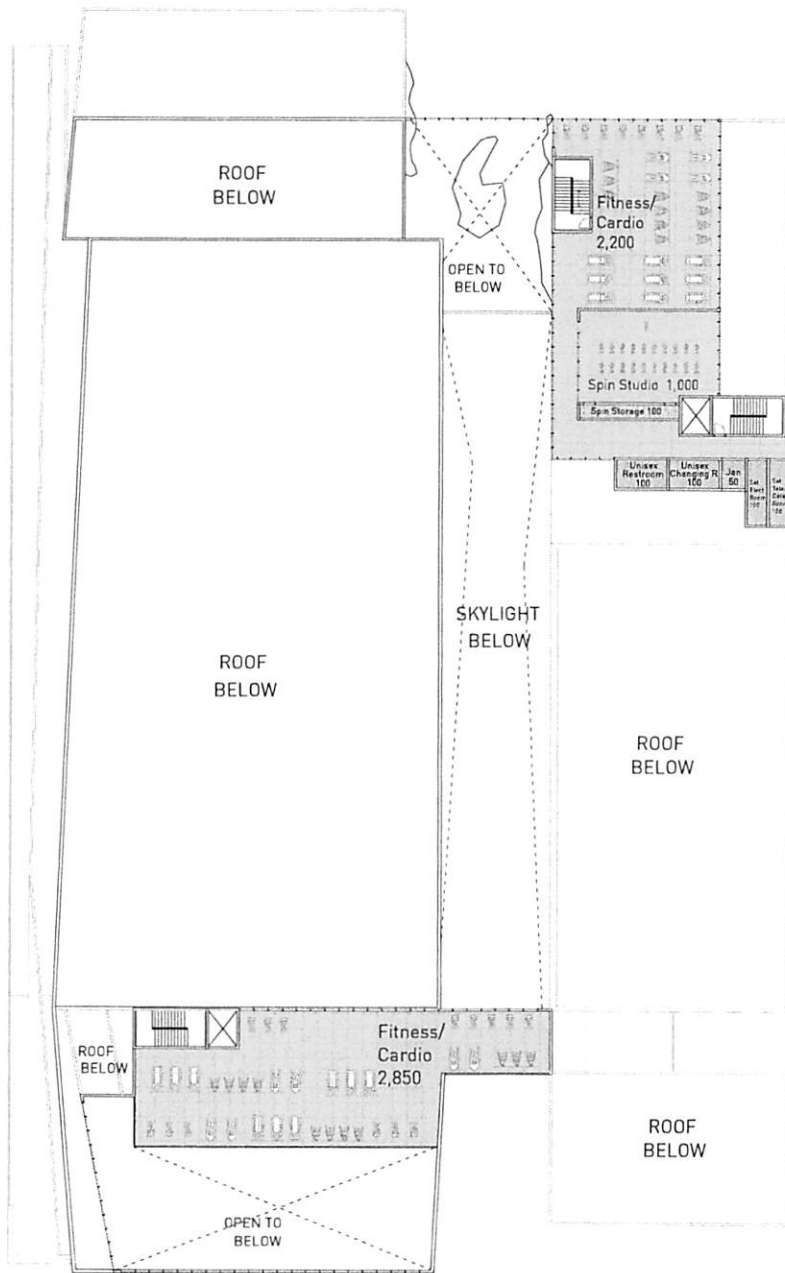
USU Student Recreation and Wellness Center
 Plan Level 1
 September 18, 2013





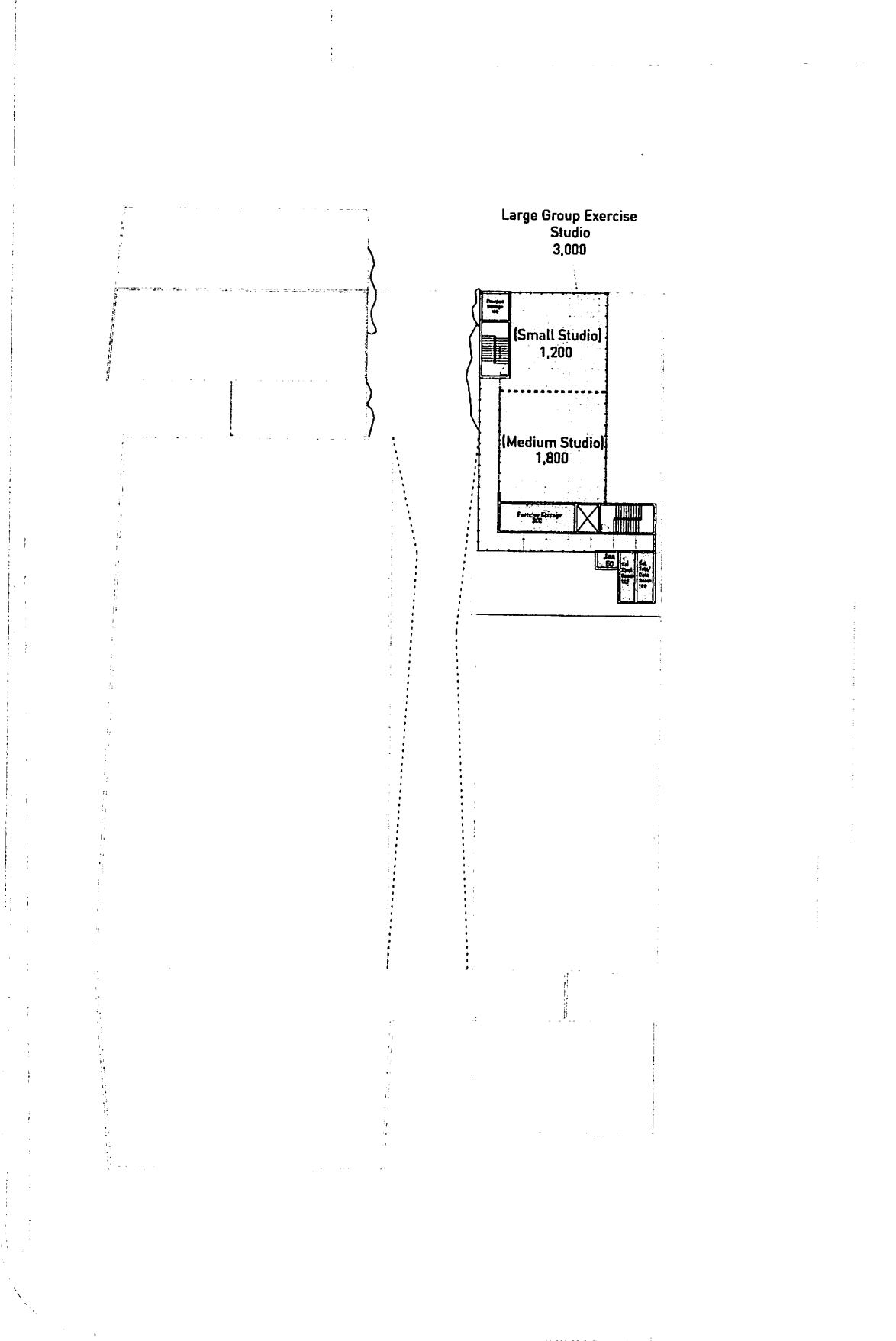
USU Student Recreation and Wellness Center
 Plan Level 2
 September 18, 2013





USU Student Recreation and Wellness Center
 Plan Level 3
 September 18, 2013





Board of Trustees

November 1, 2013



Romney Stadium Market and Financial Analysis





BRONCO STADIUM

BOISE STATE UNIVERSITY

CSL was retained to assess potential market demand for new donor seating options to help fund a renovation of Bronco Stadium. Based on the results of surveys of local corporations, season ticket holders and donors, as well as a number of interviews and focus group sessions with various potential seating purchasers, recommendations were made regarding the number and type of donor seating that could be supported in the market place and the resulting incremental donations that could be generated to fund stadium improvements. CSL also assessed the potential value associated with stadium naming rights and other potential capital contributions to the project through various donor recognition opportunities.



MACKAY STADIUM

UNIVERSITY OF NEVADA

In 2012, the University of Nevada engaged CSL to assess the market and financial feasibility of a potential renovation of Mackay Stadium. CSL reviewed the historical operations of Mackay Stadium and the football team, while benchmarking their operations to members of the Mountain West Conference in order to assess the potential impact improvements to Mackay Stadium could have on the football program and its standing in the conference. CSL completed over 2,000 email surveys with athletic donors, season ticket holders, occasional gamebuyers, alumni, and members of the Reno Chamber of Commerce in order to determine demand for donor seating, club seats, loge boxes, and luxury suites in a renovated Mackay Stadium. Based on the results of the market study, CSL made recommendations related to the pricing of new and improved seating areas, and determined the incremental revenue that could be generated to the athletic department over a seven-year period. The University is currently in the final stages of approving a renovation to Mackay Stadium that includes new west side chairback seats, new east side chairback seats, new west side club seats, new west side loge boxes, and a renovation of 12 existing luxury suites on the east side of the stadium.



AUTZEN STADIUM

UNIVERSITY OF OREGON

The University of Oregon retained CSL to assist in evaluating the impacts a renovation to Autzen Stadium could have on Athletic Department operations. As part of this project, CSL analyzed the potential inclusion of premium seating to assist the University's architects in developing a seating program for the renovated stadium. The analysis included recommendations regarding premium seating inventories and pricing, premium seating target markets and other such issues.

Based on the study results, Oregon completed a \$80 renovation of Autzen Stadium in 2002.



RESER STADIUM

OREGON STATE UNIVERSITY

Oregon State University retained CSL International to assist in assessing various renovation options for Reser Stadium. The proposed renovations include increased premium seating options and other fan amenities. As part of the study, CSL conducted interviews and focus group sessions with University administrators, football supporters and corporate sponsors to identify key opinions, concerns and other issues related to the potential renovation. Finally, CSL prepared estimates of the potential revenues and expenses resulting from a renovated stadium as well as an analysis of potential funding sources. The University completed an \$80 million renovation of Reser Stadium prior to the 2005 season.



HUSKY STADIUM

UNIVERSITY OF WASHINGTON

The University of Washington hired CSL International to provide a premium seating market study related to a potential renovation of Husky Stadium. As part of the study, CSL conducted 40 personal interviews with top donors, conducted nearly 1,000 telephone surveys with existing donors, season ticket holders and the corporate community, and compiled information on premium seating offerings at competitive and comparable facilities. The analysis included an assessment of the potential inventory and pricing for private suites, loge boxes, indoor club seats, outdoor club seats and donor seating. The results of the study were used by the University and its architects to design a building program appropriate for the marketplace and estimate the funding potential of premium seating revenue streams.

