

**MINUTES OF MEETING
UTAH STATE BOARD OF REGENTS
UTAH STATE UNIVERSITY
LOGAN, UTAH**

JUNE 16, 1997

Board Members Present

Kenneth G. Anderton, Chair
Pamela J. Atkinson
Aileen H. Clyde, Vice Chair
Ian M. Cumming
John B. Goddard
W. Brett Graham
David J. Grant
Larzette G. Hale
L. Brent Hoggan
Evelyn B. Lee
Clifford S. LeFevre
Paul S. Rogers
Jay B. Taggart

Board Members Excused

Douglas S. Foxley
Karen H. Huntsman
Dale O Zabriskie

Office of the Commissioner

Cecelia H. Foxley, Commissioner
Don A. Carpenter, Associate Commissioner for Planning and Facilities
Dale C. Hatch, Associate Commissioner for Budget and Finance
Chalmers Gail Norris, Associate Commissioner for Student Financial Aid
Michael A. Petersen, Associate Commissioner for Academic Affairs
Philip V. Bernal, Assistant Commissioner for Student and Minority Affairs
Joyce Cottrell CPS, Executive Secretary
Patricia S. Crane, Assistant Commissioner for Government/Media Relations
Harden R. Eyring, Executive Assistant
Jerry H. Fullmer, Director of Information Technology
Max S. Lowe, Assistant Commissioner for Applied Technology Education
Beth Ann Petrakis, Applied Technology Education Specialist
Whitney J. Pugh, Budget Analyst
Phyllis C. Safman, Assistant Commissioner for Academic Affairs
Norman C. Tarbox, Assistant Commissioner for Student Financial Aid

INSTITUTIONAL REPRESENTATIVES

University of Utah

Jerilyn S. McIntyre, Interim President
Arnold B. Combe, Assistant Vice President for Administrative Services
Raymond A. Haeckel, Director of Government and Community Relations
Wayne McCormack, Professor of Law
Thomas G. Nycum, Vice President for Administrative Services
David W. Pershing, Acting Vice President for Academic Affairs
Christine St. André, Executive Director, University Hospital and Clinics
Mary S. Tucker, Associate General Counsel

Utah State University

George H. Emert, President
G. Jay Gogue, Provost
C. Blythe Ahlstrom, Assistant Provost
Lee H. Burke, Assistant to the President
Peter F. Gerity, Vice President for Research
Fred R. Hunsaker, Vice President for Administrative Affairs
Richard W. Jacobs, Budget Director
Lynn E. Janes, Associate Vice President for Administrative Affairs
Paul M. Norton, Vice President for University Relations/Development
H. Craig Petersen, Associate Provost
LaVell Saunders, Associate Vice President for Student Services
Patricia S. Terrell, Vice President for Student Services

Weber State University

Paul H. Thompson, President
David Eisler, Provost
Carol J. Berrey, Assistant to the President
Carol V. Gaskill, Director, Budget and Institutional Research
Allen F. Simkins, Vice President of Administrative Services

Southern Utah University

Terry Alger, Provost
Michael Richards, Vice President for University Affairs

Snow College

Gerald J. Day, President
Richard L. White, Vice President for Instruction

Dixie College

Robert C. Huddleston, President

College of Eastern Utah

Grace S. Jones, President
Brent Haddock, Academic Vice President
Raelene Allred, Vice President for Finance
Karen K. Bliss, Dean of Instructional Advancement
Gail Glover, Dean of Administrative Services, San Juan Center

Utah Valley State College

Kerry D. Romesburg, President

Lucille Stoddard, Vice President for Academic Affairs
Gilbert E. Cook, Vice President for College Relations
J. Karl Worthington, Associate Vice President for Academic Affairs
Douglas E. Warner, Executive Director, Budgets and Management Studies

Salt Lake Community College

Frank W. Budd, President
Marjorie Carson, Vice President of Academic Services
Rand Johnson, Assistant to the President

Others Present

Thomas C. Anderson, Office of the Attorney General
Gary Carlston, Governor's Office
Marjorie Cortez, *Deseret News*
Dan Egan, *Salt Lake Tribune*
Kelly Murdock, First Security Bank Public Finance
Jerry Noulin, First Security Bank
David Pearlman, Fidelity Investments
Blake Wade, Ballard Spahr Andrews & Ingersoll
Bradley A. Winn, Governor's Office of Planning and Budget

Chair Kenneth G. Anderton called the meeting of the Committee of the Whole to order at 3:20 p.m. He expressed appreciation to President Emert for his hospitality and for the Aggie ice cream, and also for coordinating the meetings with the State Office of Education and the Applied Technology Education conference.

Report of the Commissioner

Commissioner Cecelia H. Foxley announced that, beginning July 1, Fred Hunsaker will become the Associate Commissioner for Finance and Facilities. She said his skills and abilities which have been enjoyed by Utah State University will now be enjoyed by the entire system. He will step down from his seat in the Utah House of Representatives. Making this change has been a difficult decision for Mr. Hunsaker and for the Commissioner's Office because he has been valuable for the system at USU. The Commissioner thanked him for making the change and welcomed him to the Commissioner's Office. She expressed her appreciation to Dale Hatch for the skills and abilities he has brought to the system as Associate Commissioner for Budget and Finance. Dale will be working in the Student Financial Aid area. She wished him well in his future endeavors.

Commissioner Foxley pointed out the materials in the Regents' folders, marked as "Supplement to Tab W," which were provided as topics for discussion with the Legislative Education Interim Committee and the State Board of Education. She briefly explained the summary of Friday's activities and encouraged the Regents and Presidents to look through the questions for dialogue prior to the joint meetings.

Reports of Board Committees

Program and Planning Committee

Chair LeFevre moved that the Allocation of Border Tuition Waivers Provided in H.B. 7 be added to the agenda as an action item. Following a second by Regent Lee, the motion carried unanimously. Chair LeFevre then moved that the

Allocation of 1997-1998 Library Initiative Funds (see Agenda Tab H) be added to the agenda for action. Regent Atkinson seconded the motion, which carried unanimously.

University of Utah — Permanent Status of a Communication Institute within the Department of Communication. Chair LeFevre said the committee had discussed this item, and had found that any questions or concerns had been resolved and were addressed in the Commissioner's cover letter to Agenda Tab A. Stating that the committee had approved this request without question, he moved its approval. Regent Taggart seconded the motion, which carried unanimously.

University of Utah — National Oceanic and Atmospheric Administration (NOAA) Cooperative Institute for Regional Prediction. Chair LeFevre said Dr. David Pershing had explained this proposal to the committee (see Agenda Tab B), who had found it very exciting. Chair LeFevre moved and Regent Atkinson seconded the approval of the institute. The motion carried unanimously.

University of Utah — Discontinuance of Joint Master of Business Administration and Master of Science Degree Program in Mining Engineering. Chair LeFevre explained that this request was due to the continuing low enrollment and graduation rate of the program (see Agenda Tab C). He moved approval of the discontinuance of the program. With a second by Regent Clyde, the motion carried unanimously. Regent Atkinson commended the University for discontinuing a program, rather than adding another new program.

Weber State University — Bachelor of Arts Degree Program in Dance. Chair LeFevre said the committee had given unanimous support to this request (see Agenda Tab D), and quipped that "everyone danced to Weber's tune." He moved its approval, seconded by Regent Taggart. The motion carried unanimously.

Salt Lake Community College — One-Year Quality Certificate in Manufacturing within the Manufacturing and Automation Technologies Program (Agenda Tab E). Since SLCC is the only institution with an A.A.S. degree in Manufacturing and Automation Technologies, Chair LeFevre stated that there had been no concern expressed by the other institutions. He moved approval of this certificate. The motion was seconded by Regent Atkinson and carried unanimously.

Allocation of Border Tuition Waivers Provided in H.B. 7. This new item was distributed in the Regents' folders prior to the meeting. Associate Commissioner Mike Petersen explained that in their 1997 session the Legislature expanded from 200 to 400 the number of waivers for students who live in communities adjacent to Utah. Students are required to live within 100 miles of the institution which they plan to attend. If they receive a border waiver, their tuition can be no more than one-half the tuition of out-of-state students, but it will still be more than Utah resident tuition. They must also be full-time students and cannot have attended institutions within the USHE previously. Based on recommendations of the Chief Academic Officers, Dr. Petersen pointed out the proposed distribution on page 2 of the Commissioner's cover memo. In addition to those shown, 18 new waivers are recommended for CEU, bringing the total to 200 new waivers. Regent Grant asked if the other states reciprocate; Chair Anderton said the states of Idaho and Colorado have similar agreements. Commissioner Foxley explained that Senator Lyle Hillyard sponsored the original legislation because many of these people work and pay taxes in Utah and see Utah as much a part of their home as the bordering states. H.B. 7 was sponsored this year by Representative Bill Hickman and addressed more of the southern Utah area. Chair LeFevre moved approval of the proposed allocation. Regent Clyde seconded the motion, and it carried unanimously.