Regents approved a multi-year, \$250 million redevelopment of Husky Stadium, which is expected to be completed in 2013.

Mountain West Conference Football Facilities

<u>Institution</u>	<u>Stadium</u>	<u>Capacity</u>
San Diego State	Qualcomm Stadium	70,561
Hawaii	Aloha Stadium	50,000
Air Force	Falcon Stadium	46,692
Fresno State	Bulldog Stadium	41,031
New Mexico	University Stadium	39,224
Boise State	Bronco Stadium	37,000
UNLV	Sam Boyd Stadium	36,800
Colorado State	Hughes Stadium	34,400
San Jose State	Spartan Stadium	30,456
Nevada	Mackay Stadium	29,993
Wyoming	War Memorial Stadium	29,180
Utah State	Romney Stadium	25,513



CSL Scope of Services

Phase I Market Analysis

Task A Historical Analysis

Task B Comparable and Competitive Facility
Bench Marking

Task C Market Surveys

Task D Focus Groups

Task E Estimated Demands and Building
Program

Phase II Financial Analysis

Timeline – 8 to 10 weeks

Market Survey – November 4 distribution

Survey Results – Mid December



Office of State and Federal Relations

Neil Abercrombie
Director of Government Relations
neil.abercrombie@usu.edu
435-797-0257

November 1, 2013

What is the FY2014 Revenue Forecast?

Utah State Budget Update

Currently, there is a greater likelihood that revenues will come in below forecasts than above targets. The greatest downside risk is in the General Fund, and is due to lower-than-projected FY 2013 collections and flagging consumer confidence. Growth in the Education Fund collections is not expected to be as strong in FY 2014 as it was in FY 2013 because total wage estimates have been adjusted down from May targets, and final payments in FY 2013 were at all-time highs. These final payments are expected to come closer to trends in FY 2014.

Overall the state of Utah fiscal analyst office is forecasting a relatively flat budget.

2014 USU Legislative Priorities

USU School of Veterinary Medicine and Graduate Education

The first class of the USU School of Veterinary Medicine program will move to Pullman, Washington to complete their veterinary education at the Washington State University, College of Veterinary Medicine in August 2014. This transition to Washington State University requires USU to cover differential tuition for the Utah resident students to continue to pay in-state tuition. This funding was part of the initial request before the legislature in 2012. In 2014 USU is seeking an on-going appropriation of \$1.5 million.

USU Office of Research and School of Graduate Studies is continuing to enhance and grow current PHD programs. USU received a \$3 million one-time appropriation during the 2013 legislative session, which has been used to add resources to graduate recruitment, completion and conversion, research improvement, and facilities improvement. During the 2014 legislative session USU is seeking \$1.5 million in on-going funds to PHD program enhancement.

The combined \$3 million initiative is listed as one of four state institution specific initiatives by USHE.

Acute Equity Funding and Mission Based

Each USHE institution receives less in state tax dollars, tuition, or both, than similarly situated institutions. This request addresses the most acute funding inequities that have occurred in recent years, particularly among institutions with open-access policies which have grown more rapidly than state funding to support them and now face significant capacity limitations. This will better position institutions to expand capacity towards the 66% goal. Funding would be allocated to institutions with the most acute needs with the objective that resident students in USHE should receive similar state support, based on institutional mission and student type.

The Board of Regents seeks to establish a minimum floor of state funding for resident undergraduate students of \$4,800. USHE is requesting \$69.7 million to address equity funding needs.

- Utah State University RCDE system would receive 11% of the total equity funding

Capital Facilities

In October the Utah State Building Board finalized their top 29 projects recommended for legislative funding. The top 10 projects are:

1. Weber State University – New Science Lab
2. UCAT Southwest Applied Tech College – Health and Tech Building
3. Public Safety Building – Laboratory
4. National Guard – Camp Williams South Infrastructure Improvements
5. Huntsman Cancer Institute – Primary Children’s and Families Cancer Research Center
6. DHS -- Utah State Developmental Center Admissions and Durable Housing Units
7. **Utah State University – Statewide Instructional Initiative**
 - a. The USU combined project will create new instructional facilities on the USU Eastern and Brigham City campuses. The combined construction cost for both projects is \$26.5 million.
8. Corrections – Central Utah Corrections Facility
9. Snow College – New Science Building
10. UCAT – Dixie Applied Technology College

Anticipated Discussion Items for Higher Education Appropriations

1. Equity Funding
2. College Math Readiness/Concurrent Enrollment
3. USTAR Governance
4. Graduate Education
5. Mission Based Funding/Performance Funding

ADDENDUM TO ACTION AGENDA

01 November 2013

ITEM FOR ACTION

RE: Faculty and Staff Adjustments

The attached faculty and staff adjustments are submitted for the Trustees consideration. They have received the appropriate administrative review and approval.

EXECUTIVE SUMMARY

The faculty and staff adjustments include one (1) change in assignment.

RECOMMENDATION

The President and Provost recommend that the Board of Trustees approve the attached faculty and staff adjustments.

**RESOLUTION
UTAH STATE UNIVERSITY
BOARD OF TRUSTEES**

WHEREAS, The President and the Provost recommend that the Board of Trustees approve one (1) change in assignment;

NOW, THEREFORE, BE IT RESOLVED, That the USU Board of Trustees hereby approve the recommendation of the faculty and staff adjustments.

RESOLUTION APPROVED BY THE USU BOARD OF TRUSTEES:

Date

1 November 2013

Faculty and Staff Adjustments

a. Change in Title or Assignment

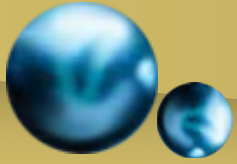
College of Agriculture

Christine E. Hailey, Professor, Department of Mechanical Engineering, and Interim Dean, College of Engineering, to be Professor and Dean of the same; effective 1 November 2013. Change in salary to \$226,000/12-month.

USU Revenue Breakdown

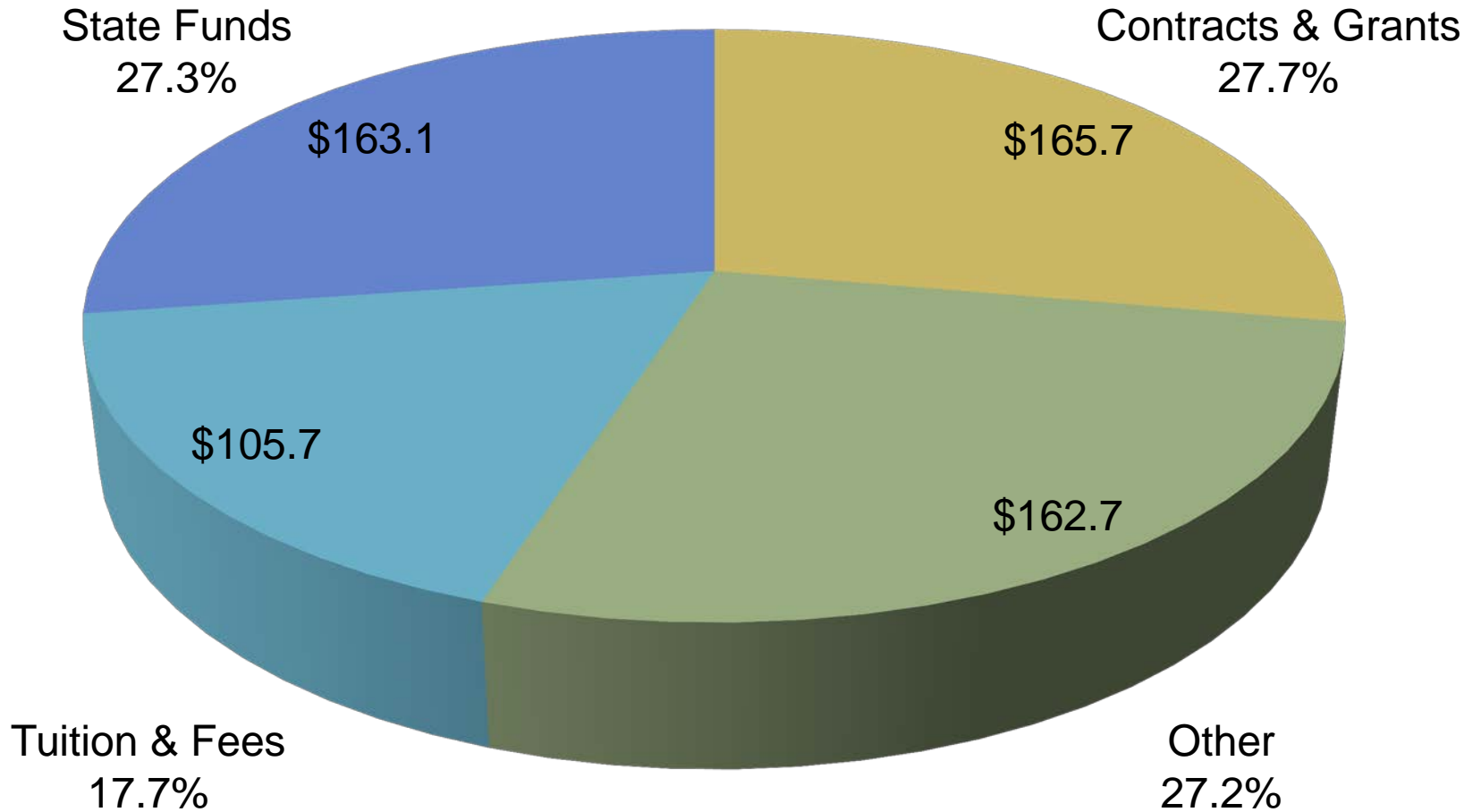


November 1, 2013



Total Revenues, FY13 (000's)