Allocation of 1997-1998 Library Initiative Funds. Associate Commissioner Petersen discussed the proposed allocation. The Utah Academic Library Council (UALC) had met several times to develop the details of a funding model, which was explained in the Supplement to Agenda Tab H, found in the Regents' folders. Through this planning, the library directors had cooperated more fully on a statewide level than in the past. This request is for personnel funding only. Dr. Petersen stated that additional recommendations would be presented to the Board at the next meeting. Chair LeFevre moved approval of the proposed allocation, and Regent Taggart seconded the motion.

President Emert said this had been discussed in the last Council of Presidents meeting. He expressed his concern that the money was not being allocated for additional activities which were agreed to in that COP meeting, and asked the Commissioner to explain the partial funding. Commissioner Foxley said requests for ongoing monies had been recommended by the institutions. The UALC is reviewing these requests in terms of appropriateness in a statewide context. She explained that the process had not been completed but was expected to be ready by August 1. The present

request for approval of personnel was ready for Regents' review. Vote was taken on the motion, which carried unanimously.

Utah Valley State College and Dixie College — Associate of Applied Science Degree in Dental Hygiene. Chair LeFevre said the committee had voted to separate these two programs (see Agenda Tab F) when making a decision. The Commissioner's staff will have additional information for the August meeting. In response to Regent Rogers' request for clarification, Chair LeFevre said the Board could approve both, or neither program. The key features are starting salaries, geographical distribution of programs and recipients, and market need. Regent Rogers pointed out the Regents' job is to help prepare the students to get jobs in a timely and cost-effective manner. Regent Atkinson stated that SLCC and WSU were supportive of these additional programs and pointed out the actualities of waiting lists and long lists of applicants. The discussion in committee centered around expanding existing programs at SLCC and WSU vs. approving the new programs at UVSC and Dixie. The committee wondered why the Dental Hygienists Association opposed this when the dentists showed an obvious need in both markets. Other questions dealt with expenses. She said the committee needed a few more questions to be answered by the Commissioner's staff. A survey was done of 1000 practicing dentists; 523 responded by saying they would hire between 352 and 422 more hygienists if they were available. SLCC just graduated 18 students in their program, and WSU graduates 30 each year. Chair LeFevre moved that this item be continued as a non-action item for the August meeting. The motion was seconded by Regent Lee and carried unanimously.

University of Utah — Report on Spring Semester 2002 Schedule to Accommodate Winter Olympics. Chair LeFevre thanked Dr. David Pershing for explaining the report in Tab G to the committee and asked him to explain it to the entire Board. Dr. Pershing explained that the question was, 'How would the University cooperate with the Olympics?' The University's preference is to start the semester two weeks earlier and break for three weeks during the Olympics, which would allow the semester to finish about the same time as usual. Many of the students would be active as interns or would hold part-time jobs during the Olympics. President Romesburg said many UVSC students would like a semester calendar adjustment, as the Olympics will impact UVSC and possibly other institutions to a lesser extent.

Semester Conversion Update on Common Course Titles and Numbers. Chair LeFevre said the committee did not have time to discuss this issue in depth. He referred the Board to Agenda Tab I and asked Associate Commissioner Petersen to update the Board. Dr. Petersen said the Regents and task forces had agreed that this was an excellent opportunity to strengthen students' ability to transfer from one institution to another. Several things could make this transition easier; establishing common course titles and numbers was one. The task force has identified about 120 courses where most of the institutions have identified course equivalencies. Attachment A to Agenda Tab I summarized the work of the task force. An analysis done by the Commissioner's Office last year suggested that the 90 most commonly taken lower division courses represented approximately 50 percent of the FTE generated by lower division students.