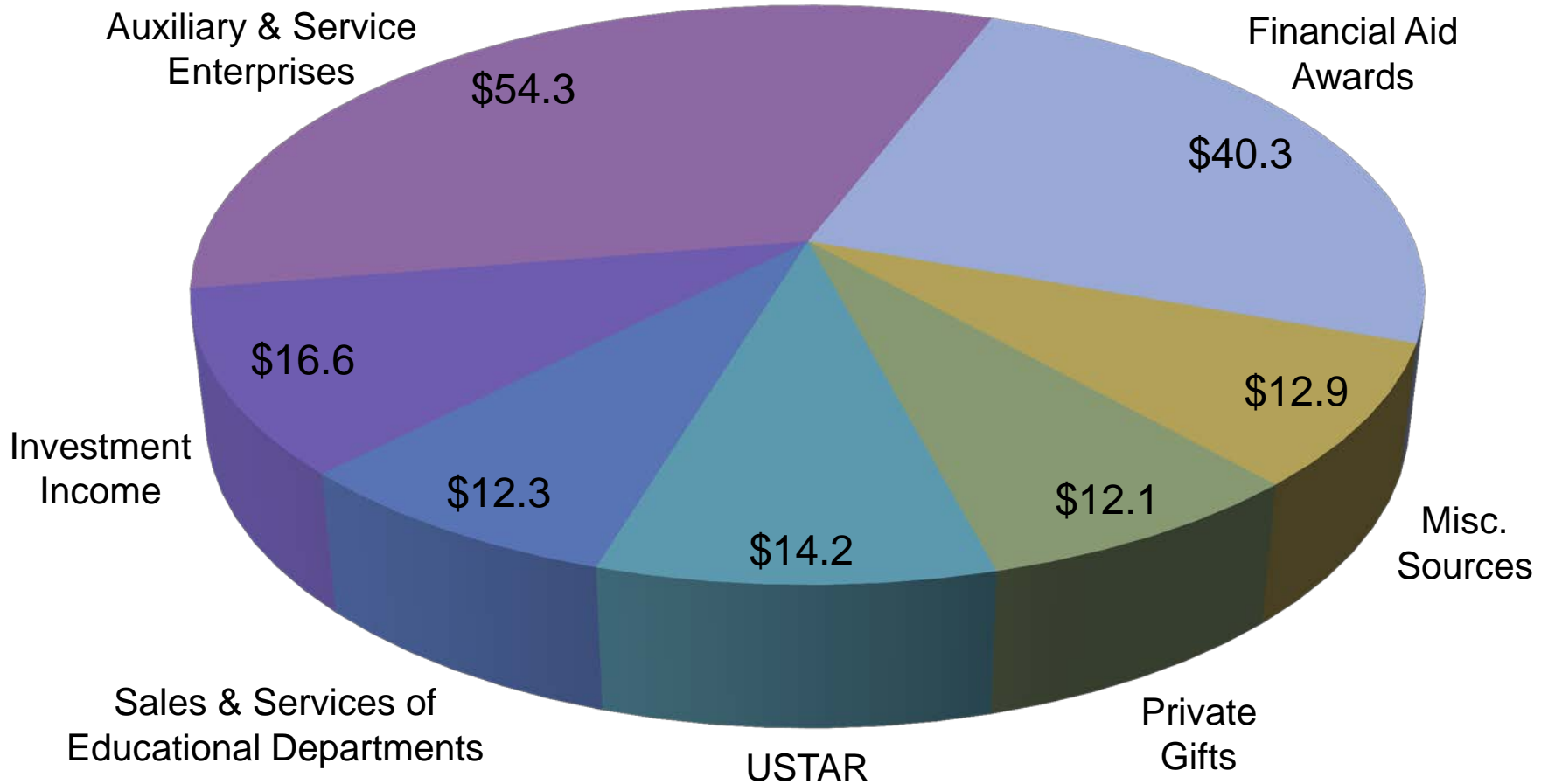
TOTAL: \$597.2

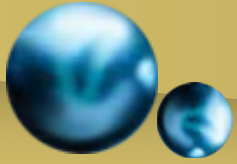




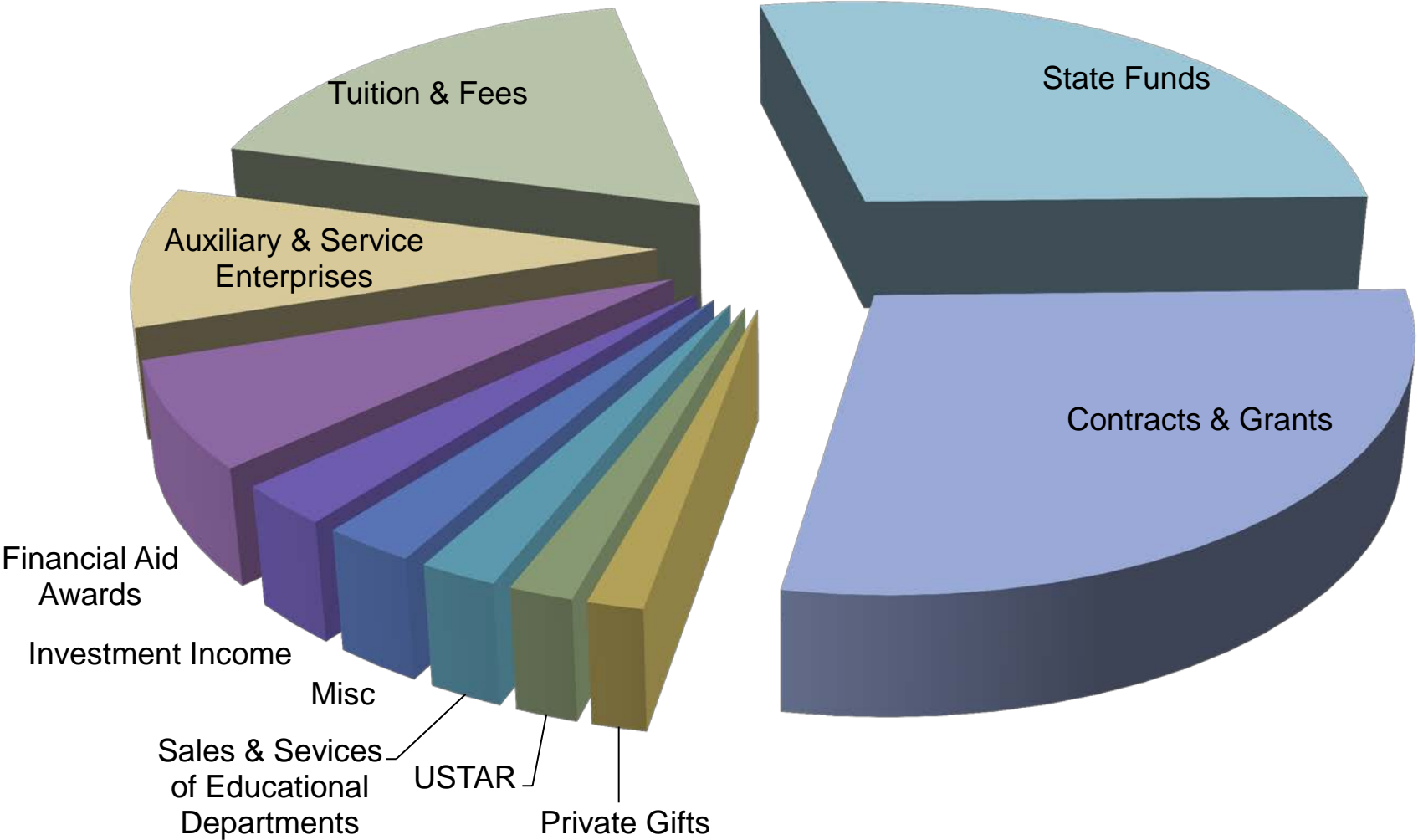
“Other” Revenues, (000’s)

TOTAL: \$162.7



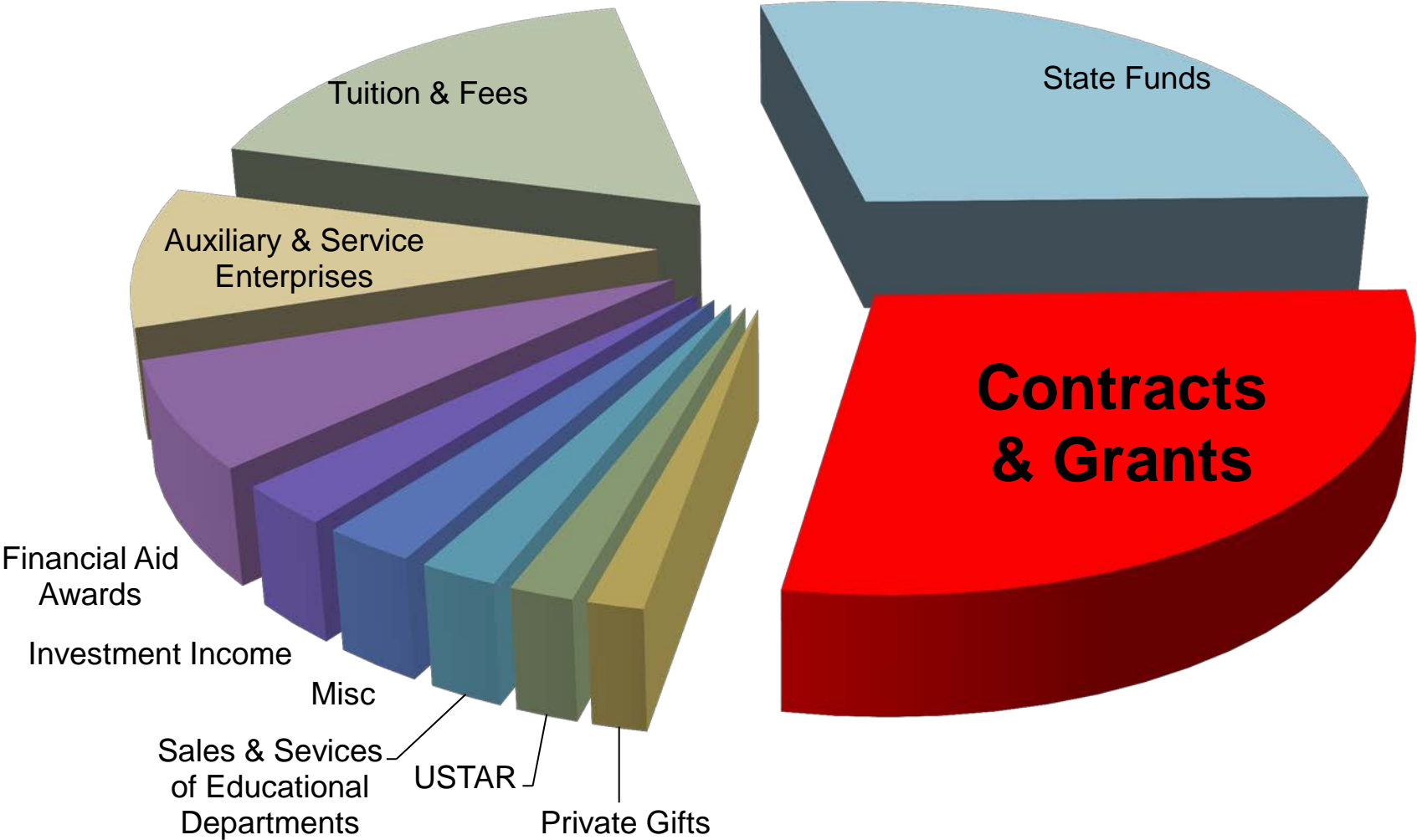


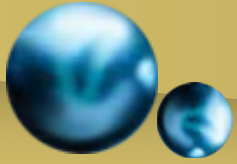
Diversity of Revenues



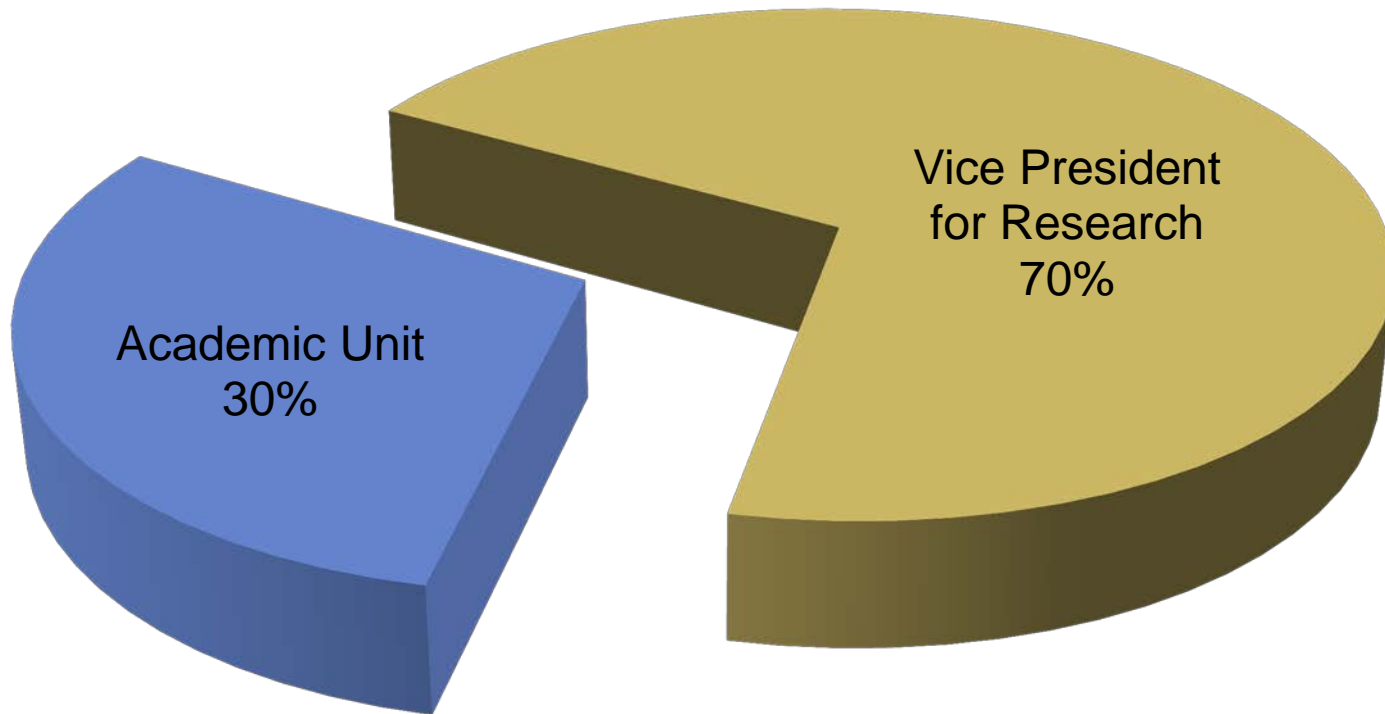


Contracts & Grants



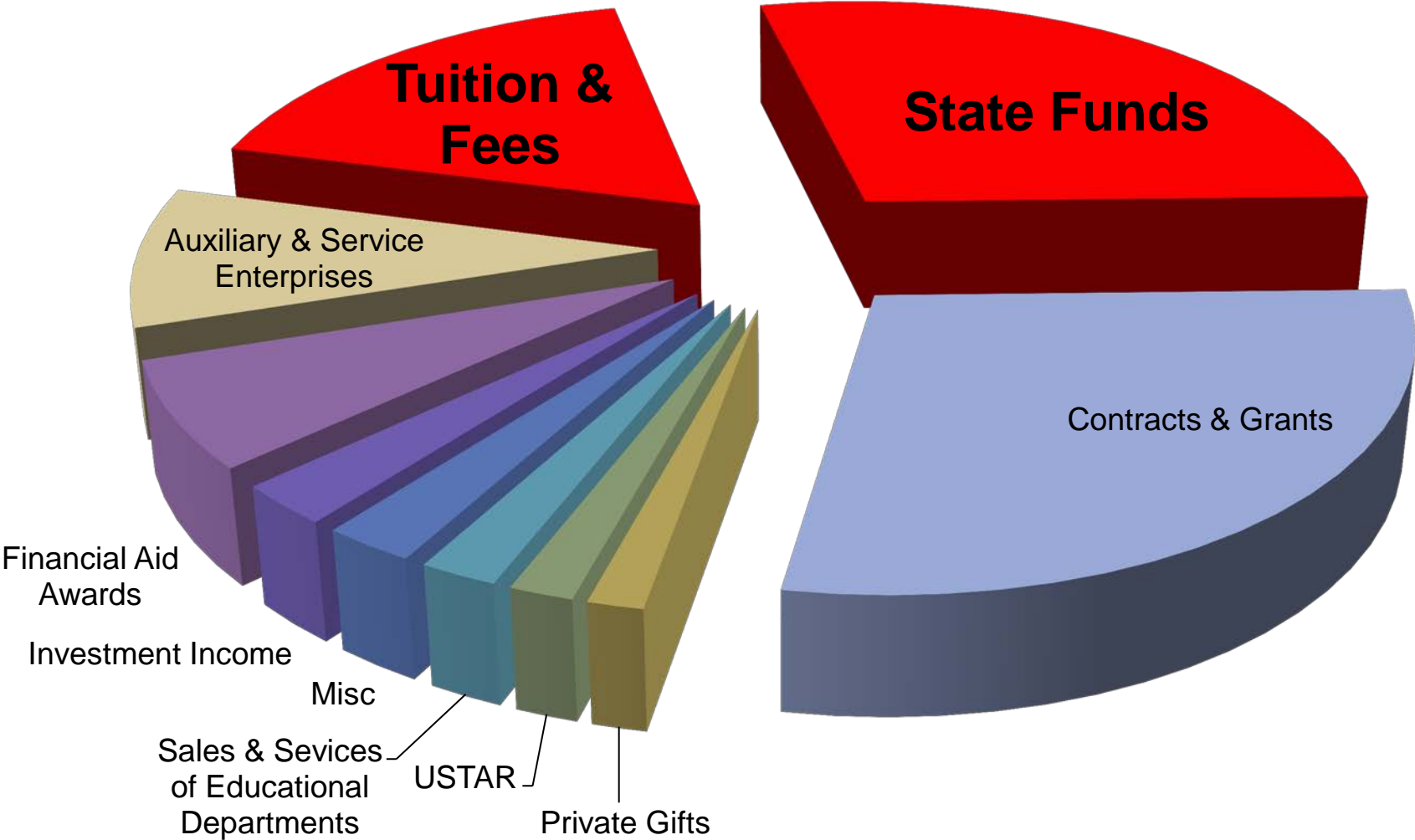


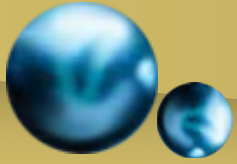
Recovered Overhead (F&A)