Dr. Brad Winn said Governor Leavitt had been briefed on the task force's efforts. He conveyed the Governor's enthusiasm and congratulations for this important accomplishment. The Governor feels that this will significantly help USHE students who want to transfer from one institution to another. Regent Atkinson moved that the Board commend the faculty and the Presidents for their efforts, and that Associate Commissioner Petersen be commended for his leadership role in this effort. Following a second by Regent Rogers, the motion carried unanimously. President Romesburg suggested coordinating numbers of new programs as they are approved and added, such as the Dental Hygiene programs currently under discussion.

Consent Calendar, Program and Planning Committee. Upon motion by Chair LeFevre and second by Regent Taggart, the Board approved Weber State University's request to offer an Accounting Minor within the existing Accounting Major, as explained in Agenda Tab J. Chair Anderton thanked Chair LeFevre for his report.

Finance and Facilities Committee

University of Utah — Auxiliary and Campus Facilities System Revenue Bonds, Series 1997A. Chair Goddard said construction has begun at Rice Stadium, with an expected completion date of August 1998. The parameters of the bond were shown on Attachment A to Agenda Tab K, which he briefly explained. The committee approved the University's request, and Chair Goddard moved the Board's approval, with the understanding that the final documents be approved and signed by the Chair, Vice Chair, or Chair of the Budget and Finance Committee, as stipulated in the

Commissioner's recommendation. Regent Hoggan seconded the motion, which was adopted by the following vote:

Yea:

Nay:

Kenneth G. Anderton

(None)

Pamela J. Atkinson

Aileen H. Clyde

Ian M. Cumming

John B. Goddard

W. Brett Graham

David J. Grant

Larzette G. Hale

L. Brent Hoggan

Evelyn B. Lee

Clifford S. LeFevre

Paul S. Rogers

Jay B. Taggart

University of Utah — Rice Stadium Use Agreement for the 2002 Winter Olympics. Chair Goddard explained that this agreement, as explained in Agenda Tab L, concerns possession of Rice Stadium and parking lots near the Stadium during the 2002 Olympic Games. The committee considered the recommendation, felt it would be a good arrangement with the SLOC, and subsequently recommended their approval. Chair Goddard moved that the Board approve the use agreement. Following a second by Regent Hoggan, the vote carried unanimously.

[As requested by Chair Anderton, the Executive Committee of the Board of Regents met via conference call on July 21, 1997, to review the insurance and indemnity sections of the use agreement. Following a discussion with Vice President Tom Nycum, Regent Foxley moved that the final document be approved. Regent Clyde seconded the motion, which carried unanimously.]

1997-98 University Hospital and Neuropsychiatric Institute Operating Budget. Supplemental summary material to Agenda Tab M was in the Regents' folders. The budget had previously been approved by the Hospital's Budget and Finance Committee, its Board of Trustees, and by the University's Board of Trustees. Chair Goddard moved approval of the proposed budget, seconded by Regent Hale. The motion carried unanimously. Chair Anderton thanked President McIntyre for the careful attention which had been given to the budget.

Utah State University — Campus Master Plan (Agenda Tab N). Stating that there had been no changes since the campus master plan had last come before the Board, Chair Goddard moved its approval. Following a second by Regent Hale, the motion carried unanimously.

Utah Valley State College — Park City Lease. This item (see Tab O) was withdrawn from the agenda at UVSC's request for discussion at a later date.

Student Financial Aid — Loan Purchase Program 1997-98 Budget. Stating that the return may increase 1% to 1.25% on interest next year, Chair Goddard moved approval of the budget, as explained in supplemental material to Agenda Tab P. The motion was seconded by Regent LeFevre and carried unanimously.

Student Financial Aid — Loan Purchase Program Fund Designations and Borrower Benefits for Timely Payments. Chair Goddard explained that the extra expense for students to join automatic withdrawal would incur a cost of \$380,000. Therefore, an increase in interest rate reduction was proposed for automatic withdrawal participants from .25% to .50%. He moved approval of this reduction, effective July 1, 1997, and the proposed FY 1996-97 year-end reserve fund designations as explained in Student Finance Subcommittee Report #5, which was attached to Agenda Tab Q. Regent Hoggan seconded the motion, which subsequently carried unanimously.

Student Financial Aid — Student Finance Subcommittee Report (Tab R) and UHEAA Board of Directors Report (Tab S). Chair Goddard recommended that Board members read these reports, which were presented for information only and required no action.