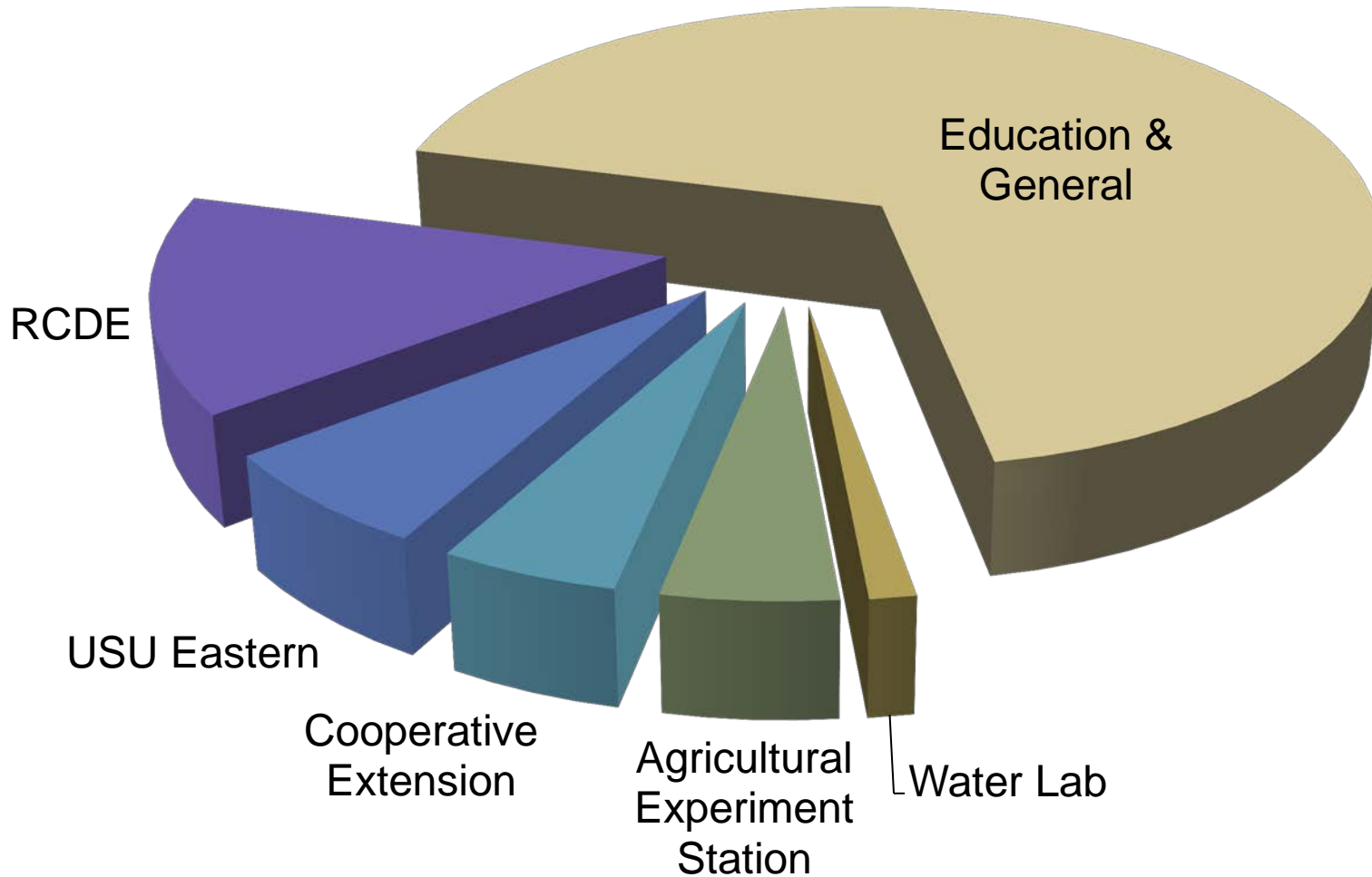


State Appropriations



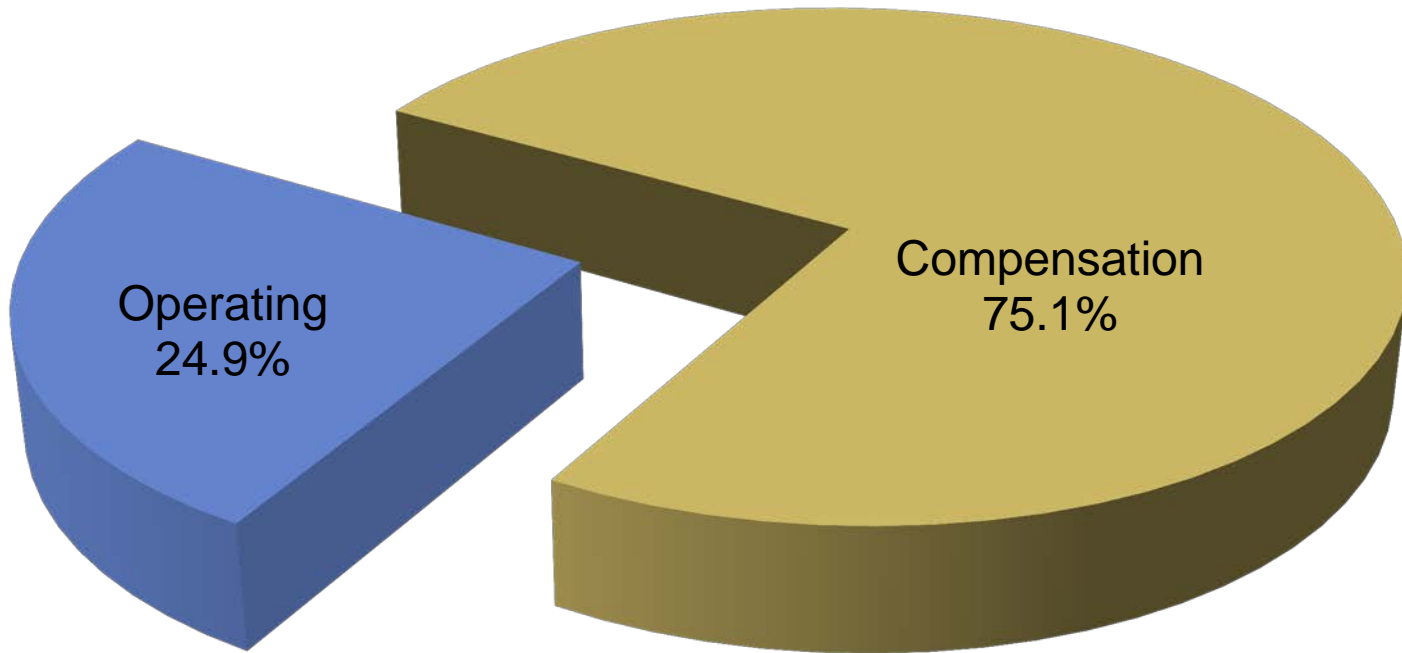


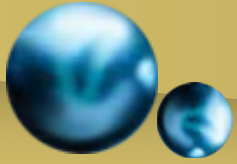
State Budget Lines



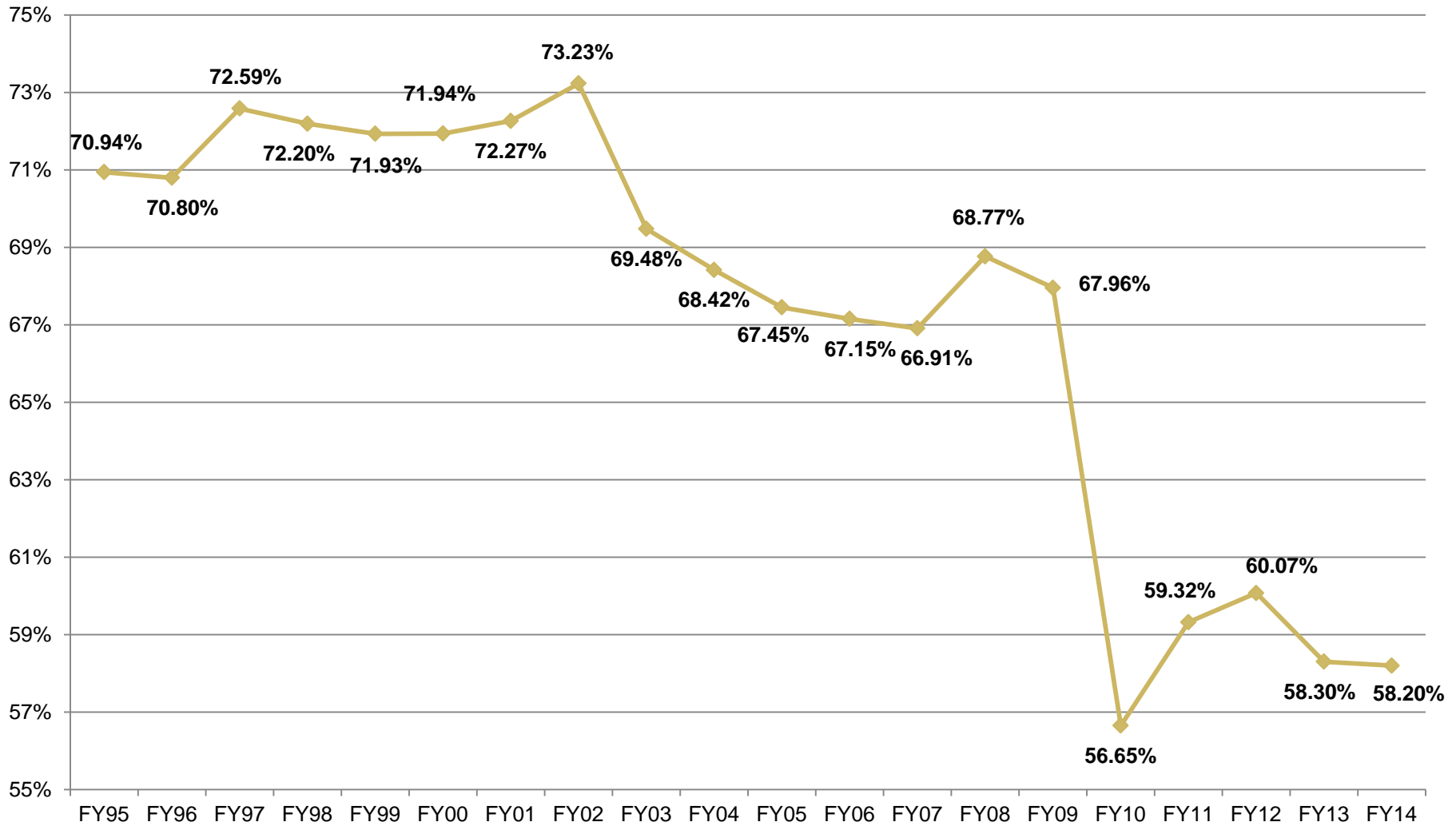


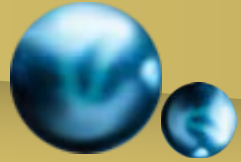
Uses of Appropriations





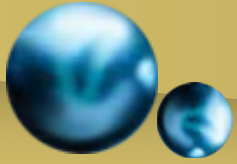
Tax Funds as % of E&G Operating Budget



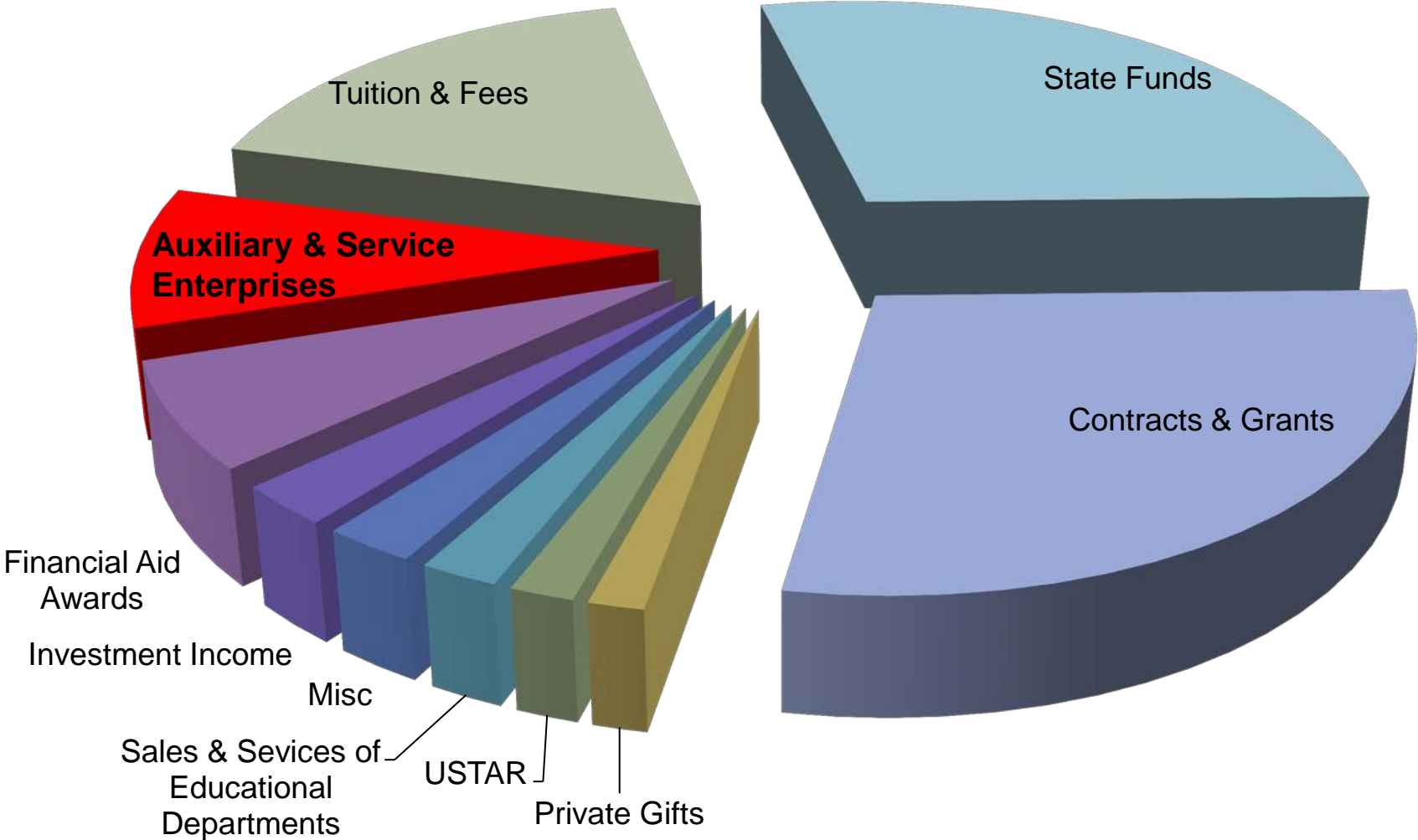


Budget Requests

Budget requests for additional state appropriations are made by the Utah System of Higher Education (USHE)

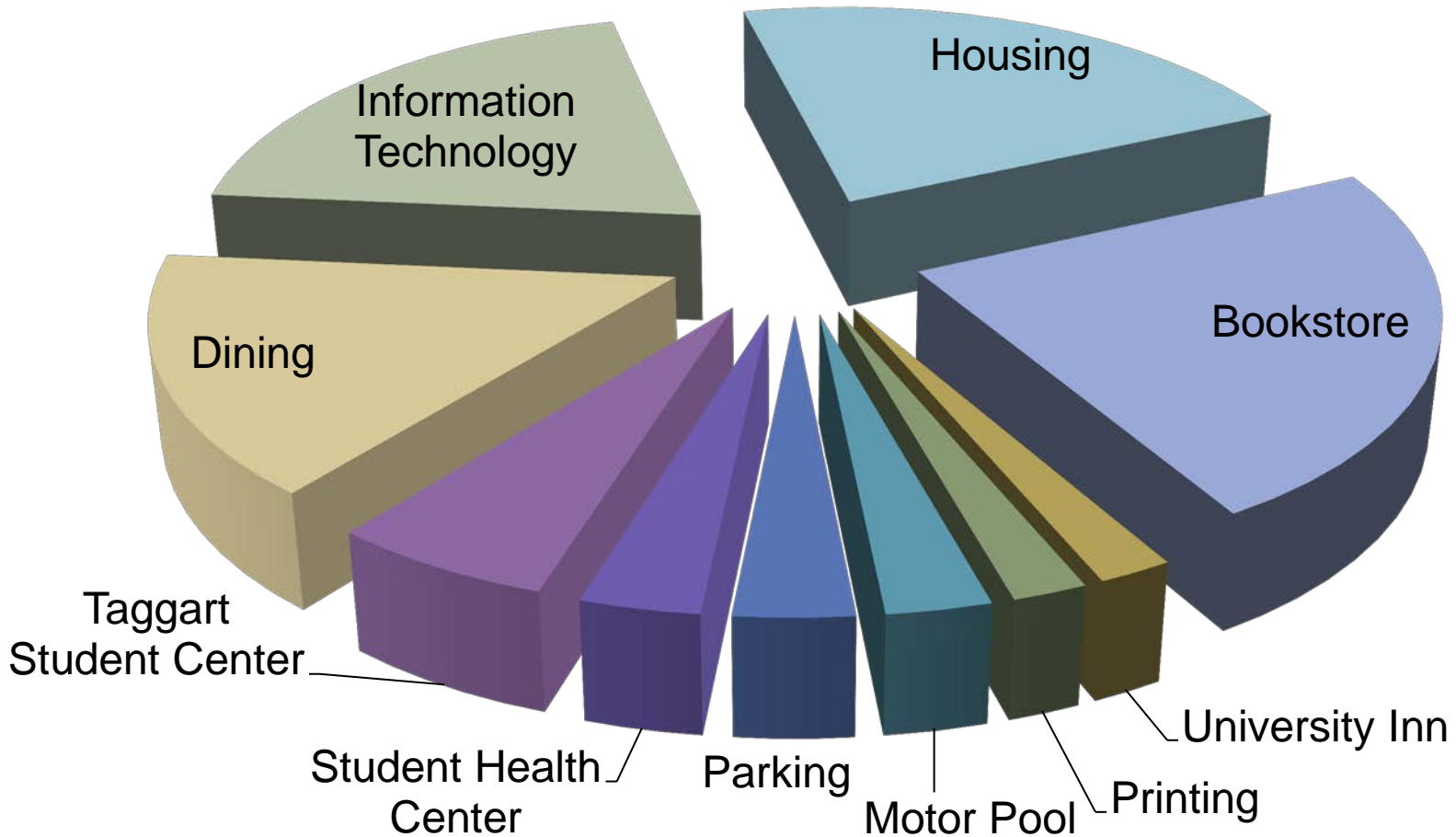


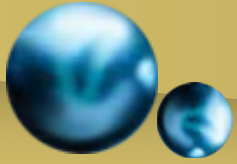
Auxiliary & Service Enterprises



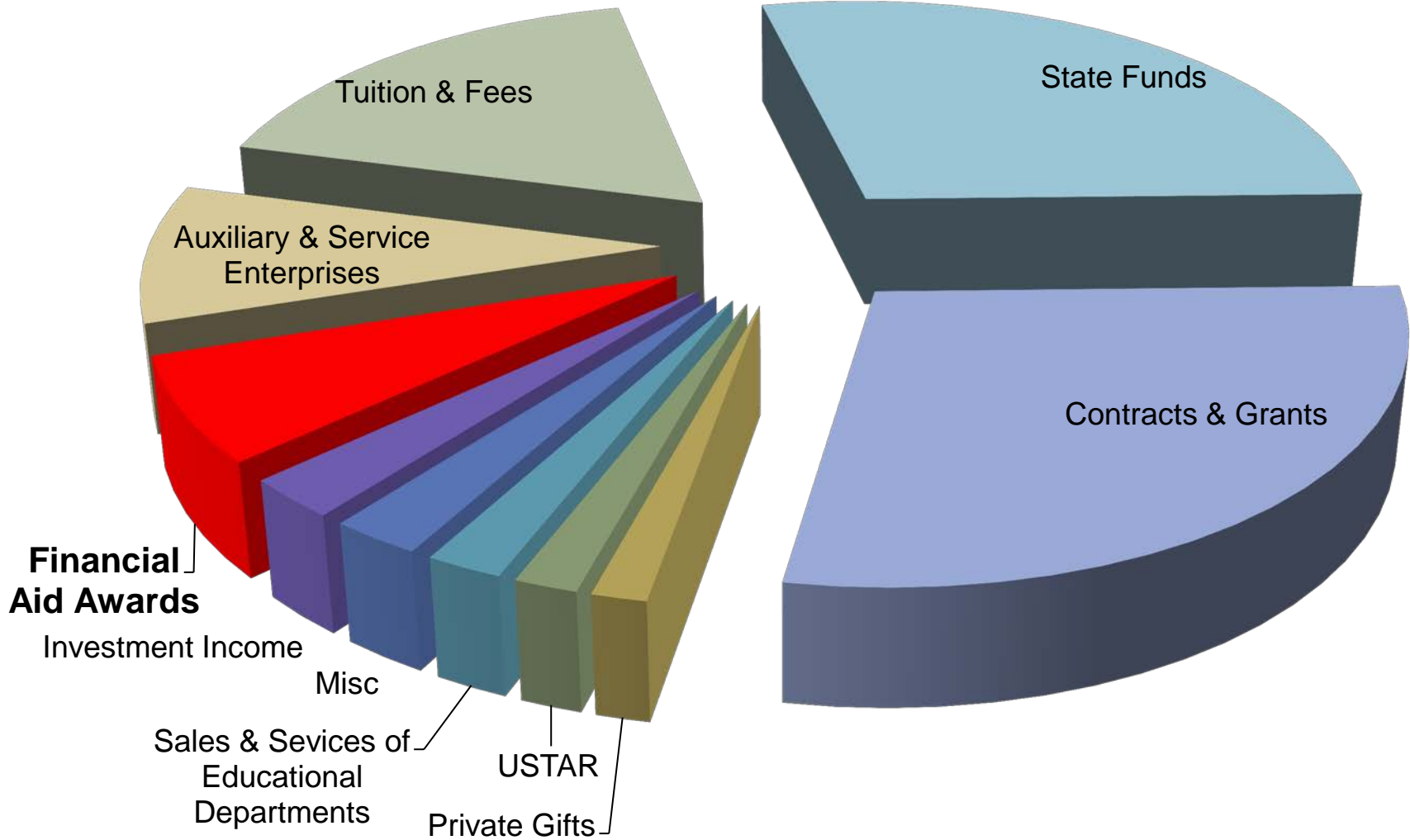


Auxiliary & Service Enterprises



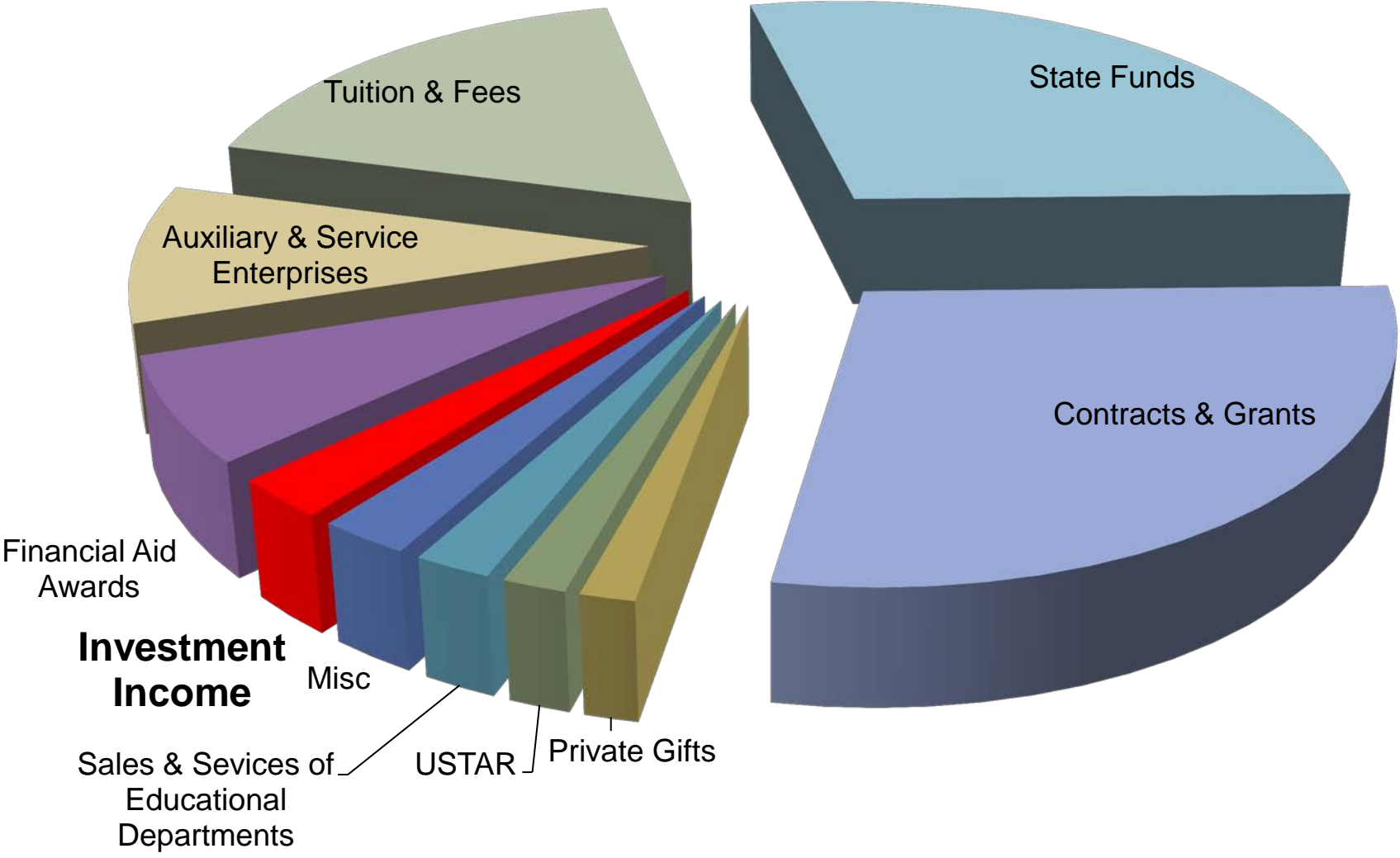