Student Financial Aid — Establishment of Study Group on Supplemental Trust Legislation. Chair Goddard reminded the Board that they had established a study group in their May 1 meeting to study the feasibility of a supplemental trust. Members of the study group have been appointed and were shown in the Commissioner's cover letter to Agenda Tab T. The report of the study group will be submitted to the Student Finance Subcommittee and the UHEAA Board of Directors for review and consideration. At his request, Governor Leavitt will also be consulted. The target date for completion of this study is September 1, 1997.

Consent Calendar, Finance and Facilities Committee. Upon motion by Chair Goddard and second by Regent Lee, the Board approved the following items on the committee's Consent Calendar, as shown in Tab U:

1. Work Program Revisions
2. UofU and USU Capital Facilities Delegation Report
3. Weber State University — Davis Property Road Easement

Regent Goddard cheerfully finished with, "That concludes my final report." Chair Anderton thanked him for his report.

General Consent Calendar

Upon motion by Regent LeFevre and second by Regent Taggart, the Board unanimously approved the following items on the General Consent Calendar:

Minutes.

Approval of the Minutes of the Regular Meeting of the Utah State Board of Regents held May 1, 1997, at Southern Utah University in Cedar City, Utah.

Grant Proposals. — Approval to submit the following proposals:

- a. University of Utah - Design a Mesoscopic Power Source: A Machine with Demonstration and Associated Design and Fabrication Support. \$1,401,709; Richard F. Riesenfeld Principal Investigator.
- b. University of Utah - Center for the Simulation of Accidental Fires & Explosions. \$1,055,702; David W. Pershing Principal Investigator.
- c. University of Utah - Cancer Center Support Grant - Huntsman Cancer Institute. \$1,224,034; Raymond L. White Principal Investigator.
- d. Utah State University - Establishing Rural Access to an interactive Library of Educational and Training Resources. \$1,549,873; Glenn R. Wilde Principal Investigator.
- e. Utah State University - Video Compression/Decompression for Worldwide Communications Corp. \$1,689,979; Richard W. Harris Principal Investigator.
- f. Utah State University - Research support in Areas of Development of Space Cryogenic Experiments. \$1,800,000; David A. Burt Principal Investigator.
- g. Utah State University - Community of Learners: Establishing Rural Access to an Interactive Library of Educational and Training Resources. \$1,549,873; Glenn R. Wilde Principal Investigator.
- h. Weber State University - Uranium Decontamination of Cement. \$527,900; Charles Davidson Principal Investigator.

Executive Session(s). Approval to hold an executive session or sessions in connection with the meeting of the State Board of Regents to be held August 1, 1997, to consider property transactions, personnel performance evaluations, litigation, and such other matters permitted by the Utah Open and Public Meetings Act.

Hospitality

Maps of the area for the steak fry, as well as a map of the shuttle route to the parking lots, were distributed. Chair Anderton thanked President Emert for his hospitality and asked him to express the Board's appreciation to all who made the day's activities so pleasant. He announced an executive session of the Board immediately following this meeting in the Sonne Room of the University Inn.

The meeting was adjourned at 4:18 p.m.

JUNE 17, 1997

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Richard W. Jacobs, Budget Director
Lynn E. Janes, Associate Vice President for Administrative Affairs and Controller
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Joe Vande Merwe, Assistant Director, Budget Office

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Salt Lake Community College

Frank W. Budd, President
Marjorie Carson, Vice President of Academic Services
Rand Johnson, Assistant to the President
Darlene Gubler, Director of Faculty and Staff Development

Legislative Education Interim Committee

Senator David H. Steele, Co-Chair
Representative Lloyd Frandsen, Co-Chair
Representative Sheryl L. Allen
Representative Ron Bigelow
Representative Duane Bourdeaux
Senator Lyle W. Hillyard
Representative David L. Hogue
Senator Scott N. Howell
Representative Keele Johnson
Representative Susan J. Koehn
Representative Evan L. Olsen
Representative Tammy J. Rowan
Representative Richard M. Siddoway
Senator Howard A. Stephenson
Representative A. Lamont Tyler
J. Wayne Lewis, Research Assistant
James L. Wilson, Associate General Counsel
Nedra B. Duzett, Secretary

State Board of Education

Katharine B. Garff, Chair
Linnea S. Barney
Janet A. Cannon
Cheryl Ferrin
Lynn Haslem
Susan C. Henshaw
C. Grant Hurst
Boyd F. Jensen
Jill G. Kennedy
Kay McDonough
Joyce W. Richards
Marilyn Shields
Waynette Steele
John L. Watson
Twila B. Affleck, Secretary to the Board