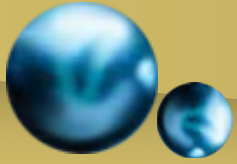
Financial Aid Awards



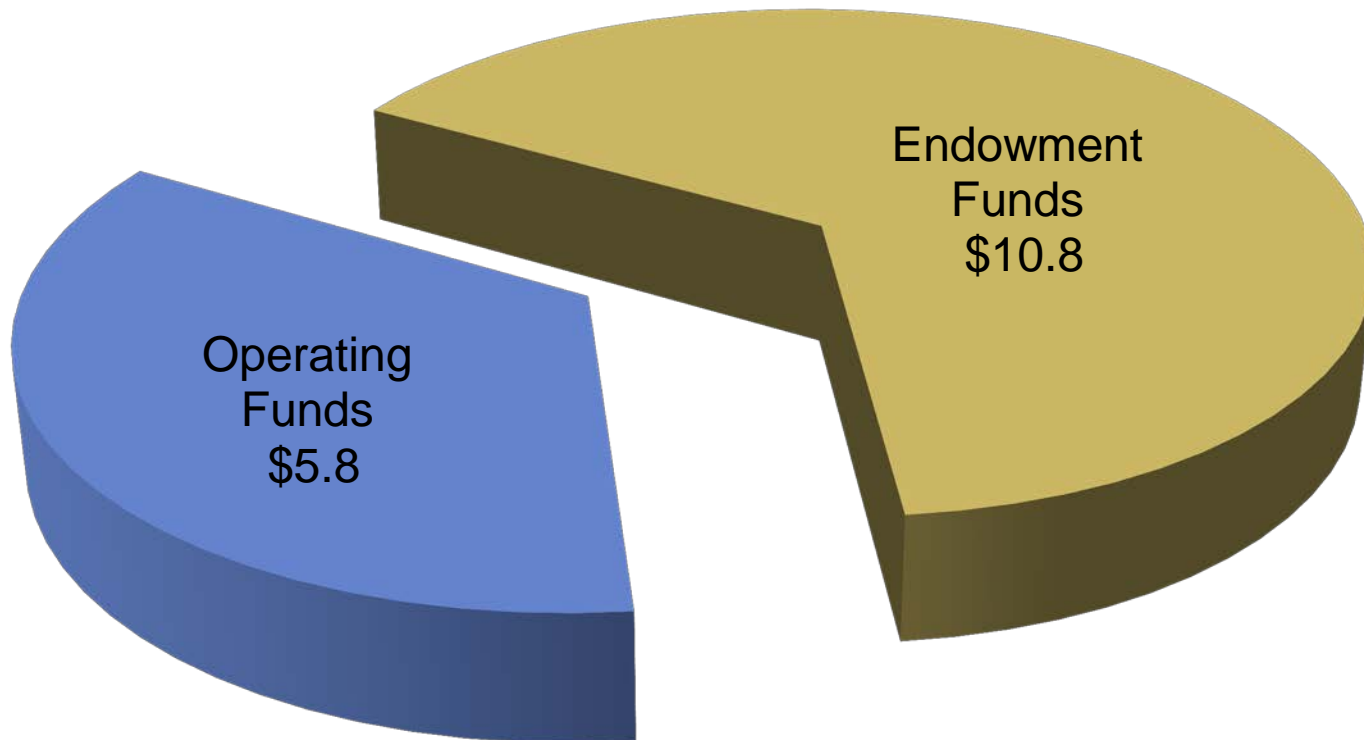


Investment Income



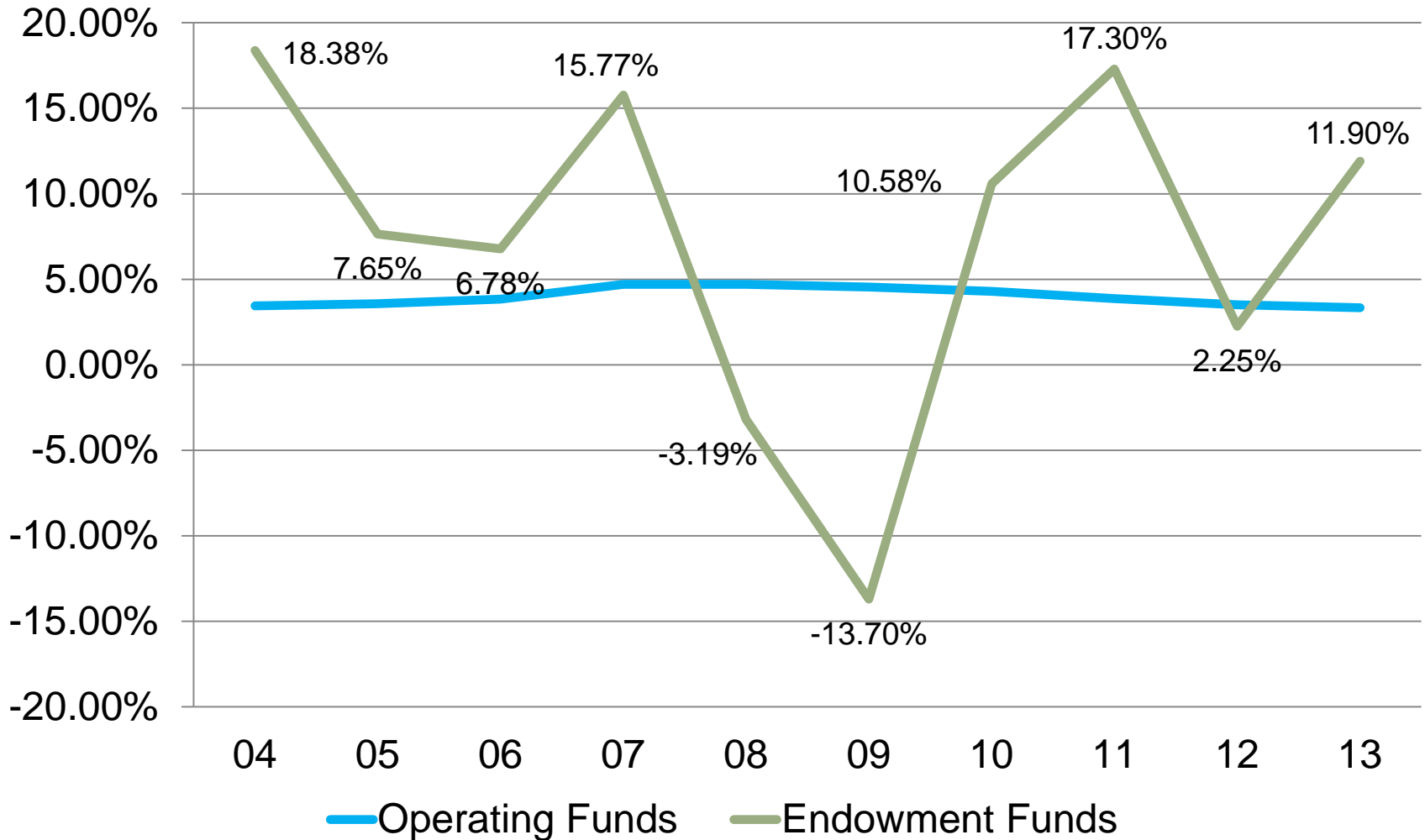


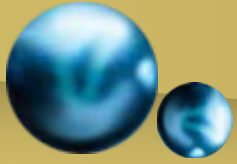
Investment Income, FY13



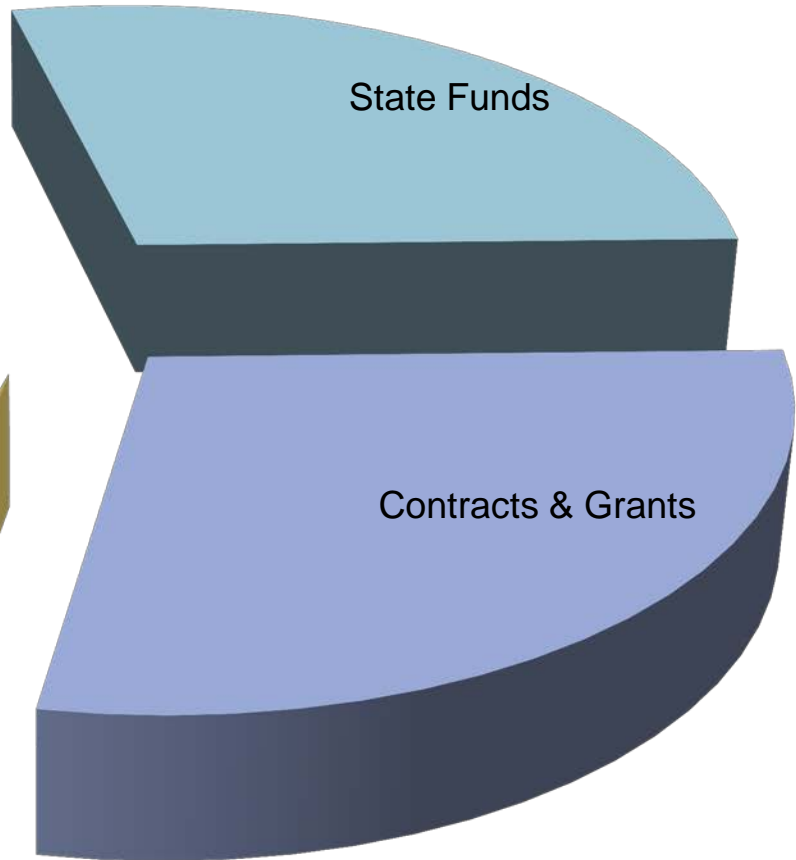
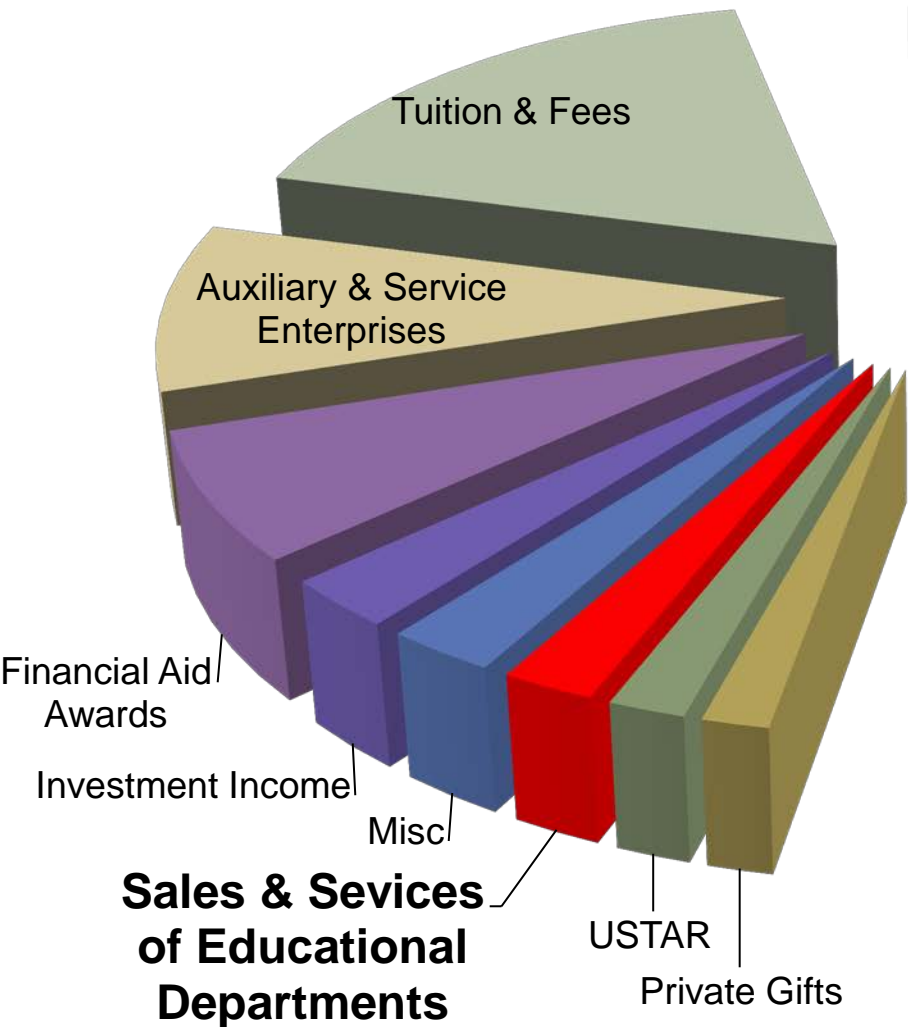


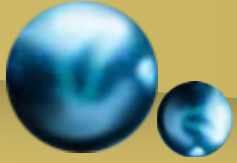
Investment Income



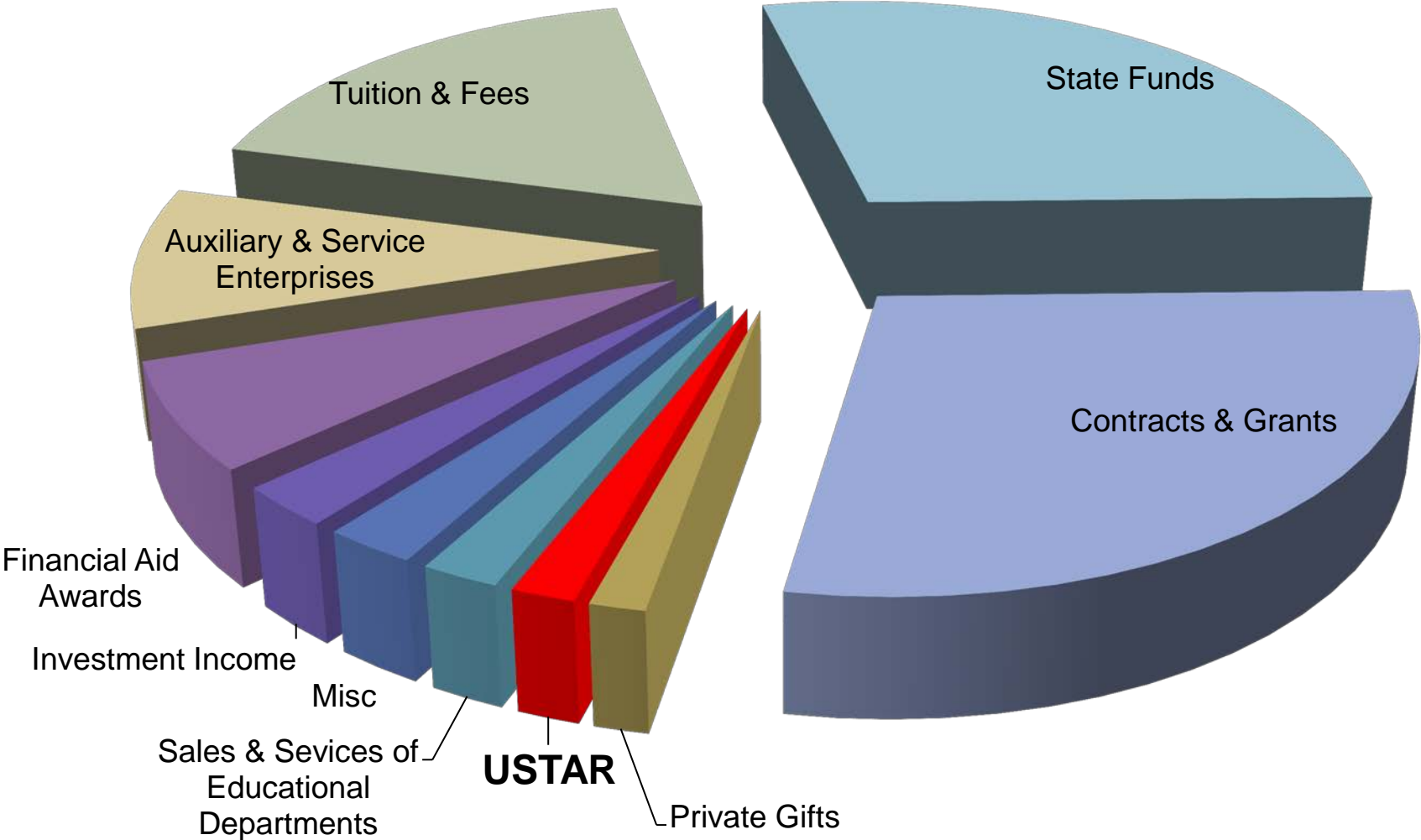


Sales & Services





State Grants





Private Gifts