Kent Mohlman, Internal Auditor

State Office of Education

Scott W. Bean, State Superintendent of Public Instruction
Michael J. Bouwhuis, Davis ATC
Rayanne Boyer, Mountainlands ATC
Robert O. Brems, State Director, Applied Technology Education
Howard Clayton, Sevier Valley ATC
Mark R. Dennis, Uintah Basin ATC Bo Hall, Wasatch Front South ATCSR
Frances Harding, Uintah Basin ATC
David James Bob Johnson, Kane School District
Marvin Johnson, ATE Specialist
Brent Judd, Sevier Valley ATC
Steve Laing, Associate Superintendent
Richard L. Maughan, Bridgerland ATC
Mary Ann McAllister, Uintah Basin ATC
Jill Montoya, SBE/SBR Joint Liaison Committee
Blaine Petersen, Executive Director, State Office of Rehabilitation
Mark Rose, Uintah Basin ATC
Jerry Peterson, Associate Superintendent
Lane Thomas, Uintah Basin ATC
Stanley Wood, Sevier Valley ATC

Others Present

Gary Carlston, Governor's Office
Marjorie Cortez, *Deseret News*
Joyce Davis, Utah League of Women Voters
Marlowe Dayley, Legislative Fiscal Analyst's Office
Stan Eckersley, Legislative Fiscal Analyst's Office
Dan Egan, *Salt Lake Tribune*
Boyd Garriott, Legislative Fiscal Analyst's Office
Beverly K. Macfarlane, Department of Workforce Services
Paula Plant, Utah PTA
Vernon (Con) Rowley, Governor's Office of Planning and Budget
Julie E. Ryal, Legislative Coalition for People with Disabilities
Bradley A. Winn, Governor's Office of Planning and Budget

Joint Meetings with Legislative Education Interim Committee
and State Office of Education

The official minutes of the joint meetings, as prepared by the Office of Legislative Research and General Counsel, are attached.

The groups adjourned at 11:45 p.m. for lunch.

Luncheon Meeting

President Emert welcomed the combined group to the Utah State University campus at 12:00 noon. He introduced the guests at the head table: Senator David Steele, Representative Lloyd Frandsen, Superintendent Scott Bean, Commissioner Cecelia Foxley, SBR Chair Kenneth Anderton, and SBE Chair Katharine Garff. At the conclusion of the luncheon meal, Governor Michael O. Leavitt joined the assemblage.

President Emert introduced Senator Steele, who in turn introduced the Governor. Governor Leavitt then addressed the group about the condition of public and higher education and issued specific challenges to both groups. To the higher education community, the Governor issued the challenge to look at Abig gear questions@ in order to be ready for the 21st Century. The future will bring even more competition for a share of the state budget at a time when a college education is becoming increasingly out of reach of many students because of spiraling costs. Questions Regents should address include: Is the Utah System of Higher Education set up for maximum potential? Who are our customers? Who are our competitors? He called the Regents Astewards of the system@ and urged them to offer deliberate, focused leadership. To the public education community, the Governor asked for safer schools, a careful study of middle school education, and more innovation in assessing Utah students in comparison with their peers around the world.

Planning Workshop for Regents and Presidents

Chair Anderton called the group to order at 1:52 p.m. At his request, Commissioner Foxley reviewed the challenges issued by the Governor at lunch. He invited the Regents and Presidents to share their thoughts of collective higher education leadership. Commissioner Foxley reminded everyone that this was an open dialogue where input was welcomed from all in attendance. The Governor asked: Is the system shaped as it should be? Are the institutions linked together as they should be? Who are our customers, and who are our competitors?

Chair Anderton said we need to focus on our mission as educators. We are not simply institutions to provide training for specific jobs in industry. This democracy is founded upon the principle that it will only succeed if we have an educated citizenry. We are losing some of the perspective of the ideals of an educated citizenry when we focus completely on just training. None of us would say that training is not vital, that it is not necessary. It is, and we must do more. We need to be more receptive and bring these programs on line as quickly as we can to respond to business and industry. Education also involves humanities, associations with people, etc. Part of our job is to bring that message to the public. We must continue to sound a note for an educated citizenry.

President Budd said community colleges do not want to be perceived as simply short-term training institutions. The business community needs people who can read, write, communicate, work in groups, problem solve, and think critically. Our students need a general education. Students need to have read and have something to think about and write about.

Regent Clyde said we are doing something different from business, but we are not helping our legislative leadership understand how we are different. She suggested having this discussion and inviting only legislative leadership. She heard this morning that our Regents and institutional presentations to the Higher Education Appropriations Subcommittee are virtually meaningless because legislative leadership makes the funding decisions. Since about 80% of our higher education budget is involved with personnel, the legislature has determined that our teachers should spend more time in the classroom. This is far too simple of an approach to cost saving.

President McIntyre said a Commission on the Quality of the Academic Experience was convened at the University of Utah while she was Academic Vice President. Everyone asks, "Why don't they understand us?" The Commission's conclusion was that we never articulated the reason for having an university experience; we just expected everyone to automatically understand it. Campus communities need to understand that we internalize assumptions which have never been articulated to others. Many legislators do not understand how the whole package ties together.

Chair Anderton agreed that we must communicate better with our constituents, particularly the values and historical perspective of higher education. We must also be willing to change, and we should carefully distinguish in our communication that we are willing to change in appropriate areas. A study comparing higher education in the United States with Japan showed that the United States was superior, chiefly because of the uniqueness of our institutions. We have allowed our institutions to develop individual personalities and missions. He said we must not have nine identical institutions, in mission and role, in Utah. That is different than discussing simple education and articulation and must be communicated clearly.

Commissioner Foxley said not all our competitors are within the realm of traditional education in this country. Large commercial companies are also in the education and training business. Unless we are willing to make changes, our competitors will out-distance us. We need to communicate how we are adapting to these changes. The USHE task forces all have made good progress, and reports were included with the agenda materials. In Regent Zabriskie's absence, the Commissioner asked Mike Richards to report on the Higher Education Campaign Task Force's progress to date.

President Thompson complimented the task force for the nice job they did in contrasting the legislative atmosphere ten years ago with the present. He noted that Senator Steele had said in an earlier session that he was the chair of the legislative committee and had not had a one-on-one session with a Regent. Regent Rogers had suggested that it would be reasonable to assign each Regent to a one-on-one relationship with six or seven legislators for two years. President Thompson concurred with that suggestion.

Regent Cumming said the Regents have a job to do. The Commissioner and Chair are to convey that message to the legislature. He recommended finding the money from outside to do research and then come up with suggestions or directions for change. He suggested Stephen Wheelwright at Harvard as a possible outside consultant.

Regent Rogers suggested explaining the changes to the institutional boards of trustees and asking them to redefine the institutions' missions. He further would ask the trustees if there are things within the institutions they would change.

Regent Lee suggested establishing an ongoing future planning committee as part of the regular Board meetings. The Program and Planning Committee does not discuss future kinds of topics enough; they spend too much time debating individual programs. She suggested renaming that committee or establishing a third committee to discuss efficiencies. President Jones suggested that we look at the future of each institution, as well as the system.

President McIntyre suggested it would be helpful for the Regents to hear from the institutions about how they are responding to the challenges of the 21st Century in a broad way. She recommended that this be included on the Regents agenda. Associate Commissioner Carpenter said a biennial report would be coming out this summer regarding quality, accountability and assessment which should answer the question of whether or not our students are being prepared for the 21st Century. President Jones pointed out that the 21st Century is no longer a goal; we already have classes scheduled for the year 2000. A more realistic goal would be 2025

President McIntyre asked, "How are we responding to the University of Phoenix?" President Thompson said this is a relevant question; they are one of our competitors, and we are not meeting the competition. One-third of the recent University of Phoenix graduates had previously attended WSU. Weber's costs are lower and their programs are better, but the University of Phoenix offers classes in the evenings and on weekends when it is more convenient for many to go. We need to note the ways we are not meeting the needs of our students and to ask if we are best using the resources of our Regents.

Chair Anderton requested a place on the Board agenda to give meaningful input to these issues raised by the Governor. He concluded, "We have done a magnificent job in higher education for over a hundred years, but we must change. We must retain the classic components of education which have been time tested through the ages, but we have to adapt to the context of our present technology and learning. This change is inevitable, and we will do it."

The meeting was adjourned at 3:15 p.m.